

# CONTENTS

## CHAPTER 1 SOCIAL PSYCHOLOGY: THE FIELD AND ITS METHODS 1

- The Darkness and the Light of Social Behavior 2
- Three Social Psychologists Who Bet That the World Would Not End 6
- Jonestown and Alabama: Cases of Dissonance Reduction and Commitment? 12

### SOCIAL ISSUES AND SOCIAL PSYCHOLOGY 13

#### WHAT IS SOCIAL PSYCHOLOGY? 15

- Who is Not a Social Psychologist? 16
- Why Study Social Psychology? 18
- Social Psychology as a Formal Discipline 20

#### FORMAL METHODS FOR TESTING THEORY 21

- Posing Hypotheses for Test 22
- Review of Relevant Historical or Archival Documents 27
- The Field Study 30
- The Natural Experiment 31
- The Field Experiment 33
- The Laboratory Experiment 35

#### PEOPLE, GROUPS, AND SOCIETY AS A FOCUS 44

## CHAPTER 2 THE PERSON ALONE: WHY WE NEED OTHERS 51

#### ALONE IN ISOLATION 52

- The Experience of Being Alone 52
- Isolation and Psychopathology 54
- Social Isolation and Health 55
- Experimental Studies of Isolation 55

#### ALONE IN THE PRESENCE OF OTHERS 58

- Loneliness 59

#### WHY WE NEED PEOPLE 66

- Others Help Us to Attain Rewards 66
- Satisfaction of Physical Needs 66
- Satisfaction of Need for Love and Approval 67
- Affiliation and Fear-Reduction 69
- Others Provide Information about Our World and Ourselves 72
- Social Comparison Theory 73

## CHAPTER 3 FINDING OUT ABOUT OTHERS AND OURSELVES: SOCIAL PERCEPTION, ATTRIBUTION AND SELF-PRESENTATION 85

#### FORMING IMPRESSIONS OF OTHERS 86

- The Impact of a Single Attribute 87
- A Brief Digression: The Importance of First Impressions 90
- Making the Shoe Fit: The Functions and Consequences of Stereotyping 91

#### BEYOND IMPRESSION FORMATION: EXAMINING OTHERS IN DEPTH 98

- Frontstage and Backstage Behavior 98
- From Acts to Dispositions: The Attribution of Causality 103

#### PRESENTING OURSELVES TO OTHERS 118

- Reciprocating Self-Disclosure 119
- Personality and Cultural Differences in Self-Disclosure 119
- The Art of Impression Management 120

**FINDING OUT ABOUT OURSELVES  
THROUGH OTHERS 123**

The "I," the "Me," and the "Looking Glass  
Self" 123

**✧ CHAPTER 4 BELIEFS, ATTITUDES, AND  
BEHAVIOR 124**

**THE NATURE OF ATTITUDES, BELIEFS,  
AND VALUES 129**

The Nature of Attitudes 129

The Nature of Beliefs 130

Centrality of Beliefs and Attitudes 130

The Nature of Values 137

**THE ORIGINS OF ATTITUDES 142**

Beliefs May Determine Attitudes 143

Direct Experience as a Determinant of  
Attitude 143

Learning Theory Approaches to Attitudes  
Formation 145

Reference Groups as Determinants of  
Attitudes 147

Behavior as a Determinant of  
Attitudes 147

**ATTITUDES AND BEHAVIOR 149**

Early Social Psychological Studies of  
Attitude-Behavior Relations 151

Predicting Actions from Attitudes 153

**THE TENDENCY TOWARD  
CONSISTENCY IN ATTITUDES, BELIEFS,  
AND BEHAVIORS 155**

Balance Theory 157

Cognitive Dissonance Theory 159

**✧ CHAPTER 5 CHANGING ATTITUDES BY  
PERSUASION 173**

**THE SOURCE OF PERSUASIVE  
COMMUNICATION 176**

Credibility of the Communicator 181

Attractiveness of the  
Communicator 182

Style of Presentation: How the Source  
Communicates 185

**THE MESSAGE 185**

The Content of the Message: What is  
Being Said? 185

The Structure of the Message 194

Communicator and Message: In Search of  
a Synthesis 199

**THE MEDIUM 199**

**PERSUASIVE COMMUNICATIONS IN A  
SOCIAL CONTEXT 202**

Distraction 202

Heckling 204

Censorship 204

Pleasant Surroundings 206

**THE AUDIENCE 207**

General Persuasibility 207

Intelligence 208

**RESISTING PERSUASION 211**

Protecting Attitudes Through  
"Inoculation" 211

Protecting Attitudes with a  
Forewarning 213

**CHAPTER 6 INTERPERSONAL  
ATTRACTION: LIKING AND  
LOVING 219**

**WHAT DETERMINES WHETHER WE LIKE  
ANOTHER PERSON? 220**

Personal Characteristics and Traits 221

Physical Appearance and Attraction 223

A Sense of Unity of Identification 232

Similarities in Beliefs, Attitudes, and  
Values 234

Liking Those Who Like Us 244

The Gain-Loss Hypothesis 245

Self-Esteem and Being Liked 246

Liking Those Who are Familiar 249

Liking Those Who are Near 252

Liking Others in Whose Presence We Feel  
Good 253

**SOME WHYS AND WHEREFORES OF  
ROMANTIC LOVE 254**

**BREAKING UP 259**

The Aftermath of Breaking Up: A Note on  
the People Left Behind 261

**CHAPTER 7 HOSTILITY AND  
AGGRESSION 265**

**THE SOCIAL PSYCHOLOGY OF  
AGGRESSION 267**

Defining Aggression	267
INSTINCTUAL AND BIOLOGICAL THEORIES OF AGGRESSION	268
A DRIVE THEORY OF AGGRESSION: THE FRUSTRATION-AGGRESSION HYPOTHESIS	270
LEARNING AND COGNITIVE THEORIES OF AGGRESSION	273
A GENERAL MODEL OF HOSTILE AGGRESSION	274
FRUSTRATION AND INSTIGATION	275
Form and Intensity of Instigation	275
Characteristics and Intentions of the Instigator	277
The Characteristics and State of the Instigated Person	280
Social and Situational Factors in Aggression	288
Social Facilitation, Imitation, and Aggression	289
RESPONSES TO INSTIGATION OR FRUSTRATION	292
Aggression and Displacement of Aggression	292
Alternative Responses to Instigation or Frustration	293
THE CONSEQUENCES OF AGGRESSION	293
INSTRUMENTAL AGGRESSION	296
Goal-Oriented Aggression	296
Aggression for Social Rewards and Approval	296
Aggression as a Social Role	296
Aggression on Command	297
Mixed Motives for Aggression	298
VIOLENCE, AGGRESSION, AND THE MEDIA	298
CHAPTER 8 ALTRUISM AND PROSOCIAL BEHAVIOR	305
THE SOCIAL PSYCHOLOGY OF ALTRUISM AND PROSOCIAL BEHAVIOR	309
Defining Altruism and Prosocial Behavior	309

Prosocial Behavior as Determined by Biology and Human Nature	310
Culture and Social Norms in Prosocial Behavior	312
A Model of Altruism and Prosocial Behavior	315
FACTORS AFFECTING PROSOCIAL BEHAVIOR	316
The Instigation to Prosocial Behavior	316
Characteristics of the Person in Need	319
Characteristics and State of the Potential Helper	323
Environmental and Situational Factors in Helping Behavior	326
THE AFTER-EFFECTS OF HELPING	336
When Helping Benefits the Helper	336
When Helping Harms the Recipient	337
CHAPTER 9 MOVING WITH OTHERS: THE INTERDEPENDENCE OF PERSONS	347
GOALS INTERDEPENDENCE: THE PROBLEM OF COORDINATION	349
Coordination Without Awareness: Some Examples	349
Cooperative Coordination	350
Competitive Coordination	353
Comparing Cooperative and Competitive Coordination	356
MIXED-MOTIVE RELATIONSHIPS	357
Social Exchange Theory	357
The Prisoner's Dilemma Game: A Paradigm for Mixed-Motive Problem-Solving	360
INTERDEPENDENCE OF GOALS AND MEANS	369
Cooperation, Competition, and Goals Interdependence	373
On Means Interdependence	374
When Does Competition Increase Productivity?	375
Interdependence in Escape	379
CONFLICT AND NEGOTIATION	382
What is Negotiation?	383

When Does Negotiation Occur? 384  
How Have Social Psychologists Studied  
the Negotiation Process? 386  
What Are Some Determinants of Success  
in Negotiations? 391

## CHAPTER 10 INTERPERSONAL INFLUENCE AND SOCIAL POWER 399

### POWER, INFLUENCE, AND CHANGE 402

Social Dependence and Social  
Influence 402  
The Importance of Surveillance 403  
Positive and Negative Influence 404

### THE BASES OF SOCIAL POWER 407

Informational Power—Socially  
Independent Influence 407  
Reward and Coercive Power—Socially  
Dependent Influence, Surveillance  
Important 408  
Expert, Referent, and Legitimate  
Power—Socially Dependent Influence,  
Surveillance Unimportant 412

### COMPARING BASES OF POWER 421

Coercion—Reward, Expert, and Referent  
Power 422  
Legitimate and Coercive Power 422  
Expert and Referent Power 424  
Informational and Expert Power 425

### SECONDARY CHANGES FOLLOWING SOCIAL INFLUENCE 426

Secondary Changes in Behavior, Beliefs,  
and Attitudes 426  
Other Secondary Changes Following  
Social Influence 431

### ENHANCING SOCIAL INFLUENCE 433

Ecological Manipulation 434  
Influence by Gradations: The  
Foot-in-the-Door Technique 435  
Guilt Arousal, Obligation, and  
Influence 435

### POWER MOTIVATION AND POWER PREFERENCE 437

Power as a Basic Need 438

Individual Differences in Power  
Motivation 438

## CHAPTER 11 SOCIAL STRUCTURE 445

### DIMENSIONS OF GROUP STRUCTURE 450

### EVALUATION STRUCTURE 452

Satisfaction and Morale 453

### INTERDEPENDENCE STRUCTURE 455

The Structure of Goals  
Interdependence 455  
The Structure of Means  
Interdependence 458  
Interdependence Among Subunits:  
Coalitions 459

### COMMUNICATION STRUCTURE 465

Interaction Process Analysis 467  
Communication Networks 470  
Centrality in Communications 470

### ROLE STRUCTURE 472

Development of Roles in Interaction 472  
Culture, Tradition, and Role  
Definition 473  
Roles and Communication  
Networks 477

### INFLUENCE AND POWER STRUCTURE 478

Pecking Orders Among Chickens and  
Other Species 479  
Communication and Influence in Social  
Hierarchies 482  
Power and Role in the Family 486

### LEADERSHIP 488

What is a Leader? 488  
What Factors Produce a Leader? 490  
The Many Functions of Leadership 496  
The Development and Maintenance of  
Leadership 499

## CHAPTER 12 SEX ROLES AND SEX DIFFERENCES 507

### SEX STEREOTYPES, THEIR ORIGIN AND NATURE 511

The Early Origins of Sex Stereotypes	512
What's in a Sex Stereotype?	514
<b>STEREOTYPIC BEHAVIOR AND ATTITUDES TOWARD MEN AND WOMEN: SOME EXAMPLES</b>	<b>515</b>
Attributions of Success and Failure	515
Sex Stereotypes and Mental Health	518
<b>TOWARD THE ELIMINATION OF SEX STEREOTYPES</b>	<b>519</b>
Becoming Aware of Sexist Language and Behavior	519
Learning to Deal with Men and Women as Individuals	519
Exposure to Counter-Stereotypic Behavior	521
<b>THE SOCIAL BEHAVIOR OF MEN AND WOMEN: THE IMPORTANCE OF CONTEXT</b>	<b>522</b>
Sex Differences in Depression	523
Sex Differences in Conformity and Persuasibility	525
Sex Differences in Nonverbal Behavior	526
Sex Differences in Power Preference	527
Sex Differences in Conversational Politics	528
Importance of Biological and Social Context	530
<b>CHAPTER 13 COLLECTIVE INFLUENCES ON INDIVIDUAL BEHAVIOR</b>	<b>535</b>
<b>GROUP EFFECTS ON THE PERFORMANCE OF HUMANS AND OTHER ANIMALS</b>	<b>537</b>
Social Facilitation	538
Social Inhibition	539
Other Group Effects that Contribute to Increased and Decreased Performance	539
Social Loafing	545
<b>SOCIAL CONTAGION, DEINDIVIDUATION, AND THE SPREAD OF GROUP EFFECTS</b>	<b>546</b>
Hysterical Contagion: Social	

Psychological Origins of Physical Illness	548
Deindividuation and Group Effects on Behavior	552
Laboratory Studies of Deindividuation	553
<b>GROUP JUDGMENTS AND GROUP NORMS</b>	<b>562</b>
Group Norms and the Autokinetic Effect	562
<b>THE UNANIMOUS MAJORITY AND THE LONE DEVIATE</b>	<b>566</b>
Majority Influences on Judgment	566
Pressures Toward Uniformity of Opinion and Social Comparison	569
Responses of the Majority to the Deviate	573
The Behavior of the Deviate	576
<b>THE POWER OF A PERSISTENT MINORITY</b>	<b>582</b>
The Importance of Behavioral Style	583
<b>CHAPTER 14 GROUP DECISIONS, GROUP PERFORMANCE, AND LEADERSHIP</b>	<b>589</b>
<b>GROUP DECISION AND GROUP PERFORMANCE</b>	<b>591</b>
Quasi-Stationary Equilibria: The Group Member in a Force Field	591
Group Norm as a Field of Forces	591
<b>THE QUALITY OF GROUP DECISIONS AND GROUP SOLUTIONS</b>	<b>596</b>
When Group Pressures May Hamper Effective Problem Solving	596
Group Polarization and the Risky Shift	599
<b>GROUPTHINK</b>	<b>604</b>
Group Decision and the Bay of Pigs	604
Groupthink Defined	606
Symptoms of Groupthink	607
How Pervasive is Groupthink?	609
<b>OTHER FACTORS THAT MIGHT AFFECT THE QUALITY OF GROUP DECISIONS</b>	<b>614</b>
Acceptance of Common Goals	615

Divisibility of Group Tasks 616

Communication and Status

Structure 616

Group Size 617

Composition of Group—Heterogeneity  
vs. Homogeneity 617

Group Cohesiveness 618

Leadership 619

## LEADERSHIP STYLE AND GROUP

EFFECTIVENESS 619

Leadership and the Bases of Power 619

Democratic, Autocratic, and Laissez-Faire

Leadership 620

Directive vs. Group-Centered Leadership  
Styles 622

Leaders' Assumptions About the Nature  
of Subordinates 623

Fiedler's Contingency Model of

Leadership Effectiveness 624

Evidence for the Contingency

Model 627

Can We Make Leaders More

Effective? 629

## CHAPTER 15 CONFLICT AND ITS REDUCTION 635

A CAUTIONARY NOTE AND WORD OF  
ENCOURAGEMENT 637

THE DEVELOPMENT AND ESCALATION  
OF INTERGROUP AND  
INTERNATIONAL CONFLICT 638

Competitive and Hostile Conflict 638

Conflict Development: The Role of

Group Cohesiveness 640

Conflict Development: The Role of  
Intergroup Conflict 642

Consequences of Conflict Escalation 644

Conflict Development: The Process of

Entrapment 651

## THE REDUCTION AND RESOLUTION OF INTERGROUP AND INTERNATIONAL CONFLICT 655

The Use of Superordinate Goals and  
Common Threats 655

The Judicious Use of Communication:  
Closing the Gap 658

The Use of Group Representatives 659

Conflict Fractionation 662

The GRIT Proposal for Conflict

De-escalation 663

The Intervention of Third Parties 667

## CHAPTER 16 SOCIAL PSYCHOLOGY AND THE ENVIRONMENT 679

HOW PEOPLE USE AND CONTROL  
SPACE 681

Defining and Controlling Personal  
Space 681

Reactions to Invasion of Personal  
Space 685

Spatial Proxemics: The Social Uses of  
Space 685

Territory and Territoriality: Developing  
More Permanent Claims to Space 687

Privacy: Controlling Our Accessibility to  
Others 691

ENVIRONMENTAL STRESSORS 697

Models of Stress 698

Sources of Stress that Surround Us 699

Crowding 705

PRESERVING OUR ENVIRONMENT 713

Energy Conservation 714

Litter and Recycling 714

GLOSSARY G1

REFERENCES R1

CREDITS C1

INDEX I1

## THEORY AND RESEARCH

- 1.1 When Social Psychologists' "Prophecies" Fail 11
- 1.2 Some Surprising (?) Findings from Social Psychological Research Literature 22
- 1.3 Disconfirming Information May Strengthen a Religious Belief 38
- 1.4 Ethical Principles in the Conduct of Research with Human Participants 43
- 2.4 Social Comparison Revisited 81
- 3.1 Comparison of Stereotype Trait Frequencies of American Ethnic Groups, 1933–1967 93
- 4.1  $2 + 2 = 5$  in 1984 134
- 4.2 Measuring Attitudes 138
- 4.3 Reference Groups and Membership Groups 148
- 4.4 Team Initiation Rites in Georgia 168
- 5.3 Arousal and Attitude Change 195
- 7.1 Violence and XYY-Chromosomes 271
- 7.3 Machines for Studying Aggression 279
- 8.2 How Mood Affects Helping Behavior 328
- 9.1 Order out of Chaos: Coordination in a Vacuum 351
- 9.2 The Nuts Game: A Simple Social Trap Paradigm 370
- 11.1 Evaluative Relations in Sartre's Play, *No Exit* 456
- 11.3 Coalitions: Teaming Up To Win 466
- 12.1 Sex and Gender: An Aside on Terminology 510
- 13.1 Social Contagion and the Dancing Mania 549

- 14.1 Parkinson's Law of Triviality 597

## APPLICATIONS OF SOCIAL PSYCHOLOGY

- 2.1 Application to Health: Social Companionship, Health, and Mortality 56
- 2.2 Application to Health: Measuring Loneliness 60
- 2.3 Application to Health: Shyness and What to Do about It 64
- 3.2 Application to Law and Justice: Eyewitness Identification 96
- 3.3 Application to Health: Measuring Nonverbal Sensitivity: The PONS Test 104
- 3.4 Application to Law and Justice: The My Lai Massacre 110
- 3.5 Application to Law and Justice: Blaming the Victim 114
- 5.1 Application to Advertising: "Compressed Speech" in Television Commercials 184
- 5.2 Application to Everyday Life: The "Door-in-the-Face" Technique for Inducing Compliance 191
- 5.4 Application to Advertising: Children and Television Advertising 201
- 5.5 Application to Law and Justice: Knowing Your Audience in Jury Selection and Political Campaigning 209
- 6.1 Application to Health: Social Benefits from Aesthetic Surgery 225
- 6.2 Application to Everyday Life: Shopping the "Personals" Way 238
- 6.3 Application to Advertising: When

- Can Media Exposure Get a Candidate Elected? 251
- 6.4 Application to Everyday Life: Do We Like the Ones We Love? 256
- 7.2 Application to Everyday Life: Communicating Regrets and Accident Prevention—A Modest Proposal 276
- 7.4 Application to Health: Development of Aggressive Tendencies in Early Childhood 282
- 8.1 Application to Law and Justice: What Sort of People Help Victims? 324
- 8.3 Application to Health: Helping and Its Aftermath: Interviews with Kidney Donors 334
- 8.4 Application to Health: Needs of the Disabled at the Conventions of the American Psychological Association 338
- 8.5 Application to Health: Helping, Coping, and Learned Helplessness in Nursing Homes 340
- 9.3 Application to Law and Justice: Panic Comes to Cincinnati 380
- 9.4 Application to Law and Justice: The Prisoner's Dilemma in Real-Life Plea Bargaining 388
- 10.1 Application to Everyday Life: Cultural Differences in Dealing with Bureaucrats 418
- 10.2 Application to Law and Justice: A Tale about a Short Hoe 428
- 10.3 Application to Law and Justice: Forced Compliance in Police Confessions 432
- 11.2 Application to Education: A Jigsaw-Puzzle Method for Reducing Interracial Tensions in the Classroom 462
- 11.4 Application to Work: Communication Structure in a Restaurant 474
- 11.5 Application to Work: Social Power Structure in an Air Tragedy 482
- 11.6 Application to Health: Doctors, Nurses, and Hospital Infection Control 485
- 11.7 Application to Work: Transforming Followers to Leaders: The Japanese Economic Miracle 498
- 12.2 Application to Health: The Male Role—and its Toll 516
- 13.2 Application to Health: Social Contagion and Suicide 551
- 13.3 Application to Law and Justice: Deindividuation and Suicide-Baiting in Crowds 554
- 14.2 Application to Law and Justice: Polarization, Runaway Norms, and Groupthink in the Nixon White House 614
- 15.1 Application to International Relations: A Socratic Lesson in Stereotypic Distortion 648
- 15.2 Application to International Relations: Settlement of International Disputes in the Laboratory 660
- 15.3 Application to Everyday Life: Got a Gripe? Try an Ombudsman 668
- 16.1 Application to Education: Classroom Ecology: Where Do the "A" Students Sit? 682
- 16.2 Application to Health: Territoriality in the Hospital 694
- 16.3 Application to Work: Privacy in the Workplace: Good Design Intentions Gone Awry 696
- 16.4 Application to Law and Justice: Prisons and Crowding 711