

Organizational Behaviour - II
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Lecture –01
Group and Types, Characteristics

Welcome to the course on organization behaviour two. It is my pleasure to welcoming all the participants and learners for this course. I am Dr S. Srinivasan. I am an assistant professor at Vinod Gupta School of Management, IIT Kharagpur. Along with me, there are 2 more faculty members going to offer this course: Professor Sangeeta Sahney, she is a professor at Vinod Gupta School of Management, IIT Kharagpur and Professor Susmita Mukhopadhyay, she is an Associate Professor at Vinod Gupta School of Management, IIT Kharagpur.

So, as we discuss this organization behaviour course is overall going to cover the larger group in the organizations. It is going to talk about the group, teams and an organization structure as a whole in the whole course we are going to discuss about it. So, for this first-week lecture, we are going to start with the first chapter on group.

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ORGANIZATIONAL BEHAVIOUR - II

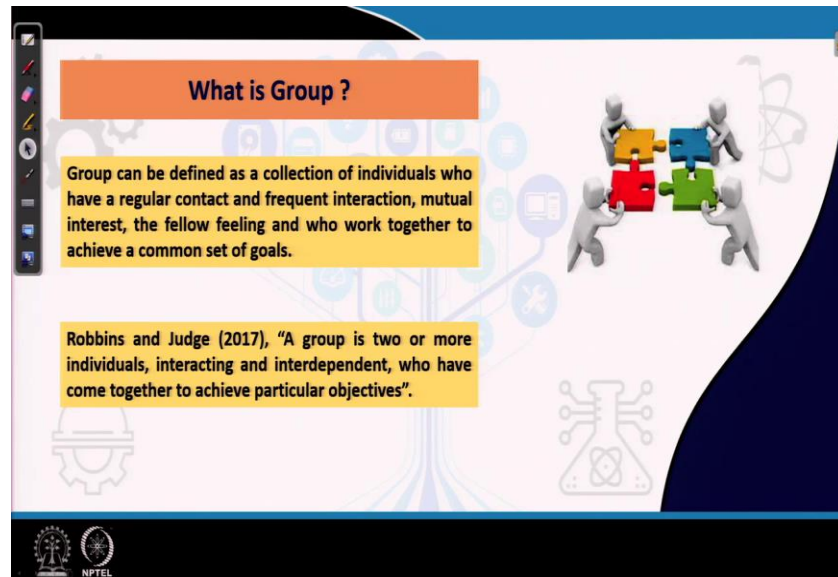
In this lecture session we will be discussing about

- What is Group?
- Need for joining the groups
- Characteristics and Different types of groups
- Functions of Group



In today's lecture, we are going to discuss about understanding what is group? What are the characteristics of the group, different types of group and functions of the group? Let us get into the lecture.

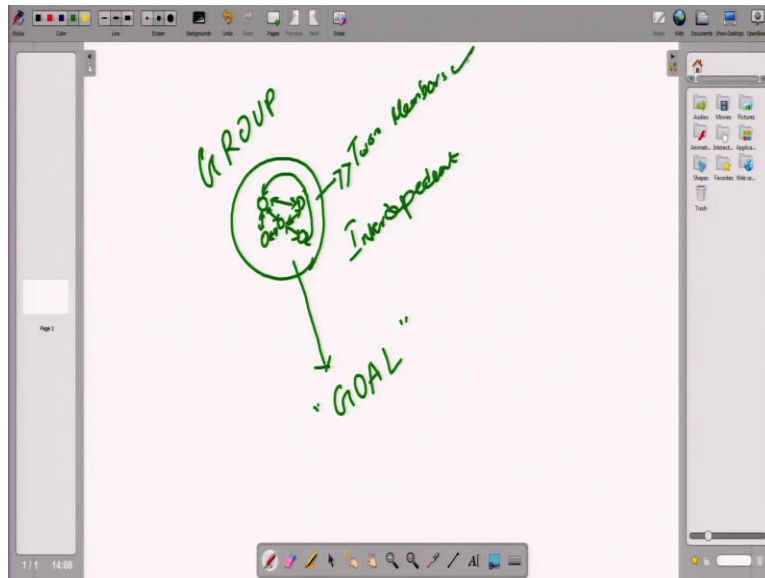
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What is group as every one of you will be working with the groups. , right? Maybe it is an assigned by your faculty members or may be assigned by your organizations. Now, invariably in every setup it can be a education institution it can be an being a student, or it can be in your organizations, everybody started to work in a group. Because organizations are even the learning process itself is understood that yes, the collective learning or a collective effort is going to make us reach higher height than an individual effort.

So, given that concept and a perspective we are going to learn the concept of group. Now, what is a group? So, to qualify or to call a group so, at least should be 2 or more members who are regularly interacting, interdependent and who have come together to achieve a particular objective. So, when we say a group.

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So, there are three important things that come into the picture it should be at least more than one member let us say this is a member 3, 4, and 5. Let us say these are first thing is, it should be more than two members than another important factor to call them a group is, I cannot call them as a group when let us say no there are 5 people who are inside but they never interact. So, to call a group so, these members have to be interacting with each other.

So, they may be interacting with each other, then they should be interdependent, right? when we say a group. So, group members are interdependent to each other and then what they are striving to achieve? They will have a common goal. So, to call a group, there are three important things: one is more than two members and the members are regularly interacting and then they are interdependent with each other, and all these group members will have a common goal to achieve.

So, then we call them as a group. So, now, we say no there are more than 5 people standing in one place and then we can call them a group but are they called as a group within the context of organizations? No because as we say, group is always member who are regularly interacting and they are interdependent and they have a common objective to achieve.

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Need for Becoming a Member in the Group

- **Need for security:**
Individuals can reduce the feeling of insecurity or loneliness by joining a group. People feel stronger and are more resistant to threats while joining a group.
- **Need for status:**
Inclusion in a group is viewed as important by others and it provides recognition and status for its members.
- **Need of self-esteem:**
In addition to conveying status to those outside the group, membership can also give feeling of worth to the group members themselves.

Now, let us move further to see why an individual becoming a part of a group. So, of course in an organization or maybe in an educational setup, your faculty member may be forming a group or maybe asking you to form a group, right? Then in an organization set up also, your organizations may be assigning you to be part of a team or a group. Now, we are trying to understand why an individual will want to become a member in a group?

The very first thing is need for a security. So, individual can reduce the feeling of insecurity or loneliness by joining a group. Let us say, I am an individual member. When I become a part of another group where I am trying to be feel secure because being alone, I feel lonely or maybe some time, I feel insecure maybe you would have witnessed in your workplace or maybe in your college during the class times or during the learning time, maybe your learning is little less you might feel inferior about your individual it individual membership alone.

But when you become a member of a group, you build the security... you are coming out of the loneliness that is one of the major reasons why individual becoming a member of a group. Next is need for status. So, when I associate myself in a group and it provides me recognition and it provides a status switch members. Let us say, maybe in the college, you belong to a particular

group, or maybe the college group, or student member, student board group, or let us say talk about in an organizations.

Let us say you are working in a project. You are a member of a project group, then maybe that project is doing really well your company is getting appreciated all the time by the effort of the particular group then what will happen? Your status increasing, your association with a particular group you are trying to get the status being a group. Let us say, you are always try to identify yourself with the company you work with or maybe the college you study, right? You say “I belong to this institution,” “I am working in this company.”

So, that you get a kind of a status by being a member of the group then there is also need of a self-esteem. Apart from the status the membership in a group will also giving worth being in the group, associated with the group. So, you also become a member of a group for improving your self-esteem.

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Need for Becoming a Member in the Group

- **Need for affiliation:**
Groups can fulfill social needs when people enjoy the regular interaction with their group members.
- **Need of power:**
What cannot be achieved individually often become possible through group action. There is power of numbers.
- **Need of goal achievement:**
Sometimes it takes more than one person to accomplish a particular task– there is a need to pool talents, knowledge or power in order to complete a job.

Then of course need for affiliations. group will fulfil several needs because the group members maybe contributing towards the success of the group. Maybe they are really good at the other the expertise domains they are good at. So, it is a need for affiliation where you want to be in a regular interaction, how you feel good being in the group, where there are a lot of fellowship have been offered and you get lot of recognition or maybe a social support or a psychological support you

get and that is a need for affiliation and need for power when if as an individual, we see that some certain tasks are very challenging for an individual to achieve. But the moment you are becoming a member of a group or at least you form a group to achieve a particular task or a goal then you are getting a power to achieve. You are capable to achieve the task even the most challenging task can be achieved by a group than an individual member.

We cannot discount it that no individual can never achieve, but group have higher probability of achieving the challenging task than an individual member performing it. Then, need for a goal achievement. Sometimes one in individual member will find it difficult to achieve the task. So, what will happen? When you are becoming a part of a group, what each individual member in a group have a person or a processing in individual skills.

Now, you would have observed in your college or maybe in your current workplace. Let us say in a group you will find somebody is really good at social skills, somebody is really good at technical skills, somebody is really good at managing the clients, or interacting with the clients assessing the business situations.

And if you let me put it in a college context where let say you want to organize a program, somebody is really good at organizing, somebody is really good at marketing the activities, somebody is really good at fundraising. So, it is also for a goal achievement you want to becoming a member of a group.

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Characteristics of Group

- **Interpersonal interaction:** Individuals do not form a group merely by being in the same place; there needs to be interaction between them.
- **Perceptions of membership:** Individuals should be perceptibly aware that they are members of the group.
- **Interdependency and mutual influence:** Any event that affects a group member affects them all; each member influences, and is influenced by, the other member.

Now, having learned about why an individual want to become a member of a group, we are trying to learn the characteristics of the group. So, the first characteristic is an interpersonal interaction. So, individual alone will not form a group as I said there are 5 people standing there by dictionary meaning, yes, they are group because there are 5 people standing. But unless otherwise there is a regular interaction between them, then they cannot be called a group. So, the first characteristics of the group is that they should prevent interpersonal interactions. Then, the second characteristic is a perception of a membership. Individual should perceptually aware that they are member of a group. Let us say I am in a group and I should perceive that; yes, I belong to this group and so that now the membership I am trying to enjoy being associated with a particular group.

Then interdependency and mutual influence now, the as we in the beginning of the lecture also we talked about interdependency, wherein we talked about, yes individual member are interdependent to each other. It is not that no I am fighting with you that now, I am the superior one within the group. No not really, that will we will learn during the dynamics within the group. But when you are talking about the interdependence yes, each member in the group are interdependent to each other.

For example, because why we have a common goal to achieve. To achieved a common goal, I should be interdependent with each other and there will be a definitely a mutual influence on each other. Yes, one member will be influencing other member. Let's say when we want to make a decision or maybe there is a question being asked, who says yes and who says no probably, what will quickly will happen somebody who says yes try to influence others also say yes, right? So, that is a third characteristic of a group.

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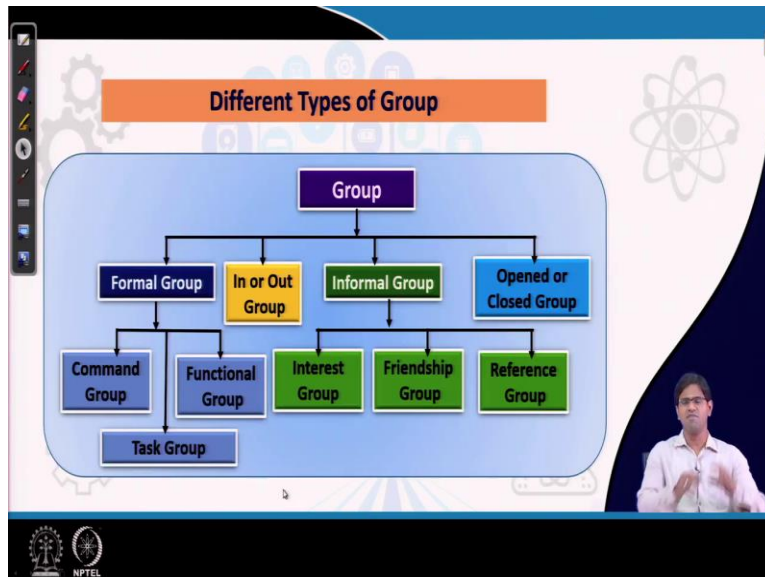
Characteristics of Group

- **Mutual goals:** Individuals come together in pursuit of a mutual goal, which is set by using a goal congruence model. When individuals feel that their goals match the goals of other individuals, they pursue goal achievement voluntarily.
- **Motivation:** Group members seek to satisfy some personal need through their joint association.
- **Structured relationships:** Interactions are structured by a set of role definitions and norms.

Then, of course they will have a mutual goal. individuals come together in a pursuit of a mutual quality. As I said, yes, all the group members will have a common goal to achieve. Then there is motivation. the group members want to satisfy some of their personal needs by joining the groups, right? So, there is a inherent motivation within an individual that, yes, if I join this group, as a group they have a goal to achieve, obviously, as an individual I will also have certain personal goals. Let us say I wanted to become a part of this group, maybe the work group or a project a new product development group where I wanted to learn certain skills of how to conceptualize an idea, how to present this idea to a management, so that my idea is getting approved, right? So, by that way I am also having my learning objective or maybe my internal goal set so that I am trying to join the particular group.

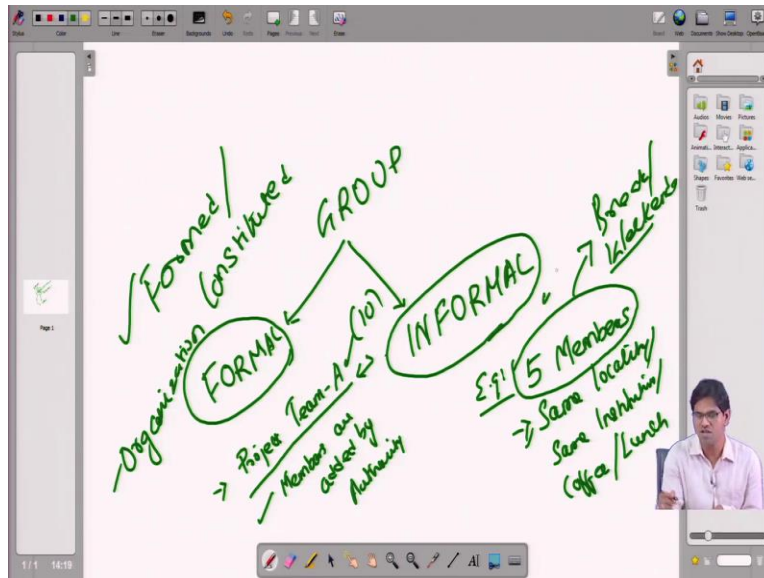
Then the groups will have a structured relationship. with each member will perform or have a certain role assigned to their membership in the group. So, there is a structured relationship also exist in a group.

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Now, having understood about what is group, then why an individual want to become a group member of a group and then the characteristics, now we are trying to understand different types of the group. Why? These are all the very fundamental aspect to learn, so that now, going forward in the course we will be able to relate and appreciate the very concept we are going to learn, so that now, we are going to use it in practice in your workplace wherever you are working.

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Now, if you look at the group, it is largely classified into 2 things. , maybe you see that Formal Group, In or Out group, informal Group, and Opened or Closed group, but largely if you look at so, groups are largely divided into 2 form one is a formal group another is an informal group. So, group is largely into 2 types: one is a formal group another is informal group. I will spend some time here to clarify, what is a formal group? what is an informal group?

Let us say formal group. Formal groups are one which are formed, or let us say constituted by the organization. So, these are formed or constituted by organization. So, some examples can be let us say you are in an organization. So, the project team, let us say project team A, which is formed by the organizations. The members are added by the authority, where so here the membership is again by the organization. So, they are all formal groups.

Now, come an informal group. Informal groups are the one which are not formed by the organizations. It is more of an organic in nature, where formation of the group is not made by an organization, but the members together they join together and then they form an informal group. Let us say some of the examples can be let us say within the project team, I am going to take the project team as an example: Let us say project A has 10 members.

Now, I am going to talk about the informal group. Within the 10 members, let us say 5 members. There are 5 members within the project A, they come from a same locality or let us say they are from a same institution, or whose are common like, they meet over a coffee or a lunch time they regularly meet, then they meet just for social interactions they meet. This kind of a group. Let us have 5 members who regularly go out for a break or maybe on weekends, I am just referring from the same group, so that you will be able to relate. So, they become an informal group. These ten members together on a project A they are a formal group but the 5 members out of this 10, who are actually if you come from the same institution or the same locality or they share some common interest or an attitude or they go out for breaks or lunch together, then these groups are an informal group. So, this is a larger classification.

Now, let us try to understand within the formal group there are there can be multiple types of a group. So, there are 3 types which is a command group, functional group, and task group. Now, going forward we are going to learn about each of the groups. So, let me spend some time to explain each of this in a subsequent slide. On the informal group you see there can be 3 different types of informal groups, which are: Interest group which have a common interest they form a group. Then there is a friendship group where you see that within the group you will form an informal group. And then the reference group with whom I always refer to know I am trying to create validation that so, I am like this. So, there is a reference group. Now, there are you can see there is 2 another type of group which you can see here, which is an in or out group which will also I explain.

This in or out group can happen within the formal group, where the subgroups will be formed within the larger group. So, that concept I will be explaining the subsequent slides, and there is an open or closed group. So, this I will discuss here itself. So, that now, we will be spending some time on learning the other types of groups. Now, on the open or close-up, open group is the one where it takes membership, they do not restrict the membership. as and when member want to join, they come and then they leave.

There are closed groups they restrict their membership to the group they are called closed groups.

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Different Types of Group

Formal Group

Formal group in generally established by an organization to achieve organizational goals. Different types of formal group are-

- Command groups
- Task groups
- Functional groups.

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Let us try to understand the formal type and different types of a formal group. As I already discussed what is formal group. we are going to specifically jump into learn on the different types of a formula one is the command group.

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Different Types of Group

Formal Group

- **Command groups:**
Groups specified by the organizational chart and often consist of a supervisor and the subordinates that report to that supervisor. An example of a command group is a group of soldiers under a commander.
- **Task groups:**
Groups consist of people who work together to achieve a common task. Group members are brought together to accomplish a narrow range of goals within a specified time period.

So, the command groups are the one which are specified by the organizational chart itself. So, the organization chart will specify this particular team will have 5 members, these 5 members will report to a supervisor. So, they come under command group. the supervisor having a command to order the subordinates to perform a certain task and then they will be reporting to the supervisor, they become a command group.

Some examples can be commando will be there, there is a group of soldiers under a commander. So, that is an example of a command group. There can be another kind of a command group within the organization itself, where I say I am running a team where I have few members under me and who is reporting to me who is following my instructions, they are called a command group.

Now, comes a task group. So, task from the groups is formed specifically to perform this task. Now, the members are pulled to perform the particular task. They are trying to achieve a common task. So, this is specifically all members are pulled from each different functional area from different expertise. They form to perform a particular task. This group specifically formed to perform a given task, they are called a task group.

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Different Types of Group

Formal Group

- **Functional groups:**
Groups Created by the organization to accomplish specific goals within an unspecified time frame. They remain in existence after achievement of current goals and objectives

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Then comes a functional group. Let us say in a functional group some of the examples can be let us say in an organization, you will you will find or you will have an HR (Human Resource) department, you will have a finance department, right? then you will have IT department then you will say operations, right? So, these are all called a functional group. So, they all the members belong to this or a functional group.

So, these are the different types of a formal group exist within an organization. Now, we are going to learn about the different types of informal groups.

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Different Types of Group

Informal Group

- **Interest groups:...**
 - Groups usually continue over time and may last longer than general informal groups.
 - Members of interest groups may not be part of the same organizational department but they are bound together by some other common interest.
 - The goals and objectives of interest groups are specific to each group and may not necessarily be related to organizational goals and objectives.

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So, one is an interest group, where generally these groups are continue over time, they may last longer than a general informed group. So, they formed because of the similar interest they share and each of the interest groups specifics are different. For example, in a Facebook you see, right? there are many pages been formed and the topic is of some interest. Let's say you may become a member, if you are really interested in that particular topic or that is how you become an interest group. Now, you also share a similar interest and then you will become a part of the particular group. But it is not a formed by an organization. where any individuals who have a similar interest form a group, and then they interact around these interest areas they are called an interest group.

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Different Types of Group

Informal Group

- **Friendship groups:**
 - Groups are formed by members having similar social activities, political beliefs, religious values, or other common bonds among themselves.
 - Members enjoy each other's company and often meet after work to participate in the activities of their common interests.

Then, the friendship groups. These groups are formed by members having a similar social activity, political belief, religious values maybe you would have observed in your workplace, in your college, with your batch mates, sight? The moment on the first day of your college you would have seen the classes huge and big and after a 2 weeks' time you would have found that yes there are small groups being formed and they become a friendship group. Similar is the case in an organization to set up also where you will find the individual members who are having a similar social activity, the values, their belief system, or a common interest, or an attitude towards many of these subject matters they will become a friend. and then they called a friendship group.

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Different Types of Group

Informal Group

- **Reference groups:**
 - Groups that people use to evaluate themselves.
 - According to Cherrington, the main purposes of reference groups are social validation and social comparison.
 - Validation allows individuals to justify their attitudes and values while social comparison helps individuals evaluate their own actions by comparing themselves with others

Then there is a reference group as I was saying in the earlier slides that reference group are the people used to evaluate themselves. the main purpose of the reference groups are social validation and social compression. I am just referring to the particular opportunity, I also very similar to this group. So, that is a reference group.

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Different Types of Group

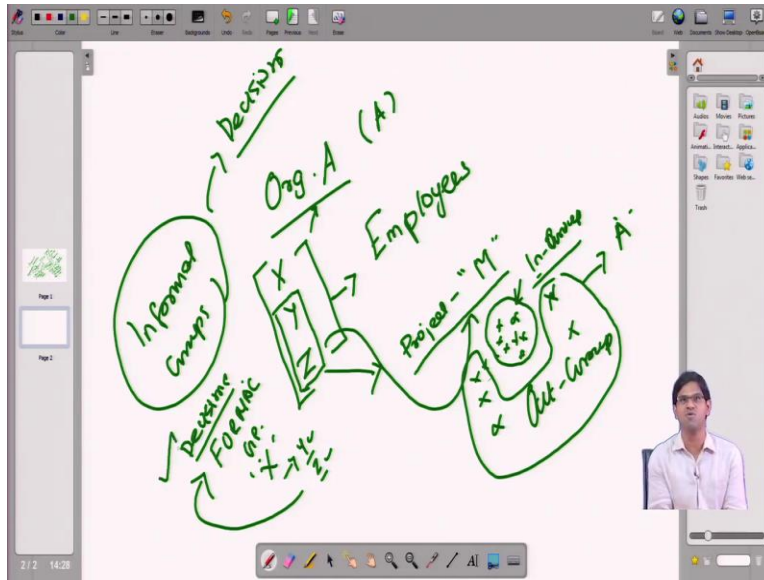
In Group and Out Group

- **In Group:**
 - The groups with which the individuals identify him/herself are his/her in-groups by virtue of awareness of likeness or consciousness of kind. The groups contain a sense of sympathy or attachment with others.
- **Out-group**
 - The our-groups consist of those persons, whether formally organised or not, toward whom we feel a sense of indifference, avoidance, competition or outright conflict.

Then comes a very important group different types of groups which is in group and out group. let us say the in group and out group what generally happens the people who identify themselves with

a particular group. Let us say I belong to this particular project. So, let me talk about give you an example.

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So, let me give you an example let us say this is an organization-A. X, Y, Z are employees. Now if you look at, all of them work here in these organizations to identify they should identify with organization-A , right? . Now, what will happen, let say this Y and Z belongs to a project called M. So, they are identifying so much with this project, so they always identify themselves these are members belonging to M.

What do they do? They feel an in group. They want to protect their members in the group . M is a group whoever is here in this project are members. So, they are all in group. Anybody who is inside this project or in group and what they do they always put high value for those individual members who are inside their project, they try to protect their numbers they are all call them in group.

Anybody outside this group called out group. Anyone it can be anyone outside this project are out group, even though all this anyone I am talking about is this group these people belonging to the same organization-A, but there also because this group feel they are protected about being in this particular project called M, those members are in group members, and anybody outside the project. You can be working in the same company; I do not mind you are all in out group. I am very much conservative or protective about more M members. Then, and rest of them are out groups for me.

These are called in group and out group. Why it is important to learn about this informal and in and out group is because these informal groups used to influence decisions. Let me give an example. So, let us say. Now, this informal groups there is a formal group X. Within the group, you might have Y and Z informal groups. As I said, now, people who go for lunch break sometime, or a coffee break sometime, or coming from same bus or some similar place. So, they form an informal group. These informal groups used to influence the decisions of the formal group, that is why it is important to learn the informal groups. What is informal groups? How they will impact the decision. So, informal groups also play a critical role.

So, having learnt about this in and out group, we have now understood about what is group different types of groups. So, in and out group. Obviously the next one is open and close group.

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Different Types of Group

Open or Closed Group

- **Open groups:**
 - Those groups in which new members can join at any time. There may be an adjustment period while getting to know the other group attendees.
- **Closed groups:**
 - Those groups in which all members begin the group at the same time. Members intending to join, have to wait for a period of time until sustainable group is available.

This I already discussed when we were discussing about the diagram, where we talked about in and open group and closed group. open group is the one which appreciates or allows membership. New members can join at any time, whereas the close group are restricted group. So, it will not allow the members to join it in it.

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Functions of Group

Different types of functions of group help realize an organizational goal.

- **Generating new ideas:**
With the help of inputs from number of people innovative ideas are implemented for problem solving.
- **Liaison/coordination :**
Serving liaison or coordinating function among several work groups whose work is to some extent independent.
- **Facilitation:**
Groups facilitate the implementation of complex decision as it is interrelated with various other working groups.

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Now, the last section of this today's lecture is functions of a group. There are different types of functions of group. What are the main functions? One is generating new ideas. The group members always participate effectively and then they generate lot of new ideas. So, for example when you wanted come up with a new product or a new service or a new plans, individual will have interesting ideas. But probably individual might get exhausted with their ideas in sometime, whereas in the group you brainstorm lot of members adding lot of new values or new insights. So, the main functions of a group are to generate new ideas. Then there is also a next function is liaison and coordination. So, the coordination function among several work group who is having some extent to be independent.

Their coordination is also one of the functions with the large organization they can be broken down to multiple groups and there should be also coordination. Then comes a facilitation. Groups will facilitate the implementation of the complex decision in an organization as I said. Now, the large organization will be broken down to multiple groups. Groups can be in a functional group or maybe a project group or maybe task group it can be in any form.

But that groups will be facilitating the implementation of the complex decisions. So, they will be really helpful in making the organizations achieve the common or realize the complex tasks.

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Functions of Group

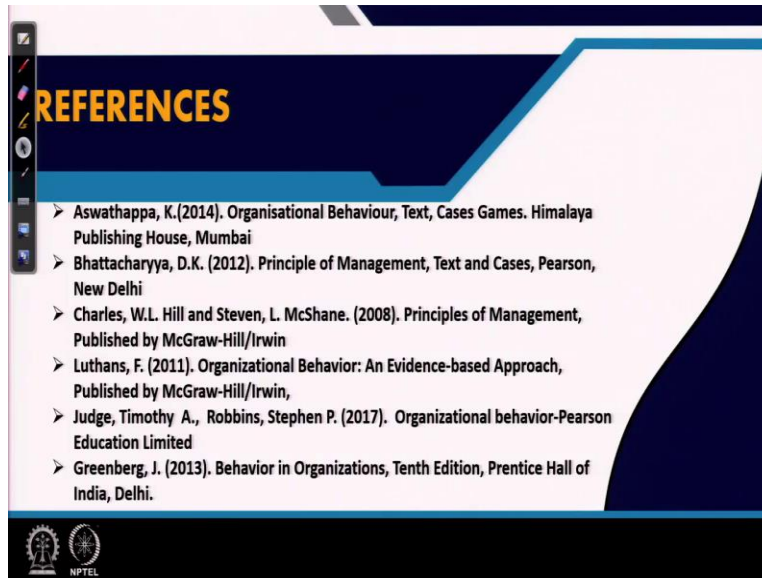
- **Working on a complex task:**
Work of group is too complex for an individual to perform and that can not be easily broken down in independent tasks.
- **Serving like a vehicle:**
It helps to work like a vehicle for training to new employees which helps to learn method of operation and norms.
The use of groups in performing tasks functions is increasingly important as there is practice of carrying out majority of the organizational activities by groups.

Then, the next one is about working in a complex task. So, the group work group is to co when the task is very complex it is very difficult for an individual to perform but it can be no broken down in an independent task it will be difficult. So, work of a group is too complex for an individual to perform. So, there because individual members have their expertise to achieve the task, so it will be very difficult to break down the common groups.

Now, the last one is a serving like a vehicle it helps to work like a vehicle for training new employees, which helps to learn method of operation on norms. For example, it will be very difficult for if you keep hiring any employees for your organizations. You cannot keep training or this best thing is to put in a part of the group. So, the group will serve functions of you they will be able to know orient the individual members about the individual organization norms or group norms.

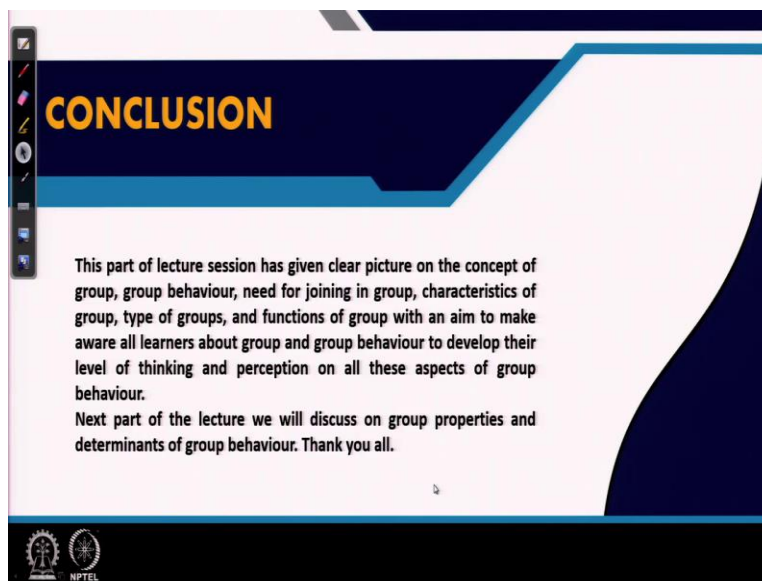
So, they will be able to help an organization to achieve a by way of roping the individual employees into the group and then group will educate and then orient about their organizations.

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So, with this now, we are trying to conclude today's lecture where in a today's lecture these are some of the references.

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And in today's lecture, we were learning about the concept of group, what is group? Then we also learnt about why an individual member becoming a member in a group and we also learnt about the characteristics of a group and very importantly we also learnt different types of groups. Largely we were talking about formal group and informal group. Even in the formal group there are 3 different types of groups where we talked about a command group, task group. Then we also talked

about informal groups. In informal groups, we talked about in a reference group, interest group, friendship groups. Then we also talked about in and out group, then open and closed group. And finally, we discussed about the functions of the group: what are the various functions the group will do within an organization setup. So, today's lecture we would have given you a foundational understanding about the in a concept of a group.

Because it is very essential that now, you learnt how the groups will be differentiated based on the different types or different functions they do because this will become founding stone or any initial steps to understand and appreciate the subsequent sessions on the group characteristics the dynamics or the properties. So, this lecture will serve the purpose of understanding the subsequent lectures. So, with this we are concluding on lecture one we will meet in the next lecture, thank you.