1Q. what do you mean by Entrepreneur? List out any four attributes which describe the profile of an entrepreneur.

Ans: An entrepreneur is an enterprising individual who builds capital through risk and/or initiative. The term was originally loanword from French and was first defined by the Irishrench economist Richard Cantillon.This term first appeared in the French Dictionary " Dictionaries Universal de Commerce" of 'Jacques des Brislings' published in1723.Entrepreneur in English is a term applied to a person who is willing to help launch a new venture or enterprise and accept full responsibility for the outcome. Throughout the time Different Scholars have given different definitions regarding the term "entrepreneur". Here is some of them: 1725: Richard Cotillion: An entrepreneur is a person who pays a certain price for a product to resell it at an uncertain price, thereby making decisions about obtaining and using the resources while consequently admitting the risk of enterprise. 1803: J.B. Say: An entrepreneur is an economic agent who unites all means of production- land of one, the labor of another and the capital of yet another and thus produces a product. By selling the product in the market he pays rent of land, wages to labor and interest on capital and what remains is his profit. He shifts economic resources out of an area of lower and into an area of higher productivity and greater yield. 6 1934: Schumpeter: According to him entrepreneurs are innovators who use a process of shattering the status quo of the existing products and services, to set up new products, new services. 1961: David McClelland: An entrepreneur is a person with a high need for achievement [N-Ach]. He is energetic and a moderate risk taker. 1964: Peter Ducker: An entrepreneur searches for change, responds to it and exploits opportunities. Innovation is a specific tool of an entrepreneur hence an effective entrepreneur converts a source into a resource. 1971: Kirby: Emphasizes the role of an imitator entrepreneur who does not innovate but imitates technologies innovated by others. Are very important in developing economies. 1975: Albert Shapiro: Entrepreneurs take initiative, accept risk of failure and have an internal locus of control. 1983: G. Pinchot: Entrepreneur is an entrepreneur within an already established organization.

Attributes of Entrepreneur

Positive believing: This starts with positive thinking that your startup idea will work, but is a lot more. It is a confidence bolstered by intelligence, preparation, and experience that your business model addresses a need in the market, provides a solution, and will beat the competitors.

Burning desire: You need the motivation to succeed, which comes from the burning need to achieve your purpose. This is the starting point of all accomplishments. Napoleon Hill in "Think & Grow Rich" said "What the mind can conceive and believe, the mind can achieve."

Unwavering commitment: Many successful business people hailed as visionary leaders are individuals who hold firmly to a simple set of principles, usually grounded in beliefs such as "elegant designs", or the "highest possible customer service". The strength of these religiously followed commitments led to their business success.

Power of persistence: Persistence is determination to succeed. It is a commitment to finish what you start, which comes from a real purpose. A person who has no purpose will never persevere, will never be fulfilled, and will not succeed.

Hard work: Excellence is not something that you accomplish by accident. It takes a lot of preparation, character, and hard work. Everyone likes to win, but how many are willing to put in the preparation effort and time to win? It takes sacrifice and self-discipline.

Acceptance of responsibility: People with character accept responsibilities. They make decisions and determine their own destiny in life. Accepting responsibility involves taking risk and being accountable. This is sometimes uncomfortable.

Pride of performance: The quality of the work and the quality and the worker are inseparable. Excellence comes when the entrepreneur takes pride in doing his best. Half-hearted effort normally produces no results, rather than half the results.

Enjoy the work: Do what you love, and you will love what you do. It's hard to maintain all of the above if you don't enjoy the subject area, the team, the challenge, and the customers. People who are not having fun are rarely successful.

Q2.How will you classify the level of management in an organization? Describe the function performed by different level of management?

Ans: The term "Levels of Management' refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories in an organization: -

1. **Top level / Administrative level**
2. **Middle level**
3. **Low level / Supervisory / Operative / First-line managers**

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:

1. **Top Level of Management**

   It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows -

a. Top management lays down the objectives and broad policies of the enterprise.
b. It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
c. It prepares strategic plans & policies for the enterprise.
d. It appoints the executive for middle level i.e. departmental managers.
e. It controls & coordinates the activities of all the departments.
f. It is also responsible for maintaining a contact with the outside world.
g. It provides guidance and direction.
h. The top management is also responsible towards the shareholders for the performance of the enterprise.

2. **Middle Level of Management**

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management. Their role can be emphasized as -

a. They execute the plans of the organization in accordance with the policies and directives of the top management.
b. They make plans for the sub-units of the organization.
c. They participate in employment & training of lower level management.
d. They interpret and explain policies from top level management to lower level.
e. They are responsible for coordinating the activities within the division or department.
f. It also sends important reports and other important data to top level management.
g. They evaluate performance of junior managers.
h. They are also responsible for inspiring lower level managers towards better performance.

3. **Lower Level of Management**

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management. Their activities include -

a. Assigning of jobs and tasks to various workers.
b. They guide and instruct workers for day to day activities.
c. They are responsible for the quality as well as quantity of production.
d. They are also entrusted with the responsibility of maintaining good relation in the organization.
e. They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
f. They help to solve the grievances of the workers.
g. They supervise & guide the sub-ordinates.
h. They are responsible for providing training to the workers.
i. They arrange necessary materials, machines, tools etc for getting the things done.
j. They prepare periodical reports about the performance of the workers.
k. They ensure discipline in the enterprise.
l. They motivate workers.
m. They are the image builders of the enterprise because they are in direct contact with the workers

Q3.The term "Organization is used in different ways and therefore it is difficult to derive its exact meaning". Elaborate this statement and examine the meaning of the organization in its different usage.

Ans: An organization is nothing but a common platform where individuals from different backgrounds come together and work as a collective unit to achieve certain objectives and targets. The word organization derived from the Greek work "organon" is a set up where people join hands to earn a living for themselves as well as earn profits for the company. An organization

consists of individuals with different specializations, educational qualifications and work experiences all working towards a common goal. Here the people are termed as employees.

The employees are the major assets of an organization and contribute effectively in its successful functioning. It is essential for the employees to be loyal towards their organization and strive hard in furthering its brand image. An organization can't survive if the employees are not at all serious about it and treat their work as a burden. The employees must enjoy whatever they do for them to deliver their level best.

The Organization word use in Management,

- Organization management refers to the art of getting people together on a common platform to make them work towards a common predefined goal.
- Organization management enables the optimum use of resources through meticulous planning and control at the workplace.
- Organization management gives a sense of direction to the employees. The individuals are well aware of their roles and responsibilities and know what they are supposed to do in the organization.

Need for Organization Management

- Organization management gives a sense of security and oneness to the employees.
- An effective management is required for better coordination among various departments.
- Employees accomplish tasks within the stipulated time frame as a result of effective organization management.
- Employees stay loyal towards their job and do not treat work as a burden.
- Effective organization management leads to a peaceful and positive ambience at the workplace.

Essential Features of Organization Management

1. Planning

- Prepare an effective business plan. It is essential to decide on the future course of action to avoid confusions later on.
- Plan out how you intend to do things.

2. **Organizing**

- Organizing refers to the judicious use of resources to achieve the best out of the employees.
- Prepare a monthly budget for smooth cash flow.

3. **Staffing**

- Poor organization management leads to unhappy employees who eventually create problems for themselves as well as the organization.
- Recruit the right talent for the organization.

4. **Leading**

- The managers or superiors must set clear targets for the team members.
- A leader must make sure his team members work in unison towards a common objective. He is the one who decides what would be right in a particular situation.

5. **Control**

- The superiors must be aware of what is happening around them.
- Hierarchies should be well defined for an effective management.
- The reporting bosses must review the performance and progress of their subordinates and guide them whenever required.

6. **Time Management**

- An effective time management helps the employees to do the right thing at the right time.
- Managing time effectively always pays in the long run.

7. **Motivation**

- Motivation goes a long way in binding the employees together.

- Appreciating the employees for their good work or lucrative incentive schemes go a long way in motivating the employees and make them work for a longer span of time.

Q4.Define the motivation and describe the main assumptions of theory X and Y?

Ans: Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be -

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- Many employees rank job security on top, and they have little or no aspiration/ ambition.
- Employees generally dislike responsibilities.
- Employees resist change.
- An average employee needs formal direction.

Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Q5. Write detailed notes on "Future trend in organization behaviour"?

Ans: The diversity experts were asked to identify the future trends related to diversity. The eight future trends most frequently mentioned by the experts are (1) American society will become more diverse, 11 (92%); (2) there will be an increase in globalization of corporations, 10 (83%); (3) diversity will become more of a business issue, 8 (67%); (4) diverse work teams will be a reality in organizations, 7 (58%); (5) there will be an increased involvement of senior managers in diversity issues, 7 (58%); (6) minorities will make more money; 6 (50%); (7) more managers will face the challenge of dealing with backlash, 6 (50%); and (8) diversity training will be integrated with other types of training, 6 (50%).

American Society More Diverse

The future trend most frequently mentioned by the diversity experts (92%) was that American society will become more diverse. According to the experts, in the future, the United States will continue to receive immigrants from many different countries with many different social and economic backgrounds. This, combined with the continued growth in the diversity of the nation's population, is likely to make our current use of the term "minority" obsolete. One diversity expert stated that "[a]ll the major minority groups, such as African Americans, Asians, and Hispanics, will continue to increase their share of the total population. These demographic developments will continue to make the marketplace and the workforce of the future more diverse."

Increase in Globalization of Corporations

Increase in globalization of corporations (83%) was another future trend that was frequently mentioned by the diversity experts. According to the experts, more United States corporations in the future are going to expand internationally. Increased globalization mean that U.S. firms will have to compete with companies from around the world. The globalization of U.S. corporations will raise new challenges in training people to deal with customers and suppliers around the world. The diversity experts felt that organizations will have to fully utilize the talents of employees from all parts of the world in order to remain competitive. Employees working together in the future will be less alike with respect to gender, cultural background, and age. All these factors suggest that U.S. corporations will be faced with an even more diverse workforce. Increasing global competitiveness will make

the effective management of diversity extremely important. Overall, the increase in globalization of corporations will lead to a more global workforce, marketplace, and economy.

Diversity a Business Issue

Diversity will become more of a business issue (67%) was also identified as a future trend. The experts indicated that, in the future, diversity will become more of a business issue rather than a legal or social responsibility or moral issue and will be more closely linked to competitive strategies. More organizations will utilize diversity strategies to create a competitive advantage. According to the diversity experts, diversity efforts linked with competitive strategies will assist organizations in increasing market share, introducing new products, improving customer service, reducing cost, becoming more efficient, and increasing productivity. The experts also felt that as diversity strategies become more important in implementing parts of the organization's strategic plan, there will be more pressure for accountability and measurement. Therefore, in the future, more focus will be placed on evaluating the effectiveness of diversity initiatives.

Diverse Work Teams

Diverse work teams will be a reality in organizations (58%) was another future trend that was frequently mentioned by the diversity experts. According to the experts, as the world competition increases and U.S. corporations compete in the global marketplace, diverse work teams will become a reality. In response to the increase competition created by globalization, many U.S. corporations will need to form work teams as a competitive strategy. In order for U.S. corporations to become world-class, competitive organizations that produce quality products and services, they will need to have effective work teams. These work teams will likely consist of people who differ in race, ethnic background, gender, age, sexual orientation, and other dimensions. Well-managed diversity will lead to effective work teams that trust, understand, and value one another. Employee diversity offers the potential for increased innovation and creativity when it is managed effectively. Developing cooperative and committed work groups in which diversity is respected and supported will be a major task of corporations in the future.

Increased Involvement of Senior Managers in Diversity Issues

Increased involvement of senior managers in diversity issues (58%) was another future trend frequently mentioned by the diversity experts. The experts felt that senior managers in the future will become more involved in diversity issues because they will realize that the diverse workforce needs to be better utilized in order to remain competitive. According to the diversity experts, a corporation's success will increasingly be determined by its managers ability to utilize the full potential of a diverse workforce. Therefore, the experts believed that senior managers in the future will take on the challenge posed by greater workforce diversity by becoming more competent in diversity issues that are vital to their organization's success. They will see diversity strategies as essential for continued success in tapping the full potential of a diverse workforce and in remaining competitive.

Minorities Will Make More Money

Another future trend that was frequently mentioned by the diversity experts was that minorities will make more money (50%). According to the experts, minorities in the future will make more money and spend more money. Diverse consumers will be able to afford more and will be willing to pay more for what they want. This increase in wealth among minorities will empower diversity and will give an economic voice to underlying differences in ethnicity, culture, gender, religion, and so forth. The experts indicated that as diverse customers' incomes increase, they will buy more products and services that cater to their identity and values. They will want to see themselves and their values in the products and services that they buy and in the organizations from which they buy them. This will have a tremendous impact on the marketplace.

Managers Deal with Backlash

More managers will face the challenge of dealing with backlash (50%) was another future trend that was frequently mentioned by the diversity experts. The diversity experts believed that as demographic changes bring more and more diversity, managers will face the challenge of dealing with backlash. Management will have to learn how to deal more effectively with employee's unique circumstances and needs and learn how to reduce friction between

people from different background in order to avoid potential backlash and loss in productivity. According to the experts, backlash is a barrier to fostering diversity and the challenge of diversity efforts includes keeping backlash under control to hold its disruptive impact to a minimum.

Diversity Training Integrated

Diversity training will be integrated with other types of training (50%) was another future trend that was frequently mentioned by the diversity experts. The experts felt that diversity training in the future will continue to be an essential diversity strategy to help organizations maximize the full potential of all employees. However, they believed that in the future diversity training will be integrated with other types of training such as employee orientation, team building, leadership, management development, performance evaluation, career development, and customer training.

In summary, all of the experts agreed that in the future, diversity efforts must continue in order for organizations to tap the talents of all employees and to remain competitive. They felt that leaders who fail to value and effectively manage diversity now will cease being leaders in the future. Organizations that refuse to accept these changes will be at a great disadvantage. One expert stated that "[d]iversity efforts in the future will have a broader focus and will have the potential to play a more significant role in solving the problems that plague organizations and society as a whole."

Q6. Why do informal groups emerge in organization?

Ans: In the real world, of course, many formal groups have an informal dimension. As they work together, the members develop relationships, and modify their work roles to suit themselves and other members of the group. Sometimes, the strength of their bonds can actually threaten or undermine the formal system of the organization. This happens particularly if the task of the organization is dangerous.

A group of Individuals meet: if they form a group, then they will informally allocate roles among themselves depending on individual preferences, and occasionally on talents. This collection of roles makes a

system possible, and so occasionally they may undertake a task together. It is the preferences of the Individuals which are paramount: If they are not getting anything out of their group membership, they may well drop away. Tasks are incidental.

Within any company there are two types of organization - the formal structure and the informal structure. Both effect the organization and relationships between staff. The formal organization refers to the formal relationships of authority andsubordination within a company. The primary focus of the formal organization is the position the employee/manager holds. Power is delegated from the top levels of the management down the organization. Each position has rules governing what can and cannot be done. There are rewards and penalties for complying with these rules and performing duties well.

Formation of Informal groups:

Informal structures are sometimes created intentionally, but more often they appear 'by default'. Since they are hidden, and often personal, they are very difficult to challenge, or even to identify and discuss. This is one of the major causes of conflict in activist and volunteer groups. It often takes up a lot of time and energy at the expense of the ideals pursued and projects undertaken, and has a demoralizing effect on individual groups and on the movements they are involved in.Often these formal structures will be set out on paper in the form of organizational charts. However, in the course of time an informal structure develops in most organizations which is based on the reality of day-to-day interactions between the members of the organization. This informal structure may be different from that which is set out on paper. Informal structures develop because. People find new ways of doing things which they find easier and save them time. Patterns of interaction are shaped by friendship groups and other relationships. People forget what the formal structures are. It is easier to work with informal structures.

Sometimes the informal structure may conflict with the formal one. Where this is the case the organization may become less efficient at meeting its stated objectives. However, in some cases the informal structure may prove to be more efficient at meeting organizational objectives because the formal structure was badly set out.

The informal organization refers to the network of personal and social relations that develop spontaneously between people associated with each other. The primary focus of the informal organization is the employee as an individual person. Power is derived from membership of informal groups within the organization. The conduct of individuals within these groups is governed by norms - that is, social rules of behaviour. Despite the explosion of information that is accessible through the Internet and databases, people still rely heavily on their networks for help with their work.

Benefits for organization:

Organizations also benefit from informal structures based on friendship groups. When managers nurture these informal groups and mould them into the formal structure this can lead to high levels of motivation for the staff involved. Clearly, the informal structure can be either beneficial or detrimental to the functioning of the company or both. People who work in an organization are only human and their effectiveness may depend on their personal relations with those around them.

An obvious illustration is that if a manager is aware of a personality clash between employees he must respond. Else the effectiveness of the organization will be in question.

Informal networks are important sources of job satisfaction and retention. Many employees today join and commit to local sets of relationships while feeling no particular allegiance to the corporation as a whole. Informal networks are especially important in knowledge-intensive sectors, where people use personal relationships to find information and do their jobs

Q.7 Write short notes following:

1. Power
2. Styles of leadership
3. Perception
4. Formal and informal Group
5. Group Information

1. Power:

2. Styles of Leadership:

All leaders do not possess same attitude or same perspective. As discussed earlier, few leaders adopt the carrot approach and a few adopt the stick approach. Thus, all of the leaders do not get the things done in the same manner. Their style varies. The leadership style varies with the kind of people the leader interacts and deals with. A perfect/standard leadership style is one which assists a leader in getting the best out of the people who follow him.

Some of the important leadership styles are as follows:

Autocratic leadership style: In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the team's or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself gets the things done. The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover. This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky.

The Laissez Faire Leadership Style: Here, the leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work. The team/employees are welcomed to share their views and provide suggestions which are best for organizational interests. This leadership style works only when the employees are skilled, loyal, experienced and intellectual.

Democrative/Participative leadership style: The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader. The leader guides the employees on what to perform and how to perform, while the

employees communicate to the leader their experience and the suggestions if any. The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and also encourages creativity. This leadership style has the only drawback that it is time-consuming.

Bureaucratic leadership: Here the leaders strictly adhere to the organizational rules and policies. Also, they make sure that the employees/team also strictly follows the rules and procedures. Promotions take place on the basis of employees' ability to adhere to organizational rules. This leadership style gradually develops over time. This leadership style is more suitable when safe work conditions and quality are required. But this leadership style discourages creativity and does not make employees self-contented.

3.Perception:

Perception (from the Latin perceptio, percipio) is the organization, identification, and interpretation of sensory information in order to fabricate a mental representation through the process of transduction, which sensors in the body transform signals from the environment into encoded neural signals. All perception involves signals in the nervous system, which in turn result from physical stimulation of the sense organs. For example, vision involves light striking the retinas of the eyes, smell is mediated by odor molecules and hearing involves pressure waves. Perception is not the passive receipt of these signals, but can be shaped by learning, memory and expectation. Perception involves these "top-down" effects as well as the "bottom-up" process of processing sensory input. The "bottom-up" processing is basically low-level information that's used to build up higher-level information (i.e. - shapes for object recognition). The "top-down" processing refers to a person's concept and expectations (knowledge) that influence perception. Perception depends on complex functions of the

nervous system, but subjectively seems mostly effortless because this processing happens outside conscious awareness.

Since the rise of experimental psychology in the late 19th Century, psychology's understanding of perception has progressed by combining a variety of techniques. Psychophysics measures the effect on perception of varying the physical qualities of the input. Sensory neuroscience studies the brain mechanisms underlying perception. Perceptual systems can also be studied computationally, in terms of the information they process. Perceptual issues in philosophy include the extent to which sensory qualities such as sounds, smells or colors exist in objective reality rather than the mind of the perceiver.

Although the senses were traditionally viewed as passive receptors, the study of illusions and ambiguous images has demonstrated that the brain's perceptual systems actively and pre-consciously attempt to make sense of their input. There is still active debate about the extent to which perception is an active process of hypothesis testing, analogous to science, or whether realistic sensory information is rich enough to make this process unnecessary.

The perceptual systems of the brain enable individuals to see the world around them as stable, even though the sensory information may be incomplete and rapidly varying. Human and animal brains are structured in a modular way, with different areas processing different kinds of sensory information. Some of these modules take the form of sensory maps, mapping some aspect of the world across part of the brain's surface. These different modules are interconnected and influence each other. For instance, the taste is strongly influenced by its odor.

4. Formal and informal Group:

Formal groups :
Formal groups are created to achieve specific organisational objectives and are concerned with the co-ordination of work activities.
People are brought together on the basis of defined roles within the structure

of the organisation. The nature of the tasks to be undertaken is a predominant feature of the formal groups. Goals are identified by management, and certain rules, relationships and norms of behaviour established.

Formal groups tend to be relatively permanent although there may be changes in actual membership. However, temporary formal groups may also be created by management for example, the use of project teams in a matrix organisation.

Formal work groups can be differentiated into team groups task groups and technological groups.

• Team groups – these are fairly autonomous groups with broad terms of reference and limited supervisions. The team designate the positions to be filled and the allocation of members, and instigate changes as necessary.

• Task groups – jobs are defined clearly and individuals assigned to specific positions. The groups has some flexibility over methods of work and the pace of work, but otherwise limited discretion. Examples could include many administrative or clerical workers.

• Technological groups – members have very limited autonomy to determiner change the operational activities. The pace of work is also likely to be controlled. Content and method of work are specified and individuals assigned to specific jobs. There is little scope for individual discretion, and often limited opportunities for interaction among members. A typical example is people working on assembly line operations.

Informal Groups:

Within the formal structure of the organisation there will always be an informal structure. The formal structure of the organisation and system of role relationship, rule and procedures, will be augmented by interpretation and development at the informal level. Informal groups are based more on personal relationships and agreement of groups members than on defined role relationships. They serve to satisfy psychological and social needs not related necessarily to the tasks to be undertaken. Groups may devise ways of attempting to satisfy members affiliations and other social motivations

which are lacing in the work situation, especially in industrial organisations. The membership of informal groups can cut across the formal structure. They may comprise individuals form different parts of the organisations and/or from different levels of the organisation both vertically and diagonally as well as same horizontal level. An informal group could also be the same as the formal group, or it might comprise part only of the formal group.

The member of informal group may appoint their own leader who exercises authority by the consent of the members themselves. The informal leader may be chosen as the person who reflects the attitudes and values of the members helps to resolve conflict leads the groups in satisfying its goals or liaises with management or other people outside the groups. The informal leader may often change according to the particular situation facing the groups. Although not usually the case, it is possible for the informal leader to be the same person as the formal leader appointed officially by management.

Groups, there fore, help shape the work pattern of organisations and the attitudes and behaviour of members of their jobs. The formation and operation of work groups, and the behaviour of their members has an important significance for the manager. Likert, for example, has developed a theory of organisation based on work groups. In his discussion of group processes and organisational performance he concludes that: 'Group forces are important not only in influencing the behaviour of individual work groups with regard to productivity, waste, absence and the like, they also affect the behaviour of entire organisations.'

5. Group Information:

Individuals seldom work in isolation form others. Groups are a characteristic of all social situations and almost everyone in an organisation will be a member of one or more groups. The working of groups and the influence they exert over their membership is an essential

feature of human behaviour and of organisational performance. The manager must use groups in order to achieve a high standard of work and improve organisational effectiveness.

There are many possible ways of defining what a group means. The essential feature of a group is that its members regard themselves as belonging to the group. A group consists of a number of people who have:
• A common objective or task
• An awareness of group identity and 'boundary'
• A minimum set of agreed values and norms which regulates their relatively exclusive mutual interaction.

Another useful definition defines the group in psychological terms as: any number of people who
1) Interact with one another
2) Are psychologically aware of one another
3) Perceive themselves to be a group.

Essential feature of work Organisation
Group are an essential feature of the work pattern of any Organisation. Members of a group must co-operate in order for work to be carried out, and managers themselves will work within these groups. People in groups influence each other in many ways and groups may develop their own hierarchies and leaders. Group pressures can have a major influence over the behaviour of individual members and their work performance. The activities of the group are associated with the process of leadership. The style of leadership adopted by the manager has an important influence on the behaviour of members of the group.

The classical approach to organisation and management tended to ignore the importance of group and the social factors at work. The ideas of people such as F.W. Taylor popularized the concept of the rabble hypothesis and the assumption that people carried out their work, and could be motivated, as solitary individuals unaffected by others.

The human relations approach, however, gave recognition to the work organisation as a social organisation and to the importance of the group, and group value and norms, in influencing behaviour are work. The power

of group membership over individual behaviour and work performance was illustrated clearly in the famous Hawthorne experiments at the 'Western Electric Company in America'.