

**Introducing Sociology**  
Chapter 7 - Groups

The **basic insight of sociology** is that *human behavior is largely shaped by the groups to which people belong.*

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### Social Structure

A **Social Status** is a socially defined position that an individual occupies .

A **Social Role** is the expectations attached to a status position.

The role expectations associated with the status of baker is to bake.

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### Role Set

- A single status may have multiple role expectations.
- All of the role expectations associated with a single status make up the **role set** for that status.

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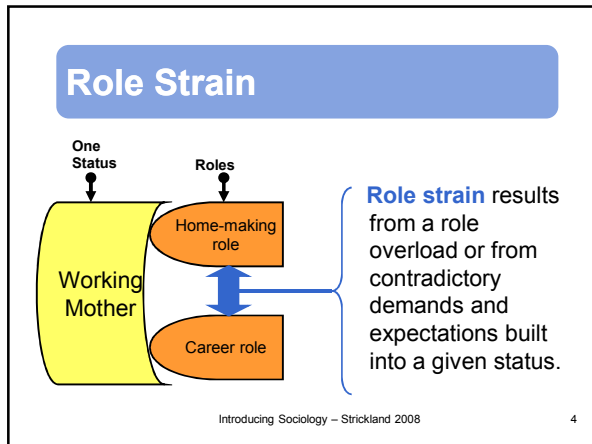
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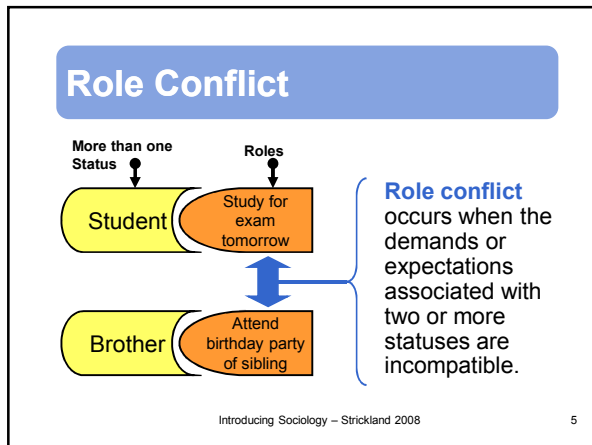
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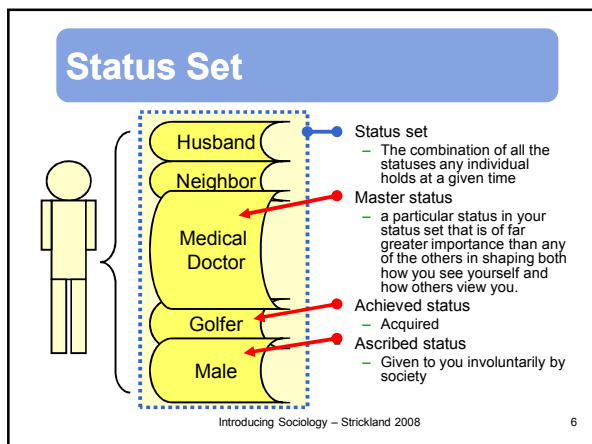
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## Social Groups

A **GROUP** is defined as (1) two or more people, who (2) identify, and (3) interact with one another.

**CATEGORY**  
People with common status

**AGGREGATE**  
Statistical category for a collection of respondents (such as all males over 30 who responded to a survey)

**CROWD**  
Cluster of people in the same place at the same time (usually temporary)

What parts of your life *are not* influenced by a group?

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**Primary groups** are small and informal and emphasize interpersonal cohesion and personal involvement.

Example: a family



**Secondary groups** are less personal and intimate, and they are more goal-oriented and purposeful.

Example: a civic club



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### Reference Group

Positive or negative reference groups serve as sources of self-evaluation and influence how we think and act and what we believe.



**In Group**  
"We belong."



**Out Group**  
"We do not belong."

Out-group threats often increase the solidarity of members of an in-group.

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### Impact of Group Size

Group size influences the interaction of the group members.

Larger groups either divide into sub-groups or adopt a formal means of communication

1. Size has a dramatic effect on member interactions.
2. As size increases, so does the division of labor.
3. As the size of a group increases, its structure becomes more rigid and formal.
4. As the size of a group increases, so does the need for a more formal type of leadership.
5. As the size of a group increases, communication patterns change.
6. As size increases, cohesion decreases.

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### Group Leadership

**LEADERSHIP ROLES:**

- **INSTRUMENTAL** (TASK ORIENTED)
- **EXPRESSIVE** (PEOPLE ORIENTED)

**LEADERSHIP STYLES:**

- **DEMOCRATIC** (MEMBER INVOLVEMENT)
- **LAISSEZ-FAIRE** (MAINLY LET GROUP FUNCTION ON ITS OWN)
- **AUTHORITARIAN** (DICTATE SPECIFICS TO GROUP)

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### The Influence of Groups

- Groups serve as a source of individual identity.
- Groups influence the self concept.
- Groups influence how the individual perceives reality.
- Groups influence how the individual thinks and behaves.

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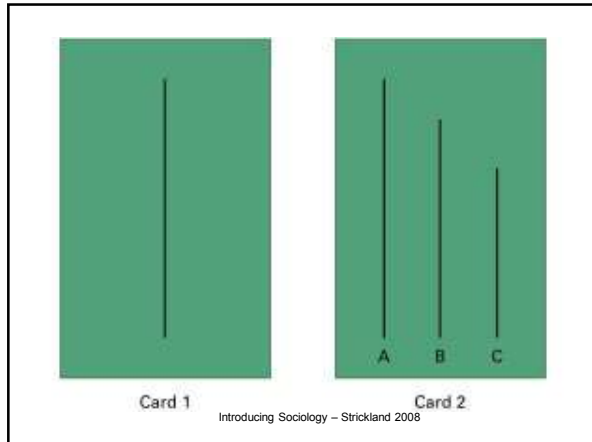
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### Group Conformity

- **ASCH'S RESEARCH**
  - Compromising our own judgment in favor of the group.
- **MILGRAM'S RESEARCH**
  - Following orders
- **JANIS' RESEARCH**
  - GROUPTHINK
    - Loss of objectivity in favor of group consensus.

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### Bureaucracy

A BUREAUCRACY is a formal, hierarchical structure that directs and coordinates the efforts of the people involved in the various tasks of an organization.

Merton (1968) defines bureaucracy as "a formal, rationally organized social structure involving clearly defined patterns of activity in which, ideally, every series of actions is functionally related to the purposes of the organization."

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### Characteristics of Bureaucracy

(Weber's Ideal Type)

1. **Division of labor:** The staff and activities of the bureaucracy are divided into offices or bureaus; each office and each job has certain carefully defined responsibilities.
2. **Hierarchy of authority:** The chain of command has the form of a pyramid, with every officer accountable to those at a higher level for their own responsibilities and those of subordinates.
3. **Public office:** The office and records of the organization are separated from the private lives of the employees.
4. **Merit selection:** Personnel are chosen on the basis of capabilities rather than connections.
5. **Career pattern:** Employees can work themselves up in the organization by performing adequately at their jobs.
6. **Objective rules:** The operation of the organization is governed by a consistent set of rules. All bureaucracies diverge from the ideal in some (or many) respects.

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### Organizational Chart (example)



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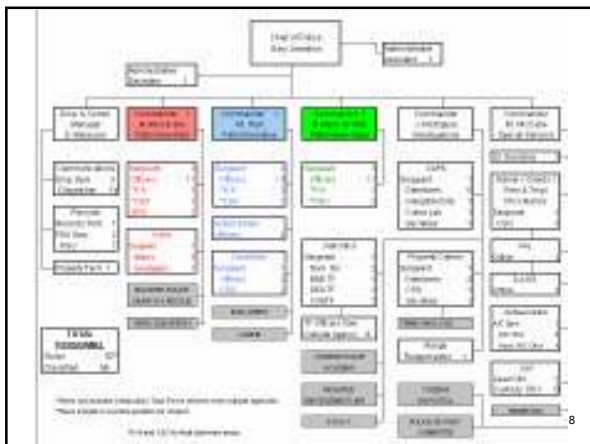
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### Dysfunctions of Bureaucracies

- **Trained incapacity:** Rules are obeyed for their own sake rather than as a means to an end.
- **Rigid Formal Requirements:** In bureaucratic organizations, formal qualifications may supersede performance in hiring and promotion.
- **Red Tape:** Actual problems do not always fit into the compartments designed to handle them; this can lead to the "runaround" for people trying to resolve problems.
- **Alienation:** Bureaucracies stress depersonalization of relationships, categorization, and indifference to individuals.

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### Dysfunctions of Bureaucracies

- **Oligarchy:** Oligarchy means that a small group at the top of the organization exercises control and often makes decisions based on personal, corrupt, and selfish purposes rather than the needs of the group.
- **Bureaucratic Inertia:** The tendency of unbridled growth sometimes found in bureaucracies.
- **Communication Problems:** Communication often becomes distorted as it moves up or down the ranks in a bureaucracy.
- **Parkinson's Law:** Jobs take as much time as is allowed.
- **Peter Principle:** The tendency within bureaucracies to promote workers to their level of incompetence.

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### Conclusion

An understanding of the functions and dysfunctions of bureaucracy may help administrators, managers, and entrepreneurs assess the appropriateness of bureaucratic structure for an organization; bureaucratic form is not the best type of organization for every situation.

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