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 effectiveness