CONTENTS

PREFACE xiii

PART I INTRODUCTION TO THE STUDY OF GROUPS

CHAPTER ONE GROUPS AND HUMAN BEHAVIOR

5

1

- What Is a Group? Definitions and Boundaries 6

 Types of Social Aggregations 6, A Definition of Groups as "Fuzzy Sets" 8, A Fuzzy Definition of Membership 9, Groups as Real and Not Real 10, A Static/Dynamic Difference 11
- A Conceptual Framework for the Study of Groups 12

 The Main Classes of Variables 12, A Model of Effects by and on Groups 15
- A Micro-View of the Interaction Process 17

CHAPTER TWO BACKGROUND FOR THE STUDY OF GROUPS 20

An Outline of Past Research on Groups 21
Some Major Trends in Group Research 23
Experiential Groups 23, Some Polarities 23, Shifts in Topical
Emphasis 24

The Role of Theory, and the Consequences of its Absence 25

CHAPTER THREE METHODS FOR THE STUDY OF GROUPS 28

Overview: Methods as Opportunities and Limitations 29 Strategic Level Issues: Choosing a Setting for a Study 31 Design Level Issues: What Will You Compare

and What Will You Learn? 34

Correlation versus Comparison 34, Form of Validity 36

Operational Level Issues: Measuring, Manipulating and Controlling Variables 37

CHAPTER FOUR A TYPOLOGY OF GROUPS

Natural Groups 41 Concocted Groups 44 Quasi-Groups Used for Research 47

PART II GROUPS AS TASK PERFORMANCE SYSTEMS

51

41

CHAPTER FIVE A TYPOLOGY OF TASKS (53)

Past Efforts to Classify Tasks and Model Group Productivity 54

Early Task Distinctions 54, Shaw's Classification of Group

Tasks 55, Hackman's Task Types and Product Dimensions 56,

Steiner's Task Types and Models of Group Productivity 56,

Laughlin's Group Task Classification 59, Summary of Task

Classification Attempts 60

A Circumplex Model of Group Task Types 60

CHAPTER SIX INTELLECTIVE TASKS: SOLVING PROBLEMS THAT HAVE CORRECT ANSWERS (TASK TYPE 3) 67

Early Studies of Group Problem-Solving 68 Laughlin's Studies on Intellective Tasks Using Social Decision Schemes 70

Early Studies of Accuracy of Group Judgments 72 Studies of Judgment Accuracy Using Quasi-Groups 73 Group Problem-Solving Under Mediated Communication 77 Summary 77

CHAPTER SEVEN DECISION-MAKING TASKS: DEVELOPING GROUP CONSENSUS ON ISSUES THAT DO NOT HAVE CORRECT ANSWERS (TASK TYPE 4) 79

Risks, Choices, and Polarization in Group Decision-Making 80 Mock Juries and Social Decision Schemes 83 Jury Research and the Legal System 86

CHAPTER EIGHT COGNITIVE CONFLICT TASKS:
RESOLVING CONFLICTS OF VIEWPOINT
WITHIN THE GROUP
(TASK TYPE 5) 88

Social Judgment Theory 89
Other Conflict-of-Viewpoint Tasks 93

CHAPTER NINE MIXED-MOTIVE TASKS:
RESOLVING CONFLICTS OF INTEREST
AMONG GROUP MEMBERS
(TASK TYPE 6) 95

Bargaining and Negotiation Tasks 97
Dilemma and Mixed-Motive Games 101
Other Mixed-Motive Tasks 106
Coalitions and the Allocation of Rewards 109
Summary 113

CHAPTER TEN CONTESTS AND PERFORMANCES:
GROUP PERFORMANCE ON COMPETITIVE
AND NONCOMPETITIVE PHYSICAL TASKS
(TASK TYPES 7 AND 8) 114

Contests: Group Tasks Involving Competitive Physical Performance (Task Type 7) 114

Performances: Group Tasks Involving Physical Performances Against External/Absolute/Noncompetitive Standards (Task Type 8) 120

CHAPTER ELEVEN PLANNING AND CREATIVITY:
GROUP PERFORMANCE OF TASKS
REQUIRING GENERATION
OF PLANS AND IDEAS
(TASK TYPES 1 AND 2) 125

Planning Tasks: Generating Plans to Carry Out Actions
(Task Type 1) 126
Brainstorming and Group Creativity (Task Type 2) 130
The Hackman-Morris Process Enhancing Approach 133
Summary Variables 133, Input Factors 134, Not What Is but What Could Be 135

PART III GROUPS AS SYSTEMS FOR STRUCTURING SOCIAL INTERACTION 137

CHAPTER TWELVE GROUP INTERACTION PROCESS: THE ACTING GROUP 139

The Observation of Group Interaction 139

Bales's Interaction Process Analysis 140, Problems and
Limitations 143, Decline and Resurgence 144

The Morphology of Interaction: Regularities in the Pattern of Interaction over Members and Time 145

Distribution of Participation Among Members 145, Distribution of Interaction Among Categories (of IPA) 147, Distribution of Interaction over Time 147, Phase Movement in Groups 152

Basic Functions of the Group Interaction Process 153
Bales's Two-Process Schema 154, The Bion-Thelen Interaction
Theory 154, Steiner's Analysis of Process 155, The HackmanMorris Summary Variables 155, Hare's Four-Dimensional
System 156

Group Development: Patterns of Interaction over Sessions 158
Some New Technology for Studying Interaction Process 162
Data Collection Technology 162, Data Analysis Techniques 163,
Modelling Group Interaction Patterns 164

CHAPTER THIRTEEN THE COMMUNICATION PROCESS: EFFECTS OF RESTRICTIONS IN COMMUNICATION NETWORKS, MODALITIES AND STRATEGIES 166

Studies of Communication Networks 167

Nonverbal Aspects of Communication 170

Interpersonal Distance Zones 170, Functions of Some Key Features of Nonverbal Interaction 173, Concluding Comments 176

Studies of Communication with Restricted Modalities 177

Effects of Modifying Communication Strategies 182

CHAPTER FOURTEEN INTERPERSONAL ATTRACTION: THE ACQUAINTANCE PROCESS 185

Factors Affecting Attraction among Strangers 186

Physical Attraction 186, Similarity 187, Complementarity of Needs 189, Theoretical Interpretations 189

Factors Affecting Attraction among Interacting Pairs 190

Moving Toward Permanence: Friendship, Romance, Marriage 192

Romantic Love 193. Marriage 194

CHAPTER FIFTEEN INTERPERSONAL INTERDEPENDENCE: SOCIAL INTERACTION AS EXCHANGE 196

Interaction as Exchange 196

The Basic Matrix 197, Rewards, Costs, and Pay-offs 198, Behavior Sequencing under Mixed-Motive Conditions 199, Development of Norms 200, Comparison Levels, Satisfaction, and Dyad Stability 202

Norms for Allocation of Rewards/Resources 203

Equity 203, Effort 205, Equality 206, Need 207

Nonallocation Rules that Constrain Behavior in Groups 209

Keeping Commitments 209, Reciprocity 209, Mutual

Responsiveness 210,

Types of Resources in Social Exchange 211

CHAPTER SIXTEEN INTIMACY AND PRIVACY: THE DYNAMICS OF INTERACTION 214

Social Penetration Theory: Development of Interpersonal Intimacy 215
Privacy Regulation Theory: Control of Interpersonal Interaction 216
Altman's Dialectic Theory of Social Relationships 218
The Dialectic Concept 218, The Concept of Change 219,
Interpersonal Boundary Regulation 219, Stability and Change 221,
Adaptation and Ideal States 221, Implications 222

Levinger's Incremental Exchange Model 223

CHAPTER SEVENTEEN THE INFLUENCE PROCESS: EFFECTS OF INTERACTION ON GROUP MEMBERS 226

Social Influence Effects on Learning and Performance 226

Social Facilitation and Inhibition by Audiences and Coactors 226,

Models: Learning by Observation 228, Inactive Bystanders Helping
in an Emergency 230

Social Influence Effects on Attitudes, Perceptions, Judgments, and Decisions 231

Attitude Change 231, Perceptions and Judgments 233, Polarization Effects of Group Discussion: Normative and Informational Effects 235, Other Social Influence Effects 236 Conta

The Communication/Cohesion/Conformity Complex: The Festinger

Program on Social Influence in Groups 237 Social Impact Theory: A Recent Integration 244

CHAPTER EIGHTEEN INTERACTION AND GROUP
STRUCTURE: INTERPERSONAL
RELATIONS AND ROLE PATTERNS
IN THE STANDING GROUP
246

Differentiation of Roles in Groups 247
Groups as Role Systems 249
Basic Role System Concepts 249, Sources of Role Problems in Groups 251

The Leader Role and Leadership Behavior 254
Structure and Interaction in Natural Groups: Research on Families 256

REFERENCES 263

INDEX 279