

Contents

47

64

75

Series preface ix Acknowledgments xi 1 Studying small groups 1 Defining groups 3 Functions of groups 8 How to study groups 11 Overview of the book 17 17 Chapter summary Exercises 18 Further reading 18 2 Group processes and social influence 19 20 Group membership and socialization Group development 26 Group structure: Status and roles 28 Social influence 31 41 Chapter summary Exercises 42 Further reading 43 3 A theoretical framework 45 45 Groups as multilevel systems A theoretical framework for group performance 59 Chapter summary Exercises 60 Further reading 61 4 Audience and co-action effects 63 Audience effects: Social facilitation and inhibition Co-action effects: Social comparison processes

78

Chapter summary

3.

Exercises 79 Further reading 79

Motivation and group performance: Individual effort 5 on collective tasks 81 Motivation losses in groups 81 Motivation gains in groups 93 98 Integration: Expectancy-value theory Chapter summary 100Exercises 101Further reading 101

6 Group idea generation and creativity 103 104 Productivity of brainstorming groups Causes of the productivity loss 105 110 Cognitive stimulation and productivity gains The illusion of group productivity 114 115 Idea quality and idea selection Group creativity 117 120 Chapter summary Exercises 121 Further reading 121

- 7 Group decision-making 123 124 Social decision scheme theory Group decisions and information 130 Groupthink 140 Integration 144 Chapter summary 145 Exercises 146 147 Further reading
- 8 Group problem-solving and group judgment 149
 Group problem-solving 149
 Errors and biases in judgment 159
 Chapter summary 163
 Exercises 164
 Further reading 164

9 Teamwork and leadership 165 Basic issues in teamwork 166 Team diversity 168 Interdependence and team mental models 176 Leadership and team performance 180

VI CONTENTS

191 Chapter summary Exercises 192 193 Further reading 10 Groups in context 195 Groups as open systems 196 Groups in the social context: Intergroup relations 203 Chapter summary 216 217 Exercises Further reading 217 11 Groups and technology 219 Effectiveness of groups using synchronous media 220 Virtual teams 228 Chapter summary 233 234 Exercises Further reading 234 Glossary 237 References 243 Author index 267 Subject index 273

ар. 1 CONTENTS vii