

### The behaviour of people

- Experience of service delivery is dependent upon personal interaction between staff and customers.
- Unlike physical resources, people are not owned by the organization. And of course people differ as individuals.
- People are not all made the same way. They are not all rounded. Some are angular, some are difficult, and you have to fit in with them and their personality.
- Human behaviour is capricious and results from a multiplicity of influences which are difficult to identify or explain.

### The meaning of work

- Literal meaning of work is "activity involving mental or physical effort done in order to achieve a result".
- Work holds a number of different meanings and values for people, and plays a variety of roles in their lives.
- Work helps to fulfill a range of diverse needs and expectations relating to, for example economic rewards, intrinsic satisfaction, and social relationships.

### Influences on behaviour

The behaviour of people at work cannot be studied in isolation. The hospitality organisation as a work organisation is a constantly changing network of interrelated activities. Using the o

## Perception

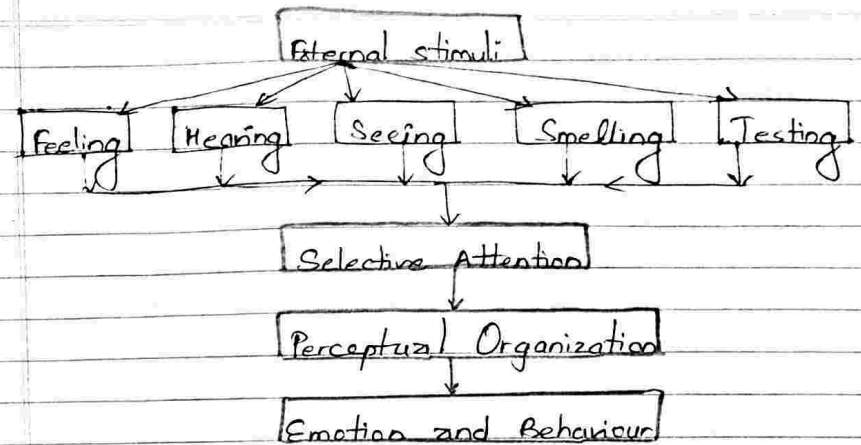
- Perception is derived from Latin word 'percipio'. Perception is the organization, identification and interpretation of sensory information in order to represent and understand the environment. All perception involves signals in the nervous system which in turn results from physical or chemical stimulation of the sense organ.

From the organizational behaviour, perception is completely an individual process so that two different individuals perceive the same situation differently. Such differences arise due to differences in the process of perception, that includes getting information from external stimuli and attempting to organize and interpret it for making it meaningful.

"Perception is process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment". According to Robbins, 1997.

## Process

- Perception Process is the stepwise individual's activity required to understand, organize and interpret information received from the environment.



## Selective Attention

- It is not possible for an individual to give attention to a large volume of information thus he or she goes for selective attention or selection perception for the information that is supportive and satisfying for him or her. This is what is called process of filtering information that is received by five senses. The process of filtering information depends upon several external and internal factors. It normally happens that if an instructor has a positive feeling towards one of his hardworking students, he tends to screen out negative feelings about him.

## Perceptual Organization.

- Perceptual Organization and interpretation is perceptual set in organizational settings, which is the broad world view or theories in use that people rely on to guide their perception and behaviour.

## Frustration

- Frustration is a common emotional response to opposition. Related to anger and disappointment it arises from the perceived resistance to the fulfillment of individual will. The greater the obstruction, the greater the will, the more the frustration is likely to be. While reaching the goals, lots of barriers comes in between then the frustration arises. Frustration may cause due to internal or external.

There are 4 types of reaction of frustration.

They are:-

- a) Aggression
- b) Regression
- c) fixation
- d) Withdrawl.

## 1. Emotion and behaviour

- Emotion and behaviour is the last process of perception. Emotion behaviour are distinct feelings or qualities of consciousness, such as joy or sadness that tells the personal significance of emotions arousing in events.

The major types of emotions include fear, sadness, anger, surprise, excitement, guilt, shame, interest, disgust and happiness.

There are five types of perception.

1. Inter-personal Perception.
2. Selective perception.
3. The hollow Effect
4. Stereo-typing Perception.
5. Sex - stereo typing and Gender

## 1. Inter - Personal Perception:

- The principle of perceptual differences reflect the way we perceive other people and are the sources of many problems in the work situation.

The process of inter-personal perception can influence both the manager - sub ordinate relationship and the staff - customer relationship.

The perception of other people is a major determinant of behaviour and standard of service delivered.

## 2. Selective Perception

- Because of their own limited internal characteristics; people are selective about the information to which they pay particular attention. They see and hear only what they want to see and hear. This selectivity gives rise to perceptual defence. People may tend to select information which is supportive of their point of view and not to acknowledge contradict.

## 3. The halo effect

- This halo effect arises when the judgements made about another person are formulated on the basis of particular characteristics or impression. That are readily available.

The halo effect tends to influence perception of the rest of that person, either positively or negatively and results in assumption and generalization from limited information.

## 4. Stereotyping

- This is the tendency to describe positive or negative characteristics to a person on the basis of a general categorization and perceived similarities. stereotyping is a form of type-casting. It is a means of simplifying process of perception and making collective judgements of other people, rather than the recognition of each person as a individual.

stereotyping results in the tendency to classify the people according to easily recognizable characteristics and perceived common grouping and this may influence the manner of the service delivery.

## 5. Sex-stereotyping perception.

- Job are still perceived as being made for male or female and the distinction is seen as relevant in making job choice, which must be of the appropriate gender.

The jobs which people consider suitable show substantial sex stereotyping, jobs in reception, accomodation, services and the job of kitchen, counter, assistant, being mentioned as suitable for women, Reception work also clearly being the most popular alternative overall. Male dominant response concerned with management and sales, marketing, etc. It may be desirable to counter established sex stereotyping and encourage women into training for management.

2. Explain what is meant by frustration induced behaviour. Distinguish between constructive behaviour and frustration from your own experience give practical examples of both types of behaviour.

→ The behaviour and actions of people at work result from the desire to achieve some goal in order to satisfy certain needs or expectations. This is the basis of a person's motivational driving force and a major influence on the nature of interpersonal relationships.

### Constructive behaviour

There is a positive reaction to the blockage of a desired goal and can take two main forms:- problem solving or restructuring. These are not necessarily exclusive forms of reaction. Problem solving entails removal of the barrier. Restructuring involves the substitution of an alternative goal, although such a goal may be of a lower order of or priority.

### Frustration.

This is a negative response to the blockage of a desired goal and results in a defensive form of behaviour. There are 4 types or reaction of frustration. They are Aggression, Regression, fixation and withdrawal.

- Aggression

- A physical or verbal attack on some person or object. for example destroying documents, shouting, etc. This form of behaviour may be directed

against the person or object.

- Regression

- Regression is reverting to childish or a more primitive form of behaviour. for example screaming, tantrums, crying, sulking, refusing to co-operate with colleagues, etc.

- fixation.

- fixation involves persisting in a form of behaviour which has no adaptive value and continuing to repeat actions which have no positive results.

- Withdrawal

- Withdrawal is apathy, giving up or resignation. for example, losing interest in the job, increasing sickness and absenteeism, etc.

2. What is perception? Explain the process of perception?

→ Perception is the process by which stimuli are screened and selected to provide meaning and significance to the individual.

### Process of Perception.

- Reception

- In this process, a person receives the information through stimuli.



## • Selection

- This is governed by two types of factors.

### # External factors

These are size, intensity, proximity, motion and novelty.

### # Internal factors

- These are attitudes, motives, experiences, interests and expectations.

## • Organization

- It is the process by which we sort stimuli into a meaningful pattern. It involves the following:

### # Grouping

- Assembling of stimuli on the grounds of similarity.

### # Proximity

- This is the closeness of stimuli to one another that affects perception.

### # Closure

- It is the ability to organize stimuli so that together they form a whole pattern.

## • Perceptual organization and interpretation

- The process perceivers attempt to interpret the information in order to give it a certain meaning. For the purpose of perceptual grouping of information based on three basic principles: closure, identifying trends and proximity. One

best example of perceptual organization and perception is set in organizational settings, which is the broad world view or theories in use that people rely on to guide their perceptions and behaviours.

## • Emotion and Behaviour

- Emotion and behaviour is the last function of perception. Emotion and behaviour are distinct feelings or qualities of consciousness such as joy or sadness that reflects the personal significance of emotions include fear, sadness, guilt, anger, shame, excitement, disgust and happiness.

5 What is cultural differences? Why is it important in hospitality?

→ Cultural differences are the various beliefs, behaviour, languages, practices and expressions considered unique to members of a specific ethnicity, race or nation origin.

The importance of cultural differences in hospitality are as follows:-

1. Staffs and each individual can learn lot about each others.
2. It provides different opinions and viewpoints so that there are different unique ideas.
3. As guest in hospitality are from different can help cultural background the cultural difference

can help staff understand their perspective and there won't be miscommunication.

4. It also gives you cultural awareness and acceptance, which can help break down cultural barriers while interacting with people of different backgrounds.

5. When there are people of different age groups they can share their experience and latest knowledge which is plus point.

1. Why is the study of perception of particular importance within the hospitality industry? Explain what is meant by perceptual illusions and the screening and selection of perception stimuli?

→ Perception is the set of process by which an individual becomes aware of and interprets information about the environment. It involves both recognizing environmental stimuli and actions in response to these stimuli.

Talking about importance of perception in hospitality industry, hospitality industry is all about serving customers as per their demand to satisfy them. When a person or individual visit a hotel at first, then they get to hear greeting from the staff in front. They get to feel that they are special. Talking about other hospitality sectors in restaurant people get to smell the food and taste it.

They then go to the room where they get to see standard rooms with comfortable bed, couch. When all this happens guest gets happy and carry out positive perception. If hotel is not able to give positive results to this perception of guest, then business might as well shut down. Therefore, high importance is given to study of perception in hospitality industry.

Perceptual illusions can simply be known as the difference between a physical circumstance and its representation in the real world. When something is activated due to natural stimuli, it results in the default outcome whereas when acted on by an artificial stimuli, the result might be an perceptual illusion. Optical illusion and auditory illusions are the best example of perceptual illusions.

Selection is the first stage of the perception process. Selection is the perception process by which we attend to some stimuli, in the environment and not others. It is influenced by personal impulses or preferences or drives.

Screening selection of perceptual stimuli can simply be known as choosing which stimuli to be influenced by and vice-versa.



2. Give your views with supporting examples on the extent of sex stereotyping and gender in the hospitality industry today. How would you attempt to overcome such stereotyping.

→ stereotyping means a fixed idea that many people have about a thing or a group that may often be untrue. Now, talking about sex stereotyping in hospitality industry we can find it everywhere.

Every position of job is stereotyped according to gender. Let's take example of front desk staff receptionist. Mostly ladies or female staff are preferred for this position. It doesn't mean male do not get this opportunity but mostly females are given priority for this position. But it is justified saying "Ladies are way more polite and have a welcoming attitude". This is also somehow true but individual should have individuality rather than knowing them based on such stereotypes. Not only this now talking about kitchen. Males are given priority and females are kept aside. They are told to be fragile and are not able to work with fire, which is so biased. But looking back females have been working in kitchen way before male chefs. So, nowadays females are given placements properly in kitchen and we can see this stereotyping changing.

But there are still so many things to do to overcome such stereotyping. Some of them are:-

1. Provide equal pay and promotion.
2. Provide family flexible leave policies to retain women workforce.
3. Educate people about this biasness and stereotypes so that they take action against it.
4. Do not take back down while negotiating about the jobs and pay without thinking about the backlash.
5. Hire people based on qualification rather than looking at their gender.

Good  
12th Jan  
Ranika

Managerial behaviour is a term used quite often in applied behavioural research. It's become difficult to define the concept in operational terms.

On the basis of earlier circumstances researcher find out five variables:-

1. Managerial Competences
2. Managerial ethics
3. Managerial Position
4. Managerial values
5. Managerial Perceptive.

The efficiency of staff and their commitment to the aims and philosophy of the establishment are fostered by good human relationships and by the nature of managerial behaviour.

At the heart of successful management is the ability of to relate well to other people.

The manager perception of the work force are a major influence on the style of managerial behaviour which is adopted. In general, there are two types of behaviour find out by the manager.

They are:-

- (a) Intent and Implementation
- (b) Staff and customer satisfaction.

Intent and implementation is understanding the feeling of staff, and their needs and expectation, concern for their welfare.

A subordinate relationships are the starting point of customer satisfaction. It is very important that to remember that good customer care starts with good staff care.

### ● Manager's attitude towards people.

Douglas Mc Gregor was the professor of management. He proposed two distinct views of human being; one negative labelled theory 'X' and another positive labelled theory 'Y'. He concluded that manager view of human nature is based on group assumption either negative or positive.

### ● Theory X

→ Theory X is a set of pessimistic assumption about the workers.

→ It is based on the traditional assumption about human behaviour.

→ Since, employees dislike the work, they must be controlled, corrected or threatened with punishment to achieve desired goals.

→ Employees will avoid responsibility and seek formal direction whenever possible.

### ● Theory 'Y'

→ Theory Y is set of optimistic assumption about human art.

→ It believes in positive and intrinsic motivation.

→ Work is natural activity like play or rest.

→ People will become committed to organizational objectives if they are rewarded for doing so.

→ The average people learn to accept and seek responsibility.

## ● Managerial Grid Model

- Managerial Grid Model (1964) is a style leadership model developed by Robert R. Blake and Jane Mutton. This model originally identified five different leadership styles based on the concern for people and concern for production.

The optimal leadership style in this model is based on theory 'Y'.

The model is represented as a grid with concern for production on the X-axis and concern for people as the Y-axis. Each axis ranges from 1 (low) to 9 (high).

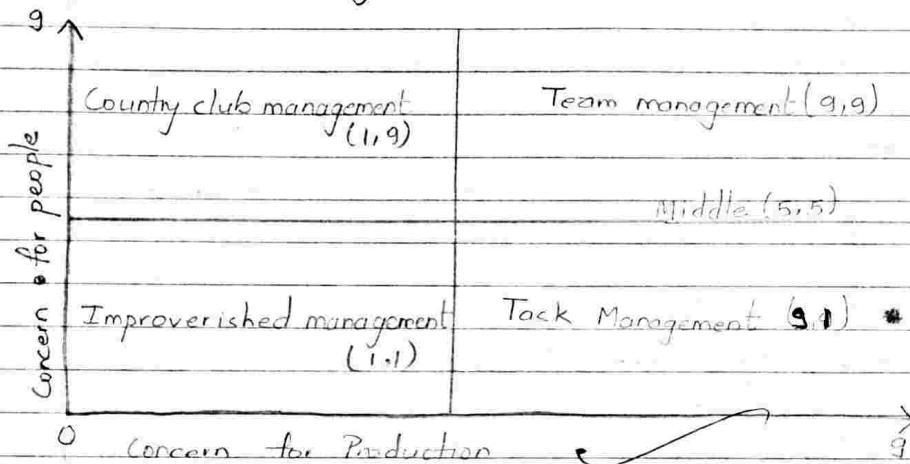


Fig. Managerial Grid Model

## ● Country Club Management (1,9)

- In this environment, the relationship oriented manager has a high concern for people but a low concern for production. He pays much attention to the security and comfort of the employees. The (1,9) boss mainly uses reward power to preserve discipline and to support

his sub-ordinates in accomplishing their goals.

Task

## ● Team Management (9,9)

- In this style, manager is authoritarian or compliant. A task oriented manager, he has a high concern for production and a low concern for people. He finds employees needs unimportant and provides his employees with money and expects performance back.

## ● Improvised Management (1,1)

The manager shows a low concern for both people and production. He or she avoids getting into trouble. Their main concern is not to be held responsible for any mistakes. This leader is mostly ineffective. A result is a place of disorganization, dissatisfaction and disharmony.

## ● Team Management (9,9)

- Manager pays high concern to both people and production. Motivation is high. This soft style is based on the proposition of theory Y of Douglas McGregor. The manager encourages team work and commitment among employees. A (9,9) oriented manager is capable of acting sensibly to bring effective results.

## ● Middle line (5,5)

- It is a balanced and compromised style. The manager tries to balance between the competing goals of the company and needs of the workers. The manager gives some concern to both people and production, hoping to achieve acceptable performance.

## ● Management by Objectives (MBO)

- Management by objectives also known as Management by results, was first popularized by Peter Drucker in his 1954 book "The Practice of Management".

MBO is a personal management technique where managers and employees work together to set, record and monitor goals for a specific period of time.

Organizational goals and planning flow from top-down through the organization and are translated into personal goals for organizational members. It attempts to relate the achievement of organization goals to individual performance and development. The basis of MBO is the involvement and participation of subordinates through:

- the setting of objectives and targets
- the regular review and appraisal of performance.
- agreeing results to be achieved and criteria of performance.

Management by Objectives (MBO) is a strategic management tool model that aims to improve the performance of an organization by clearing defining objectives that are agreed by both management and employees.

## ● Potential Benefits and criticism of MBO

### Benefits

1. Improved Performance
2. Greater sense of Identification
3. Maximum Utilization of human resources
4. Improved communication

5. Improved Organizational Structure
6. Career development of the employees.

### • Improved performance

- MBO is basically a result oriented process. Its main focus is on setting and controlling goals. Managers are encouraged to do detailed planning. They concentrate on the important task of improving performance by reducing the costs and harnessing the opportunities. Improved planning will lead to improved productivity and more profit.

### • Greater sense of information.

- The individual members of the organization have a greater sense of identification with the company goals. With MBO, the sub-ordinates feel proud of being involved in the organizational goals. This improves their morale and commitment to the organizational objectives.

### • Maximum Utilization of human resources

- Since the goals are set in consultation with the subordinates, these are more difficult to achieve and more challenging than if the superiors had imposed them. In addition, since these goals are fixed according to the particular abilities of the subordinates, it obtains maximum contribution from them and thus it leads to maximum utilization of human resources.

### 4 Improved Communication

- In MBO, there is improved communication between the management and the sub-ordinates. This continuous

two way communication helps in clarifying any ambiguities, rebining and modifying any processes or any aspects of objectives.

#### 5. Improved Organizational Structure

- In MBO, the whole of organizational structure is redesigned because of the revision of Job descriptions of various positions as a result of resetting of the individual goals.

#### 6. Career development of the Employees:

- MBO provides a realistic means of analyzing training needs and opportunities for growth for the employees. The management takes keen interest in the development of skills and abilities of subordinates and provides an opportunity for strengthening.

#### ● Limitation of MBO

- A system of MBO has certain weakness and limitation. Some of these are inherent in the system while some arise when introducing and implementing it.

1. Lack of support of Top Management
2. Costly and Time consuming process.
3. Emphasis on short Term Goals
4. Poor Integration
5. Inflexibility

#### • Lack of Support of Top Management

- In traditional Organizations, the authority is vested in the top management and it flow from top to bottom. In MBO, sub-ordinates are given an equal opportunity of participation, which is resented by the top management. This system cannot succeed without the full support of top management.

#### • costly and time consuming process

- MBO is quite costly and a time consuming process. There is a lot of paper work involved. Moreover, there are a lot of meeting and too many reports to be prepared, which add to the responsibilities and burden of the managers. Because of these reasons managers generally resist the MBO.

#### • Emphasis on short term Goals.

- Under MBO, goals are set only for a short period, say for six months or one year. This is because of the reason that goals being quantitative in nature, it is difficult to do long range planning. This emphasis on short term goals goes against the organizational efficiency and effectiveness and is not a healthy sign.

#### • Poor Integration

- Generally, the integration of the MBO with the other systems such as forecasting and budgeting is very poor. This lack of integration makes the overall functioning of the system very poor.



### • Inflexibility

- MBO may make the organization rigid. As the goals are set after every six months or one year, the manager may not like to revise the goals in between, even if the need arises, due to fear of resistance from the subordinates. The managers must learn to handle this situation, because sometime revision of short term goals is necessary for the achievement of long range objectives.

### • Personality Profile of hospitality managers

Shaner suggest that because of the unique demand of hospitality industry the personal values and behaviour of its managers differs from those of managers in other industries. The most valuable important values perceived by hospitality managers are honesty, responsibility and capability.

Based on a sample of 28 hotel general managers of the same UK hotel chain, "Worsfold" found that compared with general managers norms hotel managers were - Assertive (confident, forceful, self-confident, bold),  
- Venturesome (willing to take risks)  
- Imaginative (more emphasis on people skills and grouping working)

The hospitality industry offers a wide range of career options, from cooking to hosting, to running a resort. To be successful in the industry need certain expect including;

- Commitment, communication and motivation skills.
- Technical competencies, social and human skills, conceptual ability

Enthusiasm - great employees of the hospitality industry are enthusiastic about their jobs and strive to do best work possible.

- Interpersonal skills
- Leadership
- Organized
- Team work

### # Hard and soft skill of Management

During the job application and interview process, employers look for applicants with two skill sets - hard skill and soft skill.

Hard skills are teachable abilities or skills sets that are easy to quantify. It is technical skills required to undertake work to accomplish jobs. ~~Hard skills~~ Example of hard skills are:-

- a proficiency in a foreign language
- a degree or certificate
- web design
- typing
- accounting, finance, writing, mathematics.

• Soft skills concern interpersonal relationships with other people and team building.

"Green" refers to the importance of the ability to conceptualize how to manage other people.

Some examples of soft skills are:-

- flexibility
- leadership
- motivation
- Patience
- team work
- Problem Solving abilities.

# Organization Architecture

## • Organization Architecture

- Organization Architecture has two very different meanings. In one sense, it literally refers to the organization's built environment and in another sense, it refers to architecture metaphorically, as a structure which fleshes out the organization.

## • Introduction and Concept of organizing

- A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationship between the different activities and the members, and subdivides and assigns roles, responsibilities and authority to carry out different tasks. Organizations are open systems - they affect and are affected by their environment.

Organization concept is classified into two

- As a process
- As a structure

### As a Process

- As a process which combines all the organizational resources to achieve pre-determined objectives or goals. Money, Materials, Machines, Man, Power, Marketing and Methods are the organizational resources that are required for smooth operation of an organization.

## • As a structure

- Organizing is a structural framework of duties and responsibility through which an organization functions. It develops a well established relationship among the different components and position of the organization.

According to Stoner, Freeman and Gilbert "Organizing is the process of arranging, allocating work, authority, and resources among the in organizations members, so that they can achieve organizational goals".

### Characteristics of organizing

For companies to achieve long-term success, they must create and maintain healthy environment in the workplace. Healthy organizations understand that it takes a collaborative effort to compete in their market segment and produce continuous profit. Healthy organizations have certain characteristics which are as follows:-

1. Effective sharing of goals
2. Team work
3. Leadership
4. Understanding risks
5. Clearly defined structure
6. Offers training and opportunities.

### • Effective sharing of goals

- A healthy organization share its business goals with employees at every level of the organization. Management shares goals with employees and get them on board with

the mission and the vision of the organization.

### • Team work

- Another characteristic is team work. Healthy companies know how to develop team that collaborate to achieve common goals.

### • Offer training and employees:

- Company provide on the job training and opportunities for employees to enhance their work related skills.

### • Leadership

- Good leadership is one of the main characteristics of a sound organization. Employees have good relationships with management that are based on trust.

### • Understanding risks

- Sound organizations understand the risks they are open to and take the necessary steps to protect them self against them.

### Principle of Organization

1. Principle of unity of objectives
2. Principle of specialization.
3. Principle of coordination
4. Principle of authority
5. Principle of responsibility
6. Principle of delegation
7. Principle of efficiency
8. Principle of Unity of command
9. Principle of Span of control
10. Principle of balance.

11. Principle of communication.
12. Principle of Personal ability
13. Principle of flexibility
14. Principle of Simplicity.

### Organization Process

- Organization as a process refers to one of the important function of management. Organization is the process of combining the work which individual and groups have to perform with the facilities necessary for its execution that the duties so performed provide the best channel for efficient, systematic, positive and coordinated application of available effort.

### As a process organizing involves:

1. Identification work
2. Grouping related activities
3. Selection of personnel
4. Establishing formal reporting relationship
5. Delegate authority
6. Evaluation and control.

Organization is the structure and process by which a cooperative group of human beings are allocated its task among its members, identifies relationships and integrates its activities towards common objectives.

## Approaches to Organization, Structure and Management.

Organization structure is the process of management and the behaviour of people at work are inextricably linked. The skill of organizational design lies in taking from the different approaches those ideas which suit best the particular situation and requirement.

There are four approaches of organization structure:-

1. The classical approach (including scientific management and bureaucracy)
2. The human relation approach (including the structuralists)
3. The system approach
4. The contingency approach

### The classical Approach

- The classical management approach is the theory of management that focuses on the productivity, output and efficiency of workers, rather than the differences in behaviour that exist among them.

This approach merges bureaucratic, administrative and scientific theories of management. The classical management approach is advantageous because it is based on a hierarchical organization structure which defines the responsibilities and objectives of managers within each level of management.

The classical management theory was proposed during the Industrial Revolution, based on the works of Henri Fayol, Max Weber and Frederick Taylor. The neo-

classical organizational theory was proposed to overcome the challenges of the classical management approach.

classical management theory -

1. Emphasis on purpose
2. Formal structure
3. Hierarchy of management
4. Technical requirement
5. Common principles of organization

### Bureaucracy Approach

- The German sociologist, Max Weber showed particular concern for bureaucratic structure. He argued that the decisive reason for the growth of bureaucratic organization was its purely technical superiority over any other form of organization.

### Main feature of bureaucracy approach are:-

1. Clear role definition of duties and responsibility.
2. Division of labor
3. A hierarchical structure of authority
4. Uniformity of decision.
5. An elaborate system of rules.
6. Impartiality in undertaking duties

### Human Relations Approach.

- The human relations theory of management began development in the early 1920's during the industrial revolution. At that time, productivity was the focus of business. Professor Elton Mayo began his experience experiments, to prove the importance of people for productivity - not machines.

The human relations management theory is a researched belief that people desire to be part of a supportive team that facilitates development and growth.

Therefore, if employees receive special attention and are encouraged to participate, they perceive their work has significance, and they are motivated to be more productive, resulting in high quality work.

The following human relations management theory basics became evident during human relation studies:-

1. Individual attention and recognition aligns with the human relations theory.
2. Many theorists supported the motivational theory.
3. Studies supported the importance of human relations in business.

### The System Approach

The system approach attempts to reconcile the classical approach and human relation approach. Attention is focused on the total work organization and the interrelationship of structures and behaviour. The system approach views the organization within its broader external environment and with multiple channels of interactions. A system approach is commonly used to evaluate market elements which affect the profitability of a business. System theory treats an organization as a system. A system can be either closed or open, but most approaches treat an organization as an open system. An open system interacts with its environment by way of inputs, processing and outputs. A closed system is not affected by its environment.

### The Contingency Approach

The contingency approach is a management theory that suggests the most appropriate style of management is dependent on the context of the situation and the adopting a single, rigid style is inefficient in the long term. The contingency approach contrasts with other forms of leadership. Contingency theory is beneficial to organizations because of the potential for learning from specific situation and using these lessons to influence future management of the same situation.



Group Behaviour and Performance

- Groups are the basic building blocks of an organization. There are two basic attributes that define a group. Members of a group interact with each other, so that one person's affect and are affected by another's person. A group is a set of two people who interact with each other to achieve certain goals.

The nature of work groups

- Group may range in size from 3 people to more than 20. It is an important determinant of how people behave. In making a decision about group size, an organization should balance the skill and resources advantages that large groups offer against certain disadvantages. The function of a group affects behaviour by letting the group members know how their work behaviour contribute to the organization's achieving its goal. The 5 stage model of group development are:-

1. Forming
2. storming
3. norming
4. performing
5. adjourning

Forming try to understand the boundaries in the team and get a feel for what is expected of them.

Storming remain committed to ideas, triggers conflict that affects some relationships and harms the team's progress.

Norming realize that they need to work together to accomplish team goals.

Performing members are comfortable working within their roles, and the team makes progress toward goals.

Adjourning members are comfortable working within their roles, and the team makes progress toward goals.

Influence over behaviour

- Behaviour includes the way they act based on different factors such as genetics, social norms, core faith, and attitude. Behaviour is impacted by certain traits each individual has. The traits vary from person to person and can produce different actions or behaviour from each person. social norms also impact behaviour. People in group influence each other in many ways, and groups develop their own hierarchies and leaders.

The need for teamwork

1. fosters creativity and Learning
2. Blends complementary strengths.
3. Builds Trust
4. Teaches conflict Resolution skills
5. Promotes a wider sense of ownership
6. Encourage healthy risk taking

1. Fosters creativity and Learning

- Creativity thrives when people work together on a team. Brainstorming ideas as a group prevents

state viewpoints that often come out of working solo.

## 2. Blends Complementary Strengths

- Working together lets employees build on the talents of their teammates. Do not hesitate to share your abilities with the team.

## 3. Builds Trust

- Relying on other people trust, and teamwork establishes strong relationships with coworkers. Trusting your teammates also providing provides a feeling of safety that allows ideas to emerge.

## Benefits of group membership

"More hands make for lighter work." "Two heads are better than one".

Group These adages speak to the potential groups have to be more productive, creative and motivated than individuals on their own.

### • Benefits for students

- Group Projects can help students develop a host of skills that are increasingly important in the professional world. Positive group experiences, moreover, have been shown to contribute to student learning, retention and overall college success.

Properly structured, group projects can reinforce skills that are relevant to both group and individual work, including the ability of:-

- Plan and manage time.
- Challenge assumptions
- Develop stronger communication skill

- Give and receive feedback on performance.

## Formal and Non-formal groups

- A formal group is a collection of persons, who come together for achieving a specified goals. They are always created with intent to fulfill some official requirement. It possesses a systematic structure, in hierarchical form. The types of formal groups are as follows:-

- Command Groups : Consist of managers and their subordinates
- Committees : Who appointed by an organisation, to resolve real
- Task forces : group to form to carry out a particular task.

The groups that are created naturally, within the organisation, due to social and psychological forces are known as non-formal groups. Under this groups, the employees to the organisation, themselves enter into groups, without the approval of the management to satisfy their social needs on the job. There are no defined rules, that applies to the informal group. The group possesses a loose structure.

10th  
of month  
show 6

H/W #

What do you understand about group. Explain about five stages of group development and the advantages and disadvantages of group?

→ Groups are the basic building blocks of an organization. There are two basic attributes that defines a group. Member of a group member interact with each other, so that one person's affect are affected by another's person. A group is a set of two people who interact with each other to achieve certain goals. The five stages of group development are as follows:-

- 1) Forming
- 2) Storming
- 3) Norming
- 4) Performing
- 5) Adjourning

#### Forming

- Forming is to try to understand the boundaries in the team and get a feel for what is expected of them.

#### Storming

- Storming remain committed to ideas, triggers conflict that affects some relationships and harms the team's progress.

#### Norming

- Norming realize that they need to work together to accomplish team goals.

#### Performing

- Performing members are comfortable working within their roles, and the team makes progress towards goals.

#### Adjourning

- Adjourning members are comfortable working within their roles, and the team makes progress toward goals.

The advantages and disadvantages of group are as follows:-

#### Advantages:

1. Division of labor
2. More resources
3. High performance
4. Information sharing
5. Regular Interaction
6. Diversity of views represented

#### Disadvantages:

1. Conflict
2. Attitude's Problem
3. Co-ordination Problem
4. Dissatisfaction



### # Development effective Group

- Group have always been, and will always be an essential ingredient for building a successful business. It is also called as unit or departmentation. Organization make effective group for smooth performance of work. To make effective group is main important or complex function of org management or organization. The four important factors to create effective group are as follows:-

1. Membership
2. Work environment
3. Organizational
4. Group development and maturity.

#### 1. Membership

- According to number, size of the group, compatibility of members and performance, management need to divide into the groups.

#### 2. Work environment

- The environment should be very harmonious to perform task or work. According to nature of the task, physical settings and communication and technology, management need to divide the group to perform the task in good environment.

#### 3. Organizational

- Organizational mean organize. Organization is done



by managerial style, positive motivation, personal policies and procedures and external threats, which organise human resources and raw materials to achieve the desired goals.

Managerial style

- ↳ Autocratic Managerial style (low level)
- ↳ Democratic Managerial style (High level)
- ↳ free-rein (rein) Managerial style (same level of staff).

### 4. Group development and maturity

- According to this, forming, storming, norming and performing is process to form group. If the manager wants to create effective group, then he need to focus ~~of~~ on the process of group development.

### # Characteristics of successful Group

#### 1. They communicate well with each other

- To be an effective group, sharing their thoughts, opinions and ideas with each member in their team should be communicated. It helps in for keeping track of progress and working together efficiently on tasks.

#### 2. They focus on goals and result.

- To be an effective groups, everyone should be focused to common goal.

Working - focused with each other and



3. Everyone contributes their fair share
  - To be an effective group, everyone should contribute equal share to open any organization.
4. They offer each other support
  - Support between member of group should be equal and fair. Team are often more productive when their is support.
5. Team members are diverse
  - To be aware of diversification, team should include all people from different place, caste, etc. Diversification is of two types; homogeneous and heterogeneous. To make an effective group, there should no biased on gender, religion, caste, etc.
6. Good Leadership
  - Effective ~~shoo~~ leadership should be done. organization should ~~be~~ Group should be organized and know which kind of leadership should be liked by everyone.
7. They're Organized
  - Group should be organized, for the smooth running of a business. to achieve the desired goals.
8. They have fun.
  - Teams who work together enjoy each other company and get together outside of the office from time to time to socialise and have fun.

The performance of Group

- We know that an effective group is very important in every organization. Every person at one time or other may have had to work in groups, be it while the person is in college or while at work. There are many instances in life that may have called for teamwork, for individual should be provided with choice. There are few advantages and disadvantages of teamwork are as follows:-

Advantage:

1. More Productive
  - More productive is one of main benefits of working in group which helps to raise the complete output, production will be high.
2. More resources
  - In group, Every member is good in every aspect, then we will have more resources. knowledge should be shared within a group.
3. More Reliable
  - If person are intellectual, then ~~team~~ <sup>work</sup> will be reliable, better, etc. so, responsibility increases when we will be in group.
4. Learn Things:
  - > In a group, person can learn from each other if there are capable number of people.



### 5. New Method

→ In a group, new ideas can ~~create~~ generate so, that opportunities can create.

### 6. Information Exchange.

- In a group, information should be exchanged ~~about~~ among members.

### 7. Team commitment

- When one is committed to work in a team, the person can go on to encourage and support the performance of a group.

### Disadvantages:

#### 1. Unequal participation

- If people participate unequally or task is not divided equally, then there will be unequal of performance or trouble between people in group.

#### 2. Intrinsic Conflict

- Conflict among group member due to work pressure or differences, disagreement.

#### 3. No individual thinking

- The individual thinking in group is very low or slow, so effort becomes low and result is poor.

#### 4. Decision making takes time.

- If conflict occurs in a group, then to make decision it takes ~~take~~ time.

#### 5. Easy to avoid work

- If negativity is high, then people make delay to perform the work or task.

#### 6. Loss of creativity

- If we work in group, the group thinking becomes more relevant which causes the creativity has been stumped.

#### 7. Time consuming

#### 8. Inequality in getting work

#### Membership of successful teams

There are seven qualities to be a successful teams. They are as follows:-

1. There must be interaction among group. (They communicate well with each other)
2. They focus on goals and results.  
↳ focus on task and maximum productivity
3. Everyone contributes their fair share
4. They offer each other support.
5. Team members are diverse
6. Good Leadership
7. They're organized
8. They have fun

## # Role Conflict and role stress

Role conflict occurs when there are incompatible demands placed upon a person such that compliance with both would be difficult. It happens due to misunderstanding, arguments, confusions, etc. It can be something that can be for either a short period of time or a long period of time and it can also be connected to situational experiences.

## # Role Stress

- Role conflict can result in role stress. In the hospitality industry, unpredictability (of demands of employees) is a major source of stress, but the high levels of responsibility that mini managers bear can also be significant in stress management. Stress is a source of tension, frustration and dissatisfaction. It can lead to difficulties in communication and interpersonal relationship.

## # Role Relationship

In order that the organization can achieve its goals and objectives, the work of individual members must be linked into co-herent patterns of activities and relationship. This is achieved through the role structure. A role is the expected patterns of behaviour associated with members occupying a particular position within the organization's structure. The concept of role is important to the functioning of groups or for an understanding of group process and behaviour.

## Behaviour of individuals in group.

In order to understand and to influence the functioning and operation of groups, it is necessary to study the patterns of interactions and the role played by individual members. It should be unified - self-organized, self-supporting. Team members should be recognized as individual, each with his/her personality with like or dislike and changing wants and needs, team member should feel a sense of belongingness and all have a common interest.