

PART ONE

PEOPLE AND GROUPS, 1

chapter 1

The Individual Versus the Group, 3

Individualism at Its Peak, 4	The Fall of the Individual, 5	
The Preservation of the Individual, 8	Summary, 10	
Discussion Questions, 10	Exercises, 11	Selected Readings, 11

chapter 2

Advantages and Limitations of Discussion, 12

Discussion Defined, 12		
Advantages of Discussion as a Method, 13		
Limitations of Discussion as a Method, 19	Summary, 23	
Discussion Questions, 23	Exercises, 24	Selected Readings, 24

chapter 3

Functions of Discussion in Our Society, 25

Discussion Purposes, 25	Personal Purposes, 25	
Task Purposes, 28	Discussion Circumstances, 30	
Discussion Forms, 32	Summary, 34	Discussion Questions, 34
Exercises, 35	Selected Readings, 35	

PART TWO

SMALL GROUP DYNAMICS, 37

chapter 4

Characteristics of Groups, 39

Goals, 39 Norms, 41 Group Control, 43
Group Climate, 45 Group Maturity, 45 Summary, 49
Discussion Questions, 49 Exercises, 49 Selected Readings, 51

chapter 5

Group Forces, 52

Characteristics of Individual Members, 52
Attributes of the Group as a Whole, 58
Relationships Among Members, 69
Intergroup and External Forces, 74 Resultant Forces, 78
Summary, 80 Discussion Questions, 80 Exercises, 81
Selected Readings, 81

PART THREE

SMALL GROUP COMMUNICATION, 83

chapter 6

Communication Principles, 84

Communication Defined, 84
Characteristics of Communication, 86
Communication as a Process, 92
Approaches to Communication Analysis, 93
Some Characteristics of Desirable Contributions, 94
Summary, 96 Discussion Questions, 96 Exercises, 97
Selected Readings, 97

chapter 7

Improving the Communication Process, 99

Before the Discussion, 100
Prepare to Meet Potential Communication Problems, 102
During the Discussion, 103 Summary, 111
Discussion Questions, 111 Exercises, 111 Selected Readings, 112

PART FOUR

SMALL GROUP DECISION-MAKING AND PROBLEM-SOLVING, 113

chapter 8

Evidence: The Basis of Thought, 114

Definition of Evidence, 114 Kinds of Evidence, 114
Comparison of Fact, Statement of Observation, and Inference, 116
Sources of Evidence, 117 Gathering Evidence, 118
Reporters of Evidence, 121 How Evidence Is Discovered, 123
Believability of Evidence, 126 Presentation of Evidence, 131
Summary, 132 Discussion Questions, 132 Exercises, 132
Selected Readings, 133

chapter 9

Thinking and Reasoning: The Process of Thought, 134

Foundations of Reasoning, 134 Inductive Reasoning, 137
Deductive Reasoning, 139 Common Fallacies in Reasoning, 141
Steps to Logical Conclusions, 142 Summary, 143
Discussion Questions, 143 Exercises, 143 Selected Readings, 144

chapter 10

Problem-Solving: The Pattern of Thought, 145

Problem-Solving Thinking, 146 Locating the Problem, 148
Elements of a Problem, 149
Phrasing the Discussion Question, 152
Group Problem-Solving, 155 Creative Problem-Solving, 158
Conflict, 161 Summary, 161 Discussion Questions, 161
Exercises, 162 Selected Readings, 163

chapter 11

Conflict: The Stimulus of Thought, 164

Causes of Conflict, 164 Where Conflict Occurs, 166
Kinds and Levels of Conflict, 168
Additional Aspects of Conflict, 169 Conflict Resolution, 171
Summary, 174 Discussion Questions, 174 Exercises, 175
Selected Readings, 175

PART FIVE

LEADERSHIP, 177

chapter 12

Theories of Leadership, 178

Definitions of *Leadership* and *Leader*, 178
The Rise of Leaders, 180 Identifying Leaders, 185
Dimensions of Leadership, 187 Leader Performance, 194
Summary, 197 Discussion Questions, 198 Exercises, 198
Selected Readings, 199

chapter 13

Leadership Functions, 200

Two Basic Sets of Group Needs, 200
Special Functions and Problems, 203
Toward a Philosophy of Leadership, 215 Summary, 226
Discussion Questions, 226 Exercises, 226 Selected Readings, 227

chapter 14

Modifying the Group and Moving It to Action, 228

Creating New Norms, 229 Improving Group Climate, 235
Developing Group Maturity, 239
Matching People, Roles, and Functions, 242
Plan for Group Development and Individual Growth, 242
Initiating Action, 243 Terminating Action, 248 Summary, 254
Discussion Questions, 254 Exercises, 254 Selected Readings, 255

PART SIX

MAXIMIZING EFFECTIVENESS, 257

chapter 15

Evaluating Small Group Discussion, 258

Specific Evaluation Subjects: What Can Be Evaluated 260
Evaluation Ways and Means: How to Evaluate, 263
Summary, 276 Discussion Questions, 277 Exercises, 277
Selected Readings, 277

chapter 16

Improving Small Group Discussion, 279

First Step: Self-Assessment, 279

Second Step: Group Assessment, 285

Third Step: Help Your Group Meet Its Needs, 285 Summary, 287

Checklist: Where to Find Additional Material on the Main Points of

This Chapter, 287 Discussion Questions, 289 Exercises, 289

Selected Readings, 289

Name Index, 291

Subject Index, 295