

Psychology 667: Small Group Behavior

Fall, 2006

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Hours: M: 3:00-4:15, T: 12-1, and by appointment

PURPOSE: This course will provide you with a survey of theories and research on group dynamics. We will examine issues related to group formation and development, group processes, social influences, group decision-making, group performance, and leadership. This class will follow a seminar format. This means that you should read the assigned articles before class time and be prepared to discuss/critique them.

OUTLINE OF TOPICS:

Approximate Dates

I	Overview, definitions, and a Historical Perspective	8/29-9/5
II	Methodological and Statistical Issues	9/5
III	Group Cohesion	9/12
IV	Social Influence, Group Norms	9/19-26
V	Group Communication and Interaction; Shared Cognition (No class on 10/10)	9/26-10/3
VI	Group Development, Socialization, and Task Structure	10/17-24
VII	Group Composition and Staffing	10/31
VII	Group Decision making	11/7
VIII	Group Performance	11/14
IX	Group Conflict	11/21
X	Leadership and Top Management Teams	11/28-12/5

REQUIREMENTS: Your grade in this class will be based on three assignments. The first is a research proposal on any topic in group dynamics. This paper is due on December 5th. The second assignment will be a cumulative take home final examination, due on December 12th. This examination will be essay in format. The third assignment is an annotated bibliography to be completed with another class member on any topic related to group dynamics. This paper is due on October 24th. The paper and final examination will each be worth 40% and 50% of your final grade, respectively. The bibliography will be worth 10% of your grade. Additional details about these assignments will be provided in the first class.

Honor Code: The Honor Code of George Mason University will be strictly enforced in this course.

Add/Drop Deadlines: Add = September 12; Drop = September 29.

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Office (703-993-2474). All student accommodations must be arranged through that office.

READINGS

Overview and definitions

- Ilgen, D. R. (1999). Teams embedded in organizations: Some implications. *American Psychologist, 54*, 129-139.
- Lewin, K. (1947). Frontiers in group dynamics. *Human Relations, 1*, 5-41 (In Lewin, 1951). (see also Coch, L., & French, J.R.P., Jr. (1948). Overcoming resistance to change. *Human Relations, 1*, 512-532 -- an example of Lewin, 1947).
- Sundstrom, E., DeMeuse, K., & Futrell, D. (1990). Work teams: Applications and effectiveness. *American Psychologist, 45* (2), 120-133.

Methodological and Statistical Issues

- Kenny, D.A., & Judd, C.M. (1996). A general procedure for the estimation of interdependence. *Psychological Bulletin, 119*(1), 138-148.

Group Cohesion

- Beal, D. J., Cohen, R. R. Burke, M. J., & McLendon, C. L. (2003). Cohesion and performance in groups: A meta-analytic clarification of construct relations. *Journal of Applied Psychology, 88*, 984-1004.
- Cartwright, D. (1967). The nature of group cohesiveness. In D. Cartwright & A. Zander (eds.), *Group dynamics: Research and theory*. New York: Harper & Row.
- Chang, A., & Bordia, P. (2001). A multidimensional approach to the group cohesion-group performance relationship. *Small Group Research, 32*, 379 - 405.

Social Influence, Group Norms

- Blass, T. (1991). Understanding behavior in the Milgram obedience experiment: The role of personality, situations, and their interactions. *Journal of Personality and Social Psychology, 60*(3), 398-413.
- Ehrhart, M. G., Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology, 89*, 960-974.
- Høigaard, R., Säfvenbom, R., & Tønnessen, F. E. (2006). The relationship between group cohesion, group norms, and social loafing in soccer teams. *Small Group Research, 37*, 217-232
- Kelman, H. C. (2006). Interests, relationships, identities: Three central issues for individuals and groups in negotiating their social environments. *Annual Review of Psychology, 57*, 1-26.
- Latané, B. (1981). The psychology of social impact. *American Psychologist, 36*(4), 343-356.
- Festinger, L. (1950). Informal social communication. *Psychological Review, 57*, 271-282.

Group Communication and Interaction; Shared Cognition

- Ilgen, D. R., Hollenbeck, J. R. Johnson, M., & Jundt, D. (2005). Teams in organizations, From input-process-output models to IMO models. *Annual Review of Psychology*, *56*, 517-543
- Marks, M., DeChurch, L. A., Mathieu, J. E., Panzer, F., & Alonso, A. (2005). Teamwork in multi-team systems. *Journal of Applied Psychology*, *90*, 964-971.
- Marks, M. A., Mathieu, J., & Zaccaro, S. J. (2001). A temporally based framework and taxonomy of team processes. *Academy of Management Review*, *26*, 356-376.
- Mathieu, J.E., Heffner, T.S. Goodwin, G.F., & Salas, E., & Cannon-Bowers, J.A. (2000). The influence of shared mental models on team process and performance. *Journal of Applied Psychology*, *85*(2), 273-283.
- Mohammed, S., & Dumville, B. C. (2001). Team mental models in a team knowledge framework: Expanding theory and measurement across disciplinary boundaries. *Journal of Organizational Behavior*, *22*, 89-106.
- Salas, E., Sims, D., & Burke, C. S. (2005). Is there a “Big 5” in teamwork? *Small Group Research*, *36*, 555-599.
- Austin, J. R., (2003). Transactive memory in organizational groups: The effects of content consensus, specialization, and accuracy on group performance. *Journal of Applied Psychology*, *88*,

Group Development, Socialization, and Task Structure

- Ancona, D.G., & Caldwell, D.F. (1988). Beyond task and maintenance: Defining external functions in groups. *Group & Organizational Studies*, *13*(4), 468-494.
- Chang, A., Duck, J., & Bordio, P. (2006). Understanding the multidimensionality of group development. *Small Group Research*, *37*, 327-350.
- Gersick, C.J.G. (1988). Time and transition in work teams: Toward a new model of group development. *Academy of Management Journal*, *31*(1), 9-41.
- Worshel, S., Coutant, Sassic, D., & Grossman, M. (1991). A developmental approach to group dynamics: A model and illustrative research. In Worchel, S. (Ed.), *Group Process and Productivity*. Thousand Oaks, CA: Sage Publications, Inc.

Group Composition and Staffing

- Barrick, M. R., Stewart, G. L., Neubert, M. J., & Mount, M. K. (1998). Relating member ability and personality to work-team processes and team effectiveness. *Journal of Applied Psychology*, *83*, 377-391.
- Chan, D (1998). Functional relations among constructs in the same content domain of different levels of analysis: A typology of composition models. *Journal of Applied Psychology*, *83*, 234-246.
- Halfhill, T., Sundstrom, E., Lahner, J., Calderone, W., and Nielsen, T. M (2005). Group personality composition and group effectiveness: An integrative review of empirical research. *Small Group Research* *36*, 83-105

Lau, D. C., & Murnighan, J. K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. *Academy of Management Review*, 23, 325–340

Porter, C. O. L. H., (2005). Goal orientation: Effects on backing up behaviors, performance, efficacy, and commitment in teams. *Journal of Applied Psychology*, 90, 811-818.

Group Decision making

Aldag, R. J., & Fuller, S. R. (1993). Beyond fiasco: A reappraisal of the groupthink phenomenon and a new model of group decision processes. *Psychological Bulletin*, 113, 533-552.

Esser, J. (1998). Alive and well after 35 years. A review of groupthink research. *Organizational Behavior & Human Decision Processes*, 73, 116-141.

Hollenbeck, J.R., Ilgen, D.R., Sego, D.J., Hedlund, J., Major, D.A., & Phillips, J. (1995). Multilevel theory of team decision making: Decision performance in teams incorporating distributed expertise. *Journal of Applied Psychology*, 80(2), 292-316.

Humphrey, S. E., Hollenbeck, J. R., Meyer, C. J., & Ilgen, D. R. (2002). Hierarchical team decision-making (pp. 175-213). In G. R. Ferris, & J. J. Martocchio (Eds.), *Research in personnel and human resources management. Research in personnel and human resources management, Vol. 21*. Stamford, CT: JAI Press.

Group Performance

Kerr, N., & Tindale, R. S. (2004). Group performance and decision making. *Annual Review of Psychology*, 55, 623–55.

Michaelsen LK, Watson WE, Black RH. 1989. A realistic test of individual versus group consensus decision making. *Journal of Applied Psychology*, 74, 834–39

Tindale RS, Larson JR Jr. 1992. Assembly bonus effect or typical group performance: a comment on Michaelsen, Watson, & Black (1989). *Journal of Applied Psychology*, 77, 102–5

Maier, N.R.F. (1967). Assets and liabilities in group problem solving: The need for an integrative function. *Psychological Review*, 74(4), 239-249.

Stewart, G. L., & Barrick, M. R. (2000). Team structure and performance: Assessing the mediating role of intrateam process and the moderating role of task type. *Academy of Management Journal*, 43, 135–148.

Group Conflict

Amason, A.C., & Sapienza, H.J. (1997). The effects of top management team size and interaction norms on cognitive and affective conflict. *Journal of Management*, 23, 495-516.

Ellemers, N., Spears, R., Doosje, B. (2002). Self and social identity. *Annual Review of Psychology*, 53, 161-186.

Hewstone, M., Rubin, M., & Willis, H. (2002). Intergroup bias. *Annual Review of Psychology*, 53, 575-604.

Tajfel, H., & Turner, J. (1979). An integrative theory of intergroup conflict. In W.G. Austin & S. Worchel (Eds.), *The Social Psychology of Intergroup Relations*. Monterey, CA: Brooks/Cole.

Leadership and Top Management Teams

DeChurch, L. A., & Marks, M. A. (2006). Leadership in multi-team systems. *Journal of Applied Psychology*, 91, 311-329.

Kozlowski, S.W.J., Gully, S.M., McHugh, P.P., Salas, E., & Cannon-Bowers, J.A. (1996). A dynamic theory of leadership and team effectiveness: Developmental and task contingent leader roles. *Research in Personnel and Human Resources Management*, 14, 253-305.

Rau, D. (2005). The influence of relationship conflict and trust on the transactive memory performance relation in top management teams. *Small Group Research*, 36, 746-771.

Peterson, R. S., Smith, D. B., Martorana, P. V. & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organizational performance. *Journal of Applied Psychology*, 88, 795-808. (see comments by Hollenbeck et al and Peterson et al in *JAP*, 91, 1-5 and 6-8).

Simons, T., & Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology*, 85, 102-111.

Zaccaro, S. J., Rittman, A. & Marks, M. A. (2001). Team leadership. *Leadership Quarterly*, 12, 451-484.