SMALL GROUPS
Key Readings

Edited by

John M. Levine
University of Pittsburgh, Pennsylvania

Richard L. Moreland
University of Pittsburgh, Pennsylvania

Psychology Press
New York and Hove
Contents

About the Editors xi
Acknowledgments xiii

Small Groups: An Overview 1
John M. Levine and Richard L. Moreland

PART 1
Group Composition 11

READING 1
The Contribution of Influence and Selection to Adolescent Peer Group Homogeneity: The Case of Adolescent Cigarette Smoking 21
Susan T. Ennett and Karl E. Bauman

READING 2
Some Effects of Proportions on Group Life: Skewed Sex Ratios and Responses to Token Women 37
Rosabeth Moss Kanter

READING 3
Effects of Crew Composition on Crew Performance: Does the Whole Equal the Sum of Its Parts? 55
Aharon Tziner and Dov Eden
PART 2
Group Structure 65

READING 4
Status, Expectations, and Behavior: A Meta-Analytic Review and Test of the Theory 73
James E. Driskell and Brian Mullen

READING 5
Asymmetries in Attachments to Groups and to Their Members: Distinguishing Between Common-Identity and Common-Bond Groups 83
Deborah A. Prentice, Dale T. Miller, and Jenifer R. Lightdale

READING 6
The “Friendly” Poker Game: A Study of an Ephemeral Role 97
Louis A. Zurcher, Jr.

PART 3
Conflict in Groups 111

READING 7
Effects of Group Identity on Resource Use in a Simulated Commons Dilemma 119
Roderick M. Kramer and Marilynn B. Brewer

READING 8
Status, Ideology, and Integrative Complexity on the U.S. Supreme Court: Rethinking the Politics of Political Decision Making 133
Deborah H. Gruenfeld

READING 9
Being Better by Being Right: Subjective Group Dynamics and Derogation of In-Group Deviants When Generic Norms are Undermined 157
José M. Marques, Dominic Abrams, and Rui G. Serôdio

READING 10
Does Power Corrupt? 177
David Kipnis
PART 4
Group Performance 187

A: Decision Making 189

READING 11
Collective Induction 199
    Patrick R. Laughlin and Thomas A. Shippy

READING 12
Social Transition Schemes: Charting the Group's Road to Agreement 207
    Norbert L. Kerr

READING 13
Pooling of Unshared Information in Group Decision Making: Biased Information Sampling During Discussion 227
    Garold Stasser and William Titus

READING 14
Threat, Cohesion, and Group Effectiveness: Testing a Social Identity Maintenance Perspective on Groupthink 241
    Marlene E. Turner, Anthony R. Pratkanis, Preston Probasco, and Craig Leve

READING 15
The Effects of Repeated Expressions on Attitude Polarization During Group Discussions 265
    Markus Brauer, Charles M. Judd, and Melissa D. Gliner

B: Productivity 289

READING 16
Many Hands Make Light the Work: The Causes and Consequences of Social Loafing 297
    Bibb Latané, Kipling Williams, and Stephen Harkins

READING 17
Impact of Group Goals, Task Component Complexity, Effort, and Planning on Group Performance 309
    Laurie R. Weingart
READING 18
Transactive Memory: Learning Who Knows What in Work Groups and Organizations 327
Richard L. Moreland

READING 19
Self-Monitoring and Trait-Based Variance in Leadership: An Investigation of Leader Flexibility Across Multiple Group Situations 357
Stephen J. Zaccaro, Roseanne J. Foti, and David A. Kenny

READING 20
The Contingency Model: A Theory of Leadership Effectiveness 369
Fred E. Fiedler

READING 21
Self-Categorization and Leadership: Effects of Group Prototypicality and Leader Stereotypicality 383
Sarah C. Hains, Michael A. Hogg, and Julie M. Duck

READING 22
The Romance of Leadership 401
James R. Meindl, Sanford B. Ehrlich, and Janet M. Dukerich

PART 5
Group Ecology 421

READING 23
Coming Out in the Age of the Internet: Identity “Demarginalization” Through Virtual Group Participation 433
Katelyn Y. A. McKenna and John A. Bargh

READING 24
Stability, Bistability, and Instability in Small Group Influence Patterns 453
Holly Arrow

READING 25
Socialization in Organizations and Work Groups 469
Richard L. Moreland and John M. Levine
READING 26
Beyond Task and Maintenance: Defining External Functions in Groups 499
Deborah Gladstein Ancona and David F. Caldwell

Appendix: How to Read a Journal Article in Social Psychology 515
Christian H. Jordan and Mark P. Zanna

Author Index 525
Subject Index 539