

Nancy Blum, Ph.D. – PSY 383 Group Dynamics

Study Guide Exam 2 Chapters 7-11

Chapter 7 – Influence

Majority influence

- Asch's study of conformity in groups

- Compliance vs. Conversion

- Independence vs. anticonformity

- Gender and sex–role differences in conformity

- Conformity in individualistic & collectivistic cultures

- Personality differences and conformity

Minority influence

- Moscovici's studies

Sources of group influence

- Informational influence

 - Social comparison

 - Heuristics

- Normative influence

- Interpersonal influence

Jury dynamics

Chapter 8 – Power

Social Power

- Obedience to authority & Milgram's experiments

Bases of power

- Reward power

- Coercive power

- Legitimate power

- Referent power

- Expert power

- Informational power

Milgram's agentic state

- Diffusion of responsibility

- The power of roles & Zimbardo's Stanford Prison Study

- Disruptive contagion / ripple effect

Power tactics

- Directness

- Rationality

- Bilaterality

Chapter 9 – Performance

Social facilitation

Zajonc's drive theory & compresence

Evaluation apprehension theory

Self-presentation theory

Distraction-conflict theory

Productivity losses in groups

Steiner's law of group productivity / process losses

Actual productivity = Potential productivity – Losses owing to faulty processes

Ringelmann effect

Social loafing

Steiner's taxonomy of tasks

Additive tasks

Compensatory tasks

Disjunctive tasks

Conjunctive tasks

Köhler effect

Discretionary tasks

Rules of brainstorming

Chapter 10 – Decision-Making

President Kennedy & the Bay of Pigs

Group decision making

Functional theory of group decision making

1) Orientation phase

2) Discussion phase

Collective information processing approach

3) Decision phase

Social decision scheme

4) Implementation phase

Group discussion pitfalls

Listeners can level, sharpen, & assimilate information

Bad communication & egocentric behavior

Satisficing

Shared information bias

Hidden profile

Cognitive limitations

The effective of cognitive demands on problem-solving skills

Biases such as sunk cost bias

Risky-shift phenomenon

Group polarization

Social comparison

Normative influence

Social decision schemes

Causes of groupthink

Cohesiveness

Structural faults of the group or organization

Provocative situational context

Preventing groupthink

Limiting premature seeking of concurrence

Correcting misperceptions and biases

Using effective decision-making techniques

Chapter 11 – Leadership

In what situations does a leader emerge in a group?

Nature of leadership

Reciprocal

Transactional

Transformational

Cooperative

Adaptive, goal-seeking

Task leadership vs. relationship leadership

Great leader theory (trait models) vs. zeitgeist theory (situational models) vs. interactional approach to leadership

Personality & leadership

Big five:

Extraversion

Agreeableness

Conscientiousness

Stability

Openness to experience

Fiedler's contingency theory of leadership effectiveness

Least Preferred Co-Worker Scale (LPC) & favorability of the situation

Hersey & Blanchard's situational leadership theory

Lewin-Lippitt-White study

Authoritarian (autocratic) vs. democratic vs. laissez-faire leaders

Bass's theory of transformational leadership

Gender and leadership effectiveness00