

**WHAT ARE THE CHARACTERISTICS OF SOCIAL GROUPS?** 102

two commonalities: the members of the group share something in common, and they identify each other as members of that group

**HOW DO SOCIOLOGISTS VIEW GROUP LEADERSHIP?** 112

*functionalism*: leaders are measured by their influence on others

*conflict theory*: for Marx, bureaucracy was a way to exploit workers, so the bourgeoisie could gain wealth

*symbolic interactionism*: workers' attitudes toward their jobs impact productivity and job satisfaction

**HOW DOES A PARENT'S CIVIC ENGAGEMENT AFFECT A CHILD'S FUTURE POLITICAL INVOLVEMENT?** 115

increases the likelihood of political involvement in adult life

## get the topic: **WHAT ARE THE CHARACTERISTICS OF SOCIAL GROUPS?**

Formal Organizations 110

Functionalism and Leadership 112

Conflict Theory—Marx, Bureaucracy, and Democratic Organizations 113

Symbolic Interactionism—Creating a Just and Democratic Workplace 113

Adult Civic Engagement and Childhood

Activities 115

Leading Groups 115

## Theory

### FUNCTIONALISM 112

- examines the group's values and behaviors, particularly the group's leader
- successful groups often have successful leaders
- Maxwell's five levels of leadership

### CONFLICT THEORY 113

- democratic leadership styles increase worker productivity
- if a democratic environment is not implemented, then bureaucracy can be stifling for the worker and the organization

- greater participation in leadership roles does not mean the company will succeed

### SYMBOLIC INTERACTIONISM 113

- along with leadership, personal attitude has a big effect on job performance and satisfaction
- people feel good about themselves and their jobs when they feel they have a certain level of control over their actions
- democratic work environments help people feel connected to their jobs

## Key Terms

**social groups** are groups that consist of two or more people who interact with one another and share a common identity. 102

**bounded relationships** are relationships that exist only under specific conditions. 103

**in-group** is a group to which we feel an affinity or closeness. 104

**in-group bias** is the feeling that a person's in-group is superior to others. 104

**out-group** is a group from which we are disconnected. 104

**reference group** is the group you use to evaluate yourself. 105

**dyad** is a group consisting of two people. 106

**triad** is a group consisting of three people. 106

**leadership style** is a behavioral mode that leaders use to influence group members. 106

**autocratic leaders** are leaders who determine the group policies and assign tasks. 106

**democratic leaders** are leaders who strive to set group policy by discussion and agreement. 106

**laissez-faire leaders** are leaders who lead by absence and may not want to be leaders at all. 106

**conformity** is the degree to which we will alter our behavior, attitudes, and points of view to fit into our perceived expectation of what is appropriate. 107

**groupthink** is the term for group decisions that are made without objective thought. 107

**social capital** is a sociological concept that refers to the individual and collective resources available to a person. 109

(continued)

**social network** is the web of ties you have with others. 109

**formal organizations** are groups created for a certain purpose and built for maximum efficiency. 110

**voluntary association** is the act of joining an organization that offers no pay and that expands social networks through interaction. 110

**organizations** are formal groups that exist to achieve a desired goal. 110

**utilitarian organization** is an organization in

which people receive wages in exchange for work. 110

**normative organizations** are organizations that exist to achieve a worthwhile goal. 110

**coercive organizations** are organizations that people are forced to join. 110

**formal structure** is the explicit rules, goals, and guidelines of the organization. 110

**informal structures** are friendships, allegiances, and loyalties among members of the organization. 110

**bureaucracies** are formal organizations that

are organized into a hierarchy of smaller departments. 111

**formal rationality** is the reasonable actions organizations and bureaucracies take to achieve goals in the most effective way. 111

**iron cage** is a concept introduced by Max Weber that refers to the way in which bureaucracies make workers feel trapped and turn them into little more than robots accomplishing tasks. 111

## Sample Test Questions

These multiple-choice questions are similar to those found in the test bank that accompanies this textbook.

1. What type of leader sets few goals and does only what must be done?
  - a. Totalitarian leader
  - b. Autocratic leader
  - c. Democratic leader
  - d. Laissez-faire leader
2. A soup kitchen is an example of a
  - a. coercive organization.
  - b. utilitarian organization.
  - c. normative organization.
  - d. democratic organization.
3. Which of the following is *not* a characteristic common to all properly functioning organizations?
  - a. Division of labor
  - b. Methods of succession
  - c. Voluntary participation
  - d. Concentration of power
4. Which organization did Weber call a logical extension of formal rational thought?
  - a. Democracy
  - b. Bureaucracy
  - c. Coercive organization
  - d. Informal organization
5. By a functionalist's standard, the greatest measure of a leader is
  - a. influence.
  - b. charisma.
  - c. authority.
  - d. intimidation.

## ESSAY

1. How and why are social networks of great use to immigrants?
2. Why is groupthink a potentially dangerous method of decision making?
3. What are the potential pitfalls of the three leadership styles discussed in this chapter?
4. Which leadership style did John Humphrey Noyes employ as leader of the Oneida group? Explain.
5. Why is a dyad considered the strongest form of a group?

## WHERE TO START YOUR RESEARCH PAPER

To find out how you can be a leader, go to <http://www.holsteinfoundation.org/pdf/EGLO2.pdf>

To learn more about the skills needed for leadership, go to <http://www.livingskillslibrary.com/html/Leadership%201%20Models.html>

To find Max Weber's notes and original texts, go to <http://www.sociosite.net/topics/weber.php>

For more information on the sociology of Georg Simmel, go to <http://www.sociosite.net/topics/sociologists.php#simmel>

For information on America Reads and how you can become a school volunteer, go to <http://www.ed.gov/inits/americanreads/index.html>