

Contents

Introduction	xi
PART I: THEORETICAL PERSPECTIVES	1
1 The GGPS Model: Broadening the Perspective on Group Problem Solving	3
<i>Sally Riggs Fuller and Ramon J. Aldag</i>	
2 Social Identity, Organizations, and Leadership	25
<i>John C. Turner and S. Alexander Haslam</i>	
PART II: SOCIAL AND MOTIVATIONAL PROCESSES	67
3 Socialization in Organizations and Work Groups	69
<i>Richard L. Moreland and John M. Levine</i>	
4 Understanding Individual Motivation in Groups: The Collective Effort Model	113
<i>Steven J. Karau and Kipling D. Williams</i>	
5 Using Social Justice to Build Effective Work Groups	143
<i>Russell Cropanzano and Marshall Schminke</i>	

6	Collective Identity, Collective Trust, and Social Capital: Linking Group Identification and Group Cooperation	173
	<i>Roderick M. Kramer, Benjamin A. Hanna, Steven Su, and Jane Wei</i>	
7	The Meaning of Interdependence	197
	<i>Ruth Wageman</i>	
	PART III: CONFLICT AND POWER IN GROUPS	219
8	Negotiation Within and Between Groups in Organizations: Levels of Analysis	221
	<i>Leigh Thompson and Craig R. Fox</i>	
9	Description, Explanation, and Prescription of Intragroup Conflict Behaviors	267
	<i>Evert Van de Vliert and Onne Janssen</i>	
10	Status Contests in Meetings: Negotiating the Informal Order	299
	<i>David A. Owens and Robert I. Sutton</i>	
	PART IV: INNOVATION AND LEARNING	317
11	Creativity in Groups and Teams	319
	<i>Paul B. Paulus, Timothy S. Larey, and Mary T. Dzindolet</i>	
12	Effects of Top Management Teams on the Organization of Innovation Through Alternative Types of Strategic Alliances	339
	<i>Kathleen M. Eisenhardt, Claudia Bird Schoonhoven, and Katherine Lyman</i>	
13	Group Learning in Organizations	369
	<i>Linda Argote, Deborah Gruenfeld, and Charles Naquin</i>	
	PART V: LIABILITIES FOR GROUPS	413
14	Racial Bias in Organizations: The Role of Group Processes in Its Causes and Cures	415
	<i>John F. Dovidio, Samuel L. Gaertner, and Betty A. Bachman</i>	

15	The Dilemma of Threat: Group Effectiveness and Ineffectiveness Under Adversity	445
	<i>Marlene E. Turner and Todd Horvitz</i>	
16	Collective Corruption in the Corporate World: Toward a Process Model	471
	<i>Arthur P. Brief, Robert T. Buttram, and Janet M. Dukerich</i>	
17	The Importance of the Individual in an Age of Groupism	501
	<i>Edwin A. Locke, Diana Tirnauer, Quinetta Roberson, Barry Goldman, Michael E. Latham, and Elizabeth Weldon</i>	
	Author Index	529
	Subject Index	549