Chapter 5

Social Groups and Formal Organizations
Groups Within Society

• Primary Groups
  – Face-to-Face
  – The Family
  – Friends

• Producing a Mirror Within
Groups Within Society

• Secondary Groups
  – Larger, More Anonymous
  – Members Interact Based on Statuses
  – Fail to Satisfy Need for Intimate Association

• In-Groups and Out-Groups
  – Loyalty to In-Groups
  – Antagonism Towards Out-Groups
Groups Within Society

• Implications for Socially Diverse Society
  – Traits of In-Group Seen as Virtues
  – Same Traits in Out-Groups Seen as Vices
  – Can Lead to Twisted Perceptions

• Reference Groups
  – Evaluating Ourselves
  – Expose Us to Contradictory Standards
Groups Within Society

• Social Networks
  – The Small World Phenomenon - Milgram
  – Is the Small World Phenomenon a Myth? – Kleinfeld
Bureaucracies

• Five Characteristics of Bureaucracies
  – Clear Cut Levels
  – Division of Labor
  – Written Rules
  – Written Communication and Records
  – Impersonality
The Typical Bureaucratic Structure of a Medium-Sized University

- Board (of regents; governors; trustees)
- President
- Vice President for Academic Affairs
- Vice President for Personnel
- Vice President for Administration
- Vice President for Development
- Vice President for Public Affairs
- College of Education
- College of Sciences
- College of Business
- College of Fine Arts
- College of Social Sciences
- College of Engineering
- College of Medicine
- College of Law
- College of Humanities
- Department of Psychology
- Department of Anthropology
- Department of Sociology
- Department of Political Science
- Department of Economics
- Department Chair
- Sociology Faculty

Source: By the author.
Dysfunctions of Bureaucracies

• Take on a Life of their Own
• Suffers from Goal Displacement
• Red Tape
• Bureaucratic Alienation
• Resisting Alienation
• Bureaucratic Incompetence
Working for the Corporation

• Self-Fulfilling Stereotypes in the “Hidden” Corporate Culture
  – Self-Fulfilling Stereotypes and Promotions

• Do you think corporations & government agencies should offer diversity training?
Group Dynamics

• Group Size Affects Stability and Intimacy
  – Dyad
  – Triad
  – Coalitions

• As Size Increases, So Does Stability
• As Size Increases, Intensity and Intimacy Decrease
Group Dynamics

• Effects of Group Size on Attitudes and Behavior

• The Larger the Group…
  – Greater Diffusion of Responsibility
  – Increase in Formality
  – Division into Smaller Groups
The Effects of Group Size on Relationships

<table>
<thead>
<tr>
<th>Group Size</th>
<th>A Dyad</th>
<th>A Triad</th>
<th>A Group of Four</th>
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<td><img src="image" alt="A Dyad Diagram" /></td>
<td><img src="image" alt="A Triad Diagram" /></td>
<td><img src="image" alt="A Group of Four Diagram" /></td>
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<tr>
<td>Relationships</td>
<td>One relationship</td>
<td>Three relationships</td>
<td>Six relationships</td>
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<td>Ten relationships</td>
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Leadership

• Who Becomes a Leader?
• Types of Leaders
  – Instrumental
  – Expressive
• Leadership Styles
  – Authoritarian; Democratic; Laissez-Faire
• Leadership Styles in Changing Situations
Group Dynamics

• Power of Peer Pressure
• Asch Experiment
• Study on Conformity
• Power of Authority - Milgram Experiment
  – Administering Shocks; turning up Voltage
• Recent Replications Consistent with Earlier
Asch’s Cards

The cards used by Solomon Asch in his classic experiment on group conformity
Group Dynamics

• Global Consequences of Group Dynamics: Groupthink
• Irving Janis Coined the Term
• Examples of Groupthink
• Preventing Groupthink