

**Northwestern University
School of Education and Social Policy**

**HDPS 311: Group Dynamics
Winter Quarter 2010**

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I. COURSE DESCRIPTION

This course will explore the impact groups and organizations have on individuals and how those individuals relate to the various groups of which they are members. Specifically, this course will focus on the study of small groups and social systems, with an emphasis on leadership and authority, member roles, small group dynamics, and development, diversity, and inter-group relations. Experiential and intellectual learning will be integrated through the use of discussion groups and assignments designed to facilitate application of theory and research. Applications will be made to small decision-making groups, the college classroom, larger social and political systems, group therapy, and leadership and diversity in group and organizational life. In addition, participation in Tavistock Small Study Group Experiential Sessions will facilitate a deeper understanding of group dynamics, development and member roles in groups. Participation in the Tavistock experience is expected unless waived by the instructor. Students will not be evaluated on their performance in the conference.

Each Thursday afternoon class session will use a lecture/discussion format with the lecture from 4:00 to approximately 6:00pm, followed by TA led small discussion groups from 6-7pm. The Tavistock Small Study Group Sessions will be held on Wednesdays evenings 1/27/10, 2/3/10, 2/10/10 and 2/17/10 from 7-10 p.m. Detailed information about these sessions, rooms and locations will be announced.

II. LEARNING OBJECTIVES

1. To define and understand basic concepts and theories of small group processes and social systems structure and processes.
2. To describe and analyze group processes such as small group development, norms and member roles which emerge in systems in which students are participating.
3. To develop an understanding of leadership, diversity, and authority issues in groups.
4. To apply theory, research, and experience to other relevant group and organizational settings.

III. COURSE REQUIREMENTS AND EVALUATION

Grades in this course will be based on two assignments: 1.) an open book take home midterm exam (10 page maximum) distributed at the end of Meeting 5, 2/4/10 and due in class on Meeting 6, 2/11/10 (40% of grade); 2.) a take home final assignment (15 page maximum) distributed in Meeting 8, 2/25/10 and due in class on Meeting 9, 3/4/10 (60% of grade). Papers will be graded on the following criteria: depth of analysis of material, use of data to support positions, demonstrated understanding of theory and research, ability to apply theory to other situations, organization and clarity of writing. Use of APA reference style preferred. A terrific style resource is Hacker, D., A Pocket Style Manual, Boston/NY: Bedford/St. Martin ,2008. Participation in discussion groups will be an additional element in evaluation and will be used only to help students with borderline grades. In addition, students are expected to attend all lectures, discussion meetings, and Tavistock experiential group sessions. Students are expected to comply with all Northwestern academic integrity requirements.

IV. REQUIRED READINGS

Reading Source	Availability
Forsyth, D.R. (2006). <u>Group Dynamics, Fourth Edition</u> . CA: Thomson Publishing Co.	<ul style="list-style-type: none"> • Purchase at Norris
A course pack of selected additional readings	<ul style="list-style-type: none"> • Purchase from Quartet 818 Clark Street Evanston, IL 60201 847-328-0720 <p style="text-align: center;">Will also be put on Blackboard</p>
DeBoard, R. <u>The Psychoanalysis of Organizations</u> . London: Tavistock, 1978.	<ul style="list-style-type: none"> • Purchase at Norris

V. Course Outline

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Meeting	Date	Topic
1	1/7/10	Course Introduction: Review Group Relations Traditions
2	1/14	Overview Group Relations Concepts / Assumptions
3	1/21	Group Relations Concepts / Assumptions continued
	1/27	Tavistock Small Study Group Conference Opening in G02 and Sessions 1&2, 7-10pm
4	1/28	Small Group Theory, Dynamics and Research
	2/3	Tavistock Conference Sessions 3&4, 7-10pm
5	2/4	Small Group Theory, Dynamics and Research; Conference review Take Home Midterm Exam Distributed in Class
	2/10	Tavistock Conference Sessions 5&6, 7-10 p.m.
6	2/11	Conference Review; Twelve Angry Men Midterm Due at End of Class
	2/17	Tavistock Conference Session 7 and Review 7-10 p.m.
7	2/18	Conference Review; Leadership and Diversity
8	2/25	Conference Review/College Classroom Final Take Home Assignment Distributed in Class
9	3/4	Intergroup Conflict and Groupthink Final Assignment Due in Class
10	3/11 Last Class	Group Therapy / Student Presentations / Course Review

VI. Schedule of Topics and Reading Assignments

*Starred readings are required and/or can be found in course pack

Meeting: 1 Date: 1/7/10	
Topic: Course Introduction and Review of Traditions Contributing to Current Group Relations/Social Systems Theory & Research	
Reading #	Reading Source
1	*DeBoard, R. <u>The Psychoanalysis of Organizations</u> . London: Tavistock, 1978, Chapters 1, 2, 3, 6, 7 & 14
2	Forsyth, D. <u>Group Dynamics</u> , 2006, Chapter 2, Studying Groups.

Meetings: 2 & 3 Dates: 1/14 & 1/21	
Topic: Overview: Group Relations/Social Systems Core Concepts and Assumptions	
Reading #	Reading Source
1	*DeBoard, R. <u>The Psychoanalysis of Organizations</u> . London: Tavistock, 1978, Chapters 4, 8, 9 & 10.
2	*Cytrynbaum, S. <u>Implications of the Tavistock Model for Group Psychotherapy</u> .
3	*Hayden, C. & Molenkamp, R. Tavistock Primer II. In Cytrynbaum & Noumair (Eds), <u>Group Dynamics, Organizational Irrationality and Social Complexity: Group Relations Reader 3</u> , 2004 (GRR3), Chapter 7.
4	*Klein, E. Contributions from social systems theory. In Klein R. et al (Eds.) <u>Handbook of Contemporary Group Psychotherapy</u> , 1992 Chapter 4.

Date: 1/27 7-10 p.m.

**Note: Tavistock Small Study Group Conference Opening In G02 and Sessions 1& 2
Rooms will be announced**

**Meetings: 4 & 5
Dates: 1/28 & 2/4**

Topic: Small Group Theory, Dynamics & Research

Reading #	Reading Source
1	*DeBoard, R. <u>The Psychoanalysis of Organizations</u> . London: Tavistock, 1978, Chapter 5.
2	*Forsyth, D. <u>Group Dynamics</u> . Thomson Publishing, Belmont, CA, 2006. Chapters 3, 4, 5, 6 & 14
3	*Salazar, A.J. An analysis of the development and evaluation of roles in small groups. <u>Small Group Behavior</u> , Vol. 27, #4, 1996, pp. 475-503.
4	*Gemmill, G. The dynamics of scapegoating in small groups. <u>Small Group Behavior</u> . 29, #4, 1989, pp. 406-418.
5	*Gillette and McCollom (Eds) <u>Groups in Context</u> , Chapters 2,3 & 6.

Note: Take Home Midterm Exam Distributed at End of 2/4 Class

**Date: 2/3
7-10 p.m.**

Note: Tavistock Small Study Group Conference Sessions 3 & 4, 7-10pm

Note: 2/10, Tavistock Conference, Sessions 5 & 6, 7-10p.m.

**Meeting: 6
Date: 2/11**

Topic: Tavistock Small Group Conference Review

Topic: Movie: Twelve Angry Men

Reading #	Reading Source
1	*Forsyth, D. <u>Group Dynamics</u> . Thomson Publishing, Belmont, CA, 2006. Chapter 7.
2	*Skolnick, M. & Green, Z. The denigrated other. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 6.
Midterm Handed In at End of Class	

Note: 2/17, Tavistock Conference, Session 7 and Review, 7-10p.m.	
Meeting: 7	
Date: 2/18	
Topic: Conference Review; Leadership, Diversity, Power & Authority	
Reading #	Reading Source
1	*Forsyth, D. <u>Group Dynamics</u> . Chapter 8,11 & 12
2	*Cytrynbaum, S. & Belkin, M. Gender & authority in group relations conferences. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 24.
3	*Chemers, M.M. <u>An Integrated Theory of Leadership</u> . Mahwah, NJ: Erlbaum, 1997, Chapters 6, 8 & 9.
4	*Kressel, N.J. <u>Mass Hate</u> . New York: Plenum, 1997. Chapter 5. Why people followed Hitler.
5	Gabelnick, F. Leading institutional transformation. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 13.
6	*McRae, M. Class, race, and gender. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 11.
7	*Noumair, D. et.al. Clarence Thomas, Anita Hill and us: A Group Relations perspective. <u>Journal of Applied Behavioral Science</u> 28 #3, 1992, pp. 377-87
8	*Maccoby, M. Why people follow the leader: The power of transference. <u>Harvard Business Review</u> , Sept., 2004, Online.
9	Kahn, W. & Green, Z. Seduction and betrayal. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 8.
10	*Brazaitis, S. White women – protectors of the status quo. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 5.

Meeting: 8
Date: 2/25

Topic: Conference Review	
Topic: The College Classroom as a Work Group	
Reading #	Reading Source
1	*Cytrynbaum, S. & Conran, P. Impediments to the learning process. <u>Illinois School Research and Development</u> , 15 2, 1979, pp. 49-65.
2	*Cytrynbaum, S. The Member-Leader Scoring System. In Beck & Lewis (Eds) <u>The Process of Group Therapy</u> , Washington, DC., APA, 2000
Note: Final Take Home Assignment Distributed in Class	

Meeting: 9 Date: 3/4	
Topic: Intergroup Conflict & Political Decision Making: Groupthink Video: Group Think	
Reading #	Reading Source
1	*Forsyth, D. <u>Group Dynamics</u> , Chapters 10 & 13.
2	*Street, M.D. Groupthink: An examination of theoretical issues, implications and future research suggestions. <u>Small Group Research</u> , 28, #1, 1997, p. 72-93.
3	*Kowert, P. <u>Groupthink or Deadlock</u> . New York: State University of New York, Albany, 2002, Chapters 5 & 7.
4	Smith, K., Miller, R. & Kaminstein, D. Consultant as container. In Cytrynbaum & Noumair (Eds.), <u>GRR3</u> , 2004, Chapter 12.
Note: Final Assignment Due at End of Class	

Meeting: 10 Date: 3/11	
Topic: Group Psychotherapy / Student Presentations / Course Review	
Reading #	Reading Source
1	*Forsyth, D. <u>Group Dynamics</u> . Chapter 15
2	*Burlingame et al. The differential effectiveness of group psychotherapy. <u>Group Dynamics</u> 7, #1, pp 3-12
3	*Borriello, J. The clinical application of social systems theory. In Klein, R. et al. (Eds.). <u>Handbook of Contemporary Group Psychotherapy</u> . Madison, CT: International Universities

	Press, 1992. Chap. 4.
4	*Scheidlinger, S. Group psychotherapy and related helping groups today: An overview. <u>American Journal of Psychotherapy</u> 58, #3, 2004, 265-280.
5	*Green, Z. & Stiens, M. Multiculturalism and group therapy in the US. <u>Group</u> , 26, #3; 2002 pp 233-246.