Chapter 6

Groups and Organizations
Types of Groups

- Dyad
- Triad
- Primary group
- Secondary group

- Reference group
- In-group
- Out-group
The social pressures in a jury are extremely strong, making the lone “holdout” person very unlikely.
Dyads and Triads

- **Dyad** - Group consisting of two people
- **Triad** - Group consisting of three people.
- **Triadic segregation** - The tendency for triads to segregate into a coalition of the dyad against the isolate.
Primary and Secondary Groups

- **Primary groups**
  Groups consisting of intimate, face-to-face interaction and relatively long-lasting relationships.

- **Secondary groups**
  Groups with large membership, less intimate, and less long lasting.
Primary Groups

- One of the best examples of the primary group is that consisting of parent and child
Reference Groups

- Identification with a reference group has a significant influence on one’s identity.
Support Groups

- The impersonality of society leads many to join support groups
Attribution Theory

1. When onlookers observe improper behavior by an outgroup member, onlookers are likely to attribute the deviance to the disposition of the wrongdoer.

2. When the same behavior is exhibited by an in-group member, the perception is that the act is due to the situation of the wrongdoer, not to the ingroup member’s inherent disposition.

3. If an out-group member is seen to perform in some laudable way, the behavior is often attributed to a variety of special circumstances, and the out-group member is seen as “the exception.”

4. An in-group member who performs in the same laudable way is given credit for a worthy personality disposition.
Social Networks

- A set of links between individuals or other social units, such as bureaucratic organizations or even entire nations.
- Numerous research studies indicate that people get jobs via their personal networks more often than through formal job listings, want ads, or placement agencies.
Small World Research Project

- 300 “senders” were tasked with getting a document to a complete stranger.
- 1/3 of the documents arrived with an average of 6.2 contacts.
Asch Conformity Experiment

- 1/3 to 1/2 of the subjects make a judgment contrary to objective fact and in conformity with the group.
Milgram Obedience Studies

- 65% of subjects administered what they thought was lethal voltage on the shock machine.
- Milgram described the dilemma as a conflict between conscience and authority.
Milgram’s Setup

- This picture shows a subject terminating the experiment before giving the highest shock level (voltage).
- A large majority (65%) of subjects did not do this and actually went all the way to the maximum shock level.
In the spring of 2004, it was revealed that American soldiers who were military police guards at Abu Graib prison in Iraq engaged in severe torture of Iraqi prisoners of war. The guards claimed they were following orders. Milgram studies suggest that many ordinary soldiers would engage in torture if they believed they were under orders to do so.
Historic Groupthink Decisions

- The Naval High Command decided in 1941 not to prepare for the attack on Pearl Harbor by Japan.
- President Kennedy’s attempt to overthrow Cuba by launching the invasion at the Bay of Pigs in 1962.
- President Johnson’s decision in 1967 to increase the number of U.S. troops in Vietnam.
- Decision by President Nixon’s advisers in 1972 to break into Democratic Party headquarters at the Watergate apartment complex.
Janis: Features of Groupthink

1. An illusion of invulnerability.
2. A falsely negative impression of those who are antagonists to the group’s plans.
3. Discouragement of dissenting opinion.
4. An illusion of unanimity. In the aftermath, many victims of groupthink recall their reservations, but at the moment of decision there is a prevailing sense that the entire group is in complete agreement.
Risky Shift

- Groups weigh risk differently than individuals.
- Most but not all group discussion leads to greater risk-taking.
- As groups get larger, trends in risk-taking are amplified.
Deindividuation

- Streaking illustrates how the group can provide the persons in it with deindividuation, or merging of self with group.
Formal Organizations

- Develop cultures and routine practices.
- People conform to expected patterns of behavior.
- Can be tools for innovation, depending on the organization’s values and purpose.
Types of Organizations

- Normative (service, charitable organizations)
- Coercive (prisons)
- Utilitarian (corporations)
Weber: Characteristics of Bureaucracy

- Division of labor and specialization
- Hierarchy of authority
- Rules and regulations
- Impersonal relationships
- Career ladders
- Efficiency
Bureaucracy’s Other Face

- Informal structures ignore, change, or bypass formal structure and rules.
- Subcultures develop when people try to humanize an impersonal organization.
- The informal culture can become exclusionary.
Problems of Bureaucracies

- Risky shift
- Groupthink
- Ritualism
- Alienation
McDonaldization of Society

- Efficiency - things move from start to finish in a streamlined path.
- Calculability - emphasis on quantitative aspects of products sold
- Predictability - products are the same no matter when or where they are purchased.
- Control - behavior is reduced to a series of machinelike actions.
McDonaldization of Society

- Evidence of the “McDonaldization of society” can be seen everywhere.
- Shopping malls, food courts, sports stadiums, even cruise ships reflect this trend toward standardization.
Diversity in Organizations

- Organizations perpetuate inequality of race-ethnicity, gender and social class.
- Minorities are less likely to get promoted and more likely to get fired.
# Theoretical Perspectives on Organizations

## Functionalist Theory

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<thead>
<tr>
<th>Central Focus</th>
<th>Positive functions contribute to unity and stability</th>
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<tbody>
<tr>
<td>Relationship of individual to organization</td>
<td>Individuals are like parts of a machine.</td>
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## Theoretical Perspectives on Organizations

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# Theoretical Perspectives on Organizations

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