

CONTENTS

PREFACE v

1	Introduction	1
	The Elementary Forms of Social Behavior	2
	Small Groups	3
	The Intellectual Organization of the Field	6
	Explanation	8
	The General Propositions	11
	The Plan of the Book	13
2	The General Propositions	15
	The Success Proposition	15
	The Measurement of Behavior	18
	Alternative Actions and Rewards	21
	The Stimulus Proposition	22
	Imitation and Vicarious Reward	24
	The Value Proposition: Reward and Punishment	25
	The Deprivation-Satiation Proposition	28
	Cost and Profit	30
	The Value Proposition as a Tautology	33
	The Aggression-Approval Proposition	37
	The Propositions as a System of Propositions	40
	The Historicity Implied by the Propositions	40
	The Rationality Proposition	43
	Conclusion	47
3	Interpersonal Relationships: Balance	51
	The Payoff Matrix	51
	Social Exchange	53
	The Results of Exchange	57
	The Effect of Multiple Exchanges: Balance	59
	Interaction, Liking, and Similarity	64
	The Impersonal and the Personal	65
	The Position of Economics	67
	Summary	68

4	Power and Authority	70
	Effect of the Scarcity of Reward	70
	The Principle of Least Interest	73
	The Bases of Power	74
	The Tendency toward the Equalization of Power	75
	The Definitions of Power	76
	Coercive Power	78
	A General Definition of Power	82
	Fate and Behavior Control: A Digression	83
	Bargaining	87
	Authority	89
	Persuasion	90
	The Relations between Power and Authority	91
	Summary	93
5	Cooperation, Conformity, Competition	94
	Groups	94
	Norms in Exchange within a Pair	96
	Group Norms and Collective Goods	98
	Types of Conformers and Nonconformers	100
	Pressures to Conform	102
	The Power of the Group	105
	The Holdouts	106
	A Summary Quotation	108
	Differentiation in the Group	108
	Cooperation and Individual Work	110
	Competition	111
	Horizontal and Vertical Divisions	112
	Summary	113
6	Experimental Research	115
	Experimental and Field Research	115
	Approval and Compliance	117
	Cost and Profit	119
	Alternative Sources of Reward	124
	Similarity as a Source of Reward	127
	When Influence Fails	130
	Cooperation and Competition between Individuals	133
	Summary	137

7	Field Research	139
	Tendencies toward Balance: The Acquaintance Process	139
	Proximity and Friendship	143
	Cohesiveness and Conformity: A Housing Study	147
	Explanation and Causal Chains: A Digression	152
	Cohesiveness and Conformity: An Industrial Study	153
	The Distribution of Power and Esteem	157
	Summary	165
8	Structures of Sentiment and Interaction	167
	Matrices of Interpersonal Relationships	167
	Rivalry and Hostility in the Upper Class	171
	Solidarity of the Lower Class	171
	Given Conditions and Structure	174
	Interaction and Approval	175
	Interaction and Rivalry between Groups	178
	Interaction, Esteem, and Power	179
	The Matrix of Interaction	182
	The Origination of Interaction	187
	Interaction with Equals	188
	Summary	191
9	Status	193
	Power and Status	193
	Consensus on Status	196
	The Accretion of Status Dimensions	199
	Status Congruence	200
	Congruence, Similarity, and Productivity	202
	Congruence, Liking, and Effectiveness	208
	Congruence and Job Assignment	209
	Status Symbols	210
	Back Effects of Status on Exchange: Noblesse Oblige	215
	Back Effects of Status: The Maintenance of Equality	217
	Doing Favors	221
	Back Effects: Deference	222
	Summary	223
10	Satisfaction	225
	What Satisfaction Is Not	226
	The Determinants of Satisfaction	227

The Determinants at Work: Examples	229
Satisfaction and the Level of Aspiration	233
Productivity and Satisfaction	235
Summary	239

11 Distributive Justice 241

An Example	242
Analysis of the Example	245
The Rule of Distributive Justice	248
Justice, Satisfaction, and the Choice of Comparisons	252
Injustice and Intergroup Hostility	257
Injustice and Power	262
Responses of the Beneficiaries of Injustice	264
Summary	268

12 Leadership 269

Who Becomes a Leader?	269
Status and Leadership: Empirical Research	271
Channels of Communication and Command	275
Participation in Decision-Making	276
Obedience to Orders	277
The Maintenance of Justice	280
Leadership as Risk-Taking	282
Command and Liking	282
Command and Liking: Empirical Research	285
The Degree of Ambivalence toward Authority	290
Familiarity Breeds Contempt	293
Summary	297

13 Stratification 299

Equality and Similarity	299
Equality and Escape	302
A Resultant of Superiority and Equality	304
Stratification in Society at Large	307
Social Climbing and the Like	310
The Initiation of "Social" Interaction	313
Links between Alternate Statuses	315
Summary	317

14	Status, Conformity, and Innovation	319
	Status and Conformity: Experimental Research	319
	Upper Status and Originality: Experimental Research	323
	Nonconformity in the Lower Status	326
	Vying for Acceptance	329
	Conformity and Nonconformity in the Upper Status	331
	Roles	334
	Conformity in the Middle Status	336
	Status and Conformity in Society at Large	337
	Summary	338
15	A Summary Group	340
	A Federal Agency: Consultation among Colleagues	341
	Rewards and Costs of Consultation	343
	"Social" Interaction	346
	Esteem and Authority	350
	Nonconformity and Isolation	352
16	The Institutional and the Subinstitutional	356
	The Group as a Microcosm	356
	The Small Group in History	358
	From Group to Society	359
	The Pattern of Social Behavior in the Emerging Society	363
	The Precariousness of Civilization	365
	The Persistence of Elementary Social Behavior	366
	The Conflict between the Institutional and the Subinstitutional	367
	REFERENCES	374
	INDEX	381