



Social Groups and Formal Organizations

(Chapter 5)

1



When you think of
a social group what
comes to your
mind?

2




Social Groups

A social group —persons who think of themselves as **belonging together**, and they **interact** with one another.


- o **Aggregate**— individuals who temporarily share the same physical space but who do not see themselves belonging together.
- o **A category**— consists of people who share similar characteristics but do not interact with one another.

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What would you guess is
the difference between a
"primary" social group
and a
"secondary" social group?

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- 
- o **Primary Groups**— provide face-to-face interaction.
 - o Primary groups give us an identity.
 - o They are essential to our well-being.
 - o Their values and attitudes become fused into our identity.
 - o **Secondary Groups**— groups that are larger, anonymous, formal, and often impersonal.
 - o They are based on some common interest or activity.

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How influential are
primary groups?

Give an example of how
a primary group has
affected your thinking
(bad as well as good
influences).

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Can you think of a situation in which you gave in to group pressure to do something very much against what you wanted?

Example: going along with the Little League Board by not asking questions about how money was being spent

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What would you guess is the difference between "in-groups" and "out-groups"?

What are some examples where you felt like you were part of an "in-group" or "out-group"?

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How might the size of the group affect the dynamics of the group?

- which is more stable, a large or small group?
- How about intensity and group size?
- Formal structure?

- Larger groups tend to be more stable than smaller groups of two (*dyads*) or three (*triads*),
- The intensity within a group appears to diminish with increasing size,
- Groups of more than a dozen or so people usually develop a formal structure.

When you think about the leader of a group, what characteristics make her/him a good leader?

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Leadership of Groups

- A leader—someone who influences the behaviors, opinions, or attitudes of others.
 - An instrumental leader—keeps the group moving toward its goals.
 - An expressive leader—lifts the group's morale.
- Authoritarian leaders—give orders.
- Democratic leaders—try to gain consensus.
- Laissez-faire leaders—are highly permissive.
- Which leadership style do you prefer? Which do you believe is most effective?

Iron Law of Oligarchy

--groups and organizations come to be dominated by a **small elite**.

Does this seem to match your experience in the groups you've belonged to?

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What is the purpose of Organizations?

Organizations have been defined as a **tool** used by people individually or in groups to accomplish a goal or goals.

How can an organization be equated to a tool? What would be an example?

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Bureaucracies

- What are the characteristics of a bureaucracy?
- What are its advantages?
- What existed before bureaucracies?

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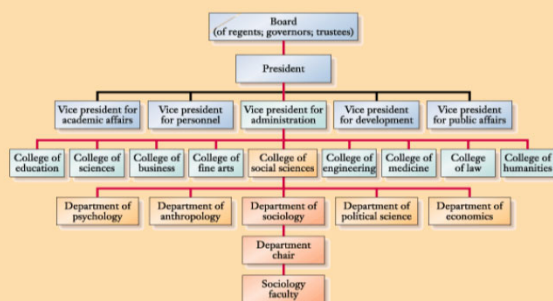
Bureaucracies (Max Weber)

Characteristics of Bureaucracies:

- (1) Clear cut levels (hierarchy).
- (2) Division of labor.
- (3) Written rules.
- (4) Written records.
- (5) Impersonality.
- (6) Hired for knowledge and/or skill (not nepotism)

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The Typical Bureaucratic Structure of a Medium-Sized University



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Conformity Research

In the Asch task, participants were shown a standard line and then three comparison lines. Their task was simply to say which of the three lines matched the standard.

When confederates gave false answers first, participants were more likely to conform by giving the wrong answer.

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▶ The **Socio-Technical** approach (combines scientific management and human relations)

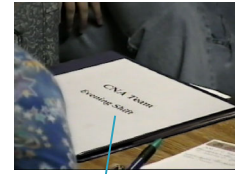
- **Advantages:** workers were more satisfied with their work effective procedures were used
- **Disadvantage:** difficult to implement



▶ Quality Circles

▶ Interdisciplinary Work Teams

▶ Self-Managed Work Teams



▶ **Why Self-Managed Teams?**

- Effective procedures used
- Employee job satisfaction high
- Reduced Alienation



THANK YOU

Asche Experiment (5:00)

<https://www.youtube.com/watch?v=TYIh4MkcfJA>

The shocking truth about your health
Lissa Rankin (18:02 minutes)

<https://www.youtube.com/watch?v=7tu9nJmr4Xs>

Is there scientific proof we can heal ourselves?
Lissa Rankin, MD (18:00)

https://www.youtube.com/watch?v=LWQfe__fNbs

Social determinants of health (10:04)

<https://www.youtube.com/watch?v=I7iSYi3ziTI>

The shocking truth about your health
Lissa Rankin (18:02 minutes)

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Groupthink

- **Groupthink**—collective tunnel vision that groups sometimes develop.
- Members think alike.
- Any suggestion of alternatives is taken as a sign of disloyalty.

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Group Think and Challenger Disaster:

members of the Thiokol management team did not want to recommend a delay in the launch in fear of making NASA upset.

So, they ignored the recommendations of their engineers that it was too cold for the "O rings" to work correctly.

When NASA asked if anyone disagreed with the recommendation to launch, no one disagreed even the engineers (group think forced them into silence).

<https://www.youtube.com/watch?v=KlpOYLJAGgA>
(6:12 minutes; culture caused Challenger accident)

<https://www.youtube.com/watch?v=USJ8OSlihyk>
(3:00 minutes)

<https://www.youtube.com/watch?v=xV25oI-NedQ>
(9:30 minutes)

Group Think and the "Bay of Pigs" disaster:

The decision was made to support a group of Cubans in their attempt to overthrow Castro in Cuba. The attempt was a dismal failure and was an embarrassment to the U.S. as the world saw that the U.S. tried to assist the overthrow of another government.

Why did President Kennedy's advisor's all agree to the invasion when it was clear it would never be successful. Group Think.

https://www.youtube.com/watch?v=glUUmSbB_58