11. Groups have one more characteristic which is not part of the definition, but which is important. Groups are relatively permanent. Because a group may achieve its stated goal, but then take on new goals to perpetuate itself, it is considered ___________________________.

46. In the Army there is a proper way to salute, but there is a certain range of deviation that may be tolerated by officers. For example, a British salute (palm outward) by a PFC would not be____________ because it is beyond the certain_________________________.

80. Recall that only a limited deviation from group norms is accepted by a group. John belongs to a group that is opposed to drinking alcoholic beverages. Consequently, it would be very difficult to get John to drink because *______ __________. 
11a. relatively permanent

46a. tolerated
    range of deviation

80a. *a group norm is opposed to drinking
12. A number of officers get together to manage a United Fund drive on a post; and, through close cooperation and effort toward a goal, they form a group. Once the drive is completed, however, this group of officers form a bowling team because groups are ________________.

47. Norms are not absolute. Some range of deviation is tolerated, but only a certain ________________ by a member from these ________________ may be ________________ by ________________.

81. Because group norms are held by everyone in the group and any individual deviation is not permitted, it follows that these norms would be (relatively easy/relatively hard) ________________ to change.
12a. relatively permanent

47a. range of deviation
norms
tolerated
*other group members

81a. relatively hard
13. If, in order to attain a psychological objective, you want to form some
groups, by giving some people a limited goal, the group will probably continue
to exist beyond the goal because ________________________.

48. In some tribes the sacrifice of a buffalo may be accomplished by using
a spear or knife or breaking its neck. Shooting the buffalo, however, would
not be acceptable because only a * ________________________.

82. Although group norms are relatively difficult to change, they can be
modified only through group interaction. Obviously, only if members talk
about a norm between themselves can it be * ________________________.
13a. *groups tend to be relatively permanent

48a. *certain range of deviation from norms may be tolerated by other group members

82a. modified
14. It is typical of groups that once they form, they ______.

49. What can we say about norms? A norm is a ______.

We have seen how norms are important. Groups keep members in line because group norms may be used as ______, and only a ______.

83. With respect to changes in group norms and social change, the PSYOP officer must realize the importance of group interaction because ______.
14a. *are relatively permanent; they tend to continue in existence

49a. *rule which specifies the right or wrong behavior in common events
*criteria for evaluating other members
*certain deviation from the norms may be tolerated.

83a. *only through group interaction can group norms be modified and social change be accomplished
15. Up to now we have been talking about groups in general. You may have been saying, "But there's a big difference between types of groups." And, you're right. Some groups, "primary groups," are characterized by close physical and emotional contact between members. Clearly, a family is a good example of a ____________________________.

50. You may be wondering what happens to a group member who deviates too widely from the norms--or you probably can guess. He may be forced to ________________________________.

84. With respect to your individual norms, you would expect that if a norm of your group is changed, then *_______________________________. 
15a. primary group

50a. *leave the group

84a. *the individual norm would change
16. All groups fit the definition that has been developed. There are differences, however, in how close the members are and to what extent they are bound by the norms of the group. We have seen that groups in which members are closely bound by norms are called

50. A. Have you ever been thrown out of a group—a social group, high-school club, or any other kind of group? If you have, you know it is a disturbing experience, especially if the group is important to you. Thus, the most severe punishment for a group member who deviates too widely from the norms is

85. Group decisions tend to modify individual decisions. If a Vietnamese man's family decided to support the Vietnamese Government, then he would probably decide to support the Government because group decisions

16a. primary groups

50. A. *to be thrown out of the group

85a. *tend to modify individual decisions
17. "Secondary groups" are groups whose members are not as close as those of primary groups. A signal company may be a _______________ group, but a squad would probably be a _______________.

51. Although a person who deviates too widely from a group's norms may be *, the group has a number of ways of ensuring conformity. These are physical, economic, or social sanctions or controls. Clearly, when the Communists use terror to produce conformists, they are using _______________ sanctions.

86. Although group decisions will tend to *, they are also the result of the decisions of each member—they tend to bring together individual decisions. If most members of a Vietnamese family decide to support the government, and they discuss it, a group decision will result to support the government because group decisions tend to *
17a. secondary primary group

51a. *forced to leave, thrown out physical

86a. *influence individual decisions
*bring together individual decisions
18. There is no sharp dividing line between primary and secondary groups, but generally you should have little trouble classifying them. A primary group is characterized by frequent face-to-face meetings, an emotional bond between all members, and closely shared norms and ways of behavior. A family is obviously a primary group because there are frequent ____________, an ____________, and there are ____________.

52. A group keeps its members from deviating too widely from its norms by physical, economic, or social sanctions. One way that parents may control their children is through their allowance. If they don't behave, they will lose their allowance for a week—an application of an ____________ sanction.

87. We can say that the members make and are guided by the group decisions and norms because group decisions tend to both * ____________ and * ____________.
18a. face-to-face meetings
   emotional bond between all members
   closely shared norms and ways of behavior

52a. economic

87a. *influence individual decisions
   *bring together individual decisions
19. An infantry squad, after the members have been together for a number of months, is a primary group because there is frequent*, each member is concerned about the others because there is*, and all members are expected to act in a certain way because of the*.

53. Social sanctions may include not speaking to a member, reduction in status within the group, criticism, threat of expulsion, etc. If you think of your own membership in groups, you will see that the most commonly applied type of sanctions are______________________________.

83. Now, let's summarize. Once group norms are established, they are* to change. Group interaction is important in dealing with groups because only through interaction can norms and behaviors first be* and then be*. We have seen how the individual member fits in because group decisions tend to both* and*.
19a. *face-to-face meeting
   *an emotional bond between the members
   *closely shared norms and ways of behavior

53a. social sanctions

88a. *difficult
   *established
   *modified (or, changed)
   *influence individual decisions
   *bring together individual decisions

(any order)
20. You can tell that a group is a primary group when there are:

1. *

2. *

3. *

54. Let's look at the sanctions that might be applied to the sloppy soldier. If a couple of his buddies took him behind the barracks and roughed him up a bit, they would be applying __________________________ sanctions. An Article 15 resulting in reduction of pay for 3 months would be __________________________. If his squad buddies no longer invited him to the PX with them, or if they ignored him, they are applying __________________________.

89. Group interaction is important to your work with groups because *

Group decisions tend to both *, and *

*
20a. *Frequent face-to-face meetings
   *Emotional bonds between members
   *Closely shared norms and ways of behavior

54a. physical
    economic sanctions
    social sanctions

89a. it is the process through which group norms and behaviors are developed and through which they can be changed
    *influence individual decisions
    *bring together individual decisions
21. Although primary groups initially have extensive face-to-face meetings, a time may come, as with families, when members separate. Because the strong emotional bond is retained, however, this can still be considered a ___________

55. Groups ensure conformity to the norms through ________________

If a person deviates too widely from the norms, ________________

90. Because group norms are difficult to change, what approaches might be used? If you could change the decisions of a large number of members, they might be able to produce a change in the group decision because ________________
21a. primary group

55a. *physical, social, and economic sanctions

*he may be forced to leave the group

90a. *group decisions tend to bring together individual decisions
22. Secondary groups are simply groups that are not primary. Thus, if you run into a group where there is little close association, you will know that it is a _________________.

56. Think about the groups to which you belong. Obviously, you are bound by the group norms, but the members may expect you to behave in a certain way or think in a certain way--they expect you to play a certain role. For example, they may look to a man for leadership or decisions because he fills the ________________ of company commander.

91. Trying to persuade a large number of people to change their minds may be difficult. You may prefer to select only one member; who you would select through analysis of the group. It might be someone who is looked up to by, or who dominates, many members--one who has *_______________________________.
______________________________.
22a. secondary group

56a. role

91a. *power, status, or popularity
23. Any groups that influence us are called reference groups. Naturally, groups of which you are a member generally serve as _________ groups, but a group of which you are not a member may also serve as a _______

57. Shakespeare wrote, "All the world's a stage, and all the men and women merely players." To a great extent, he was right because in our groups we each play different _________.

92. Recall that members have different roles in groups. To effectively change a group opinion, you would need to appeal to a person in an important _________.

193
23a. reference
   reference group

57a. roles

92a. role
24. A reference group is a group with which we identify, relate, or compare ourself and whose norms or ideals influence our attitudes or behavior. Clearly, our family is a reference group because we *

58. Technically, a role may be defined as that pattern of behavior, needs and goals, beliefs, attitudes, and values which members of a group expect should characterize a typical occupant of that position. In general, we can say that the role you fill in a group consists of the behavior and outlook that the other members *

93. In some tribes, the chieftan may have the most influential role; in others, the witch doctor. Thus, the selection of a member of a group for persuasion depends upon *

195
24a. *identify, relate, and compare ourself with it and its norms influence our attitudes and behavior.

58a. *expect of an occupant of that position

93a. *the member's role
25. Political parties are good examples of reference groups. A man may not belong to a party, but he will consistently go along with its policies because it is a group with which he and whose

59. Within a group there are generally formal or informal positions such as father, president, social chairman, or member. This is even more true in the military. Certainly the behavior and thought of a platoon leader is usually that expected of a person who fills that position. Thus, a role consists of

94. A member may play an important role in a group, but his purpose in belonging may only be temporary, or it may not contribute to his ultimate effectiveness. Thus, you must consider not only a member's role, but also his in being a member.
25a. *identifies, relates, or compares himself
  *standards or ideals influence him

59a. *the behavior and thought expected of a person who fills a position

94a. purpose
26. A reference group is _______________________.

A primary group is characterized by _______________________.

A secondary group is _______________________.

60. The behavior expected of a private is not the same as that expected of a lieutenant because they each fill different roles. And if the private went to OCS and became a lieutenant, more would be expected of him because his role would change. Thus, people may have different roles at different times because a role only consists of _______________________.

95. The selection of a member of a group for attention for persuasion or psychological operations depends upon _______________________. and _______________________.
26a. *a group with which we identify, relate, or compare ourself and whose norms and ideals influence us

*frequent face-to-face meeting, shared norms and ways of behavior, and close emotional relationships

*a group that is not primary (it lacks the closeness and face-to-face meetings)

60a. *those behaviors and thoughts expected of an occupant of the position

95a. *the member's role in the group

*his purpose in belonging to the group (any order)
27. Why do people join groups? What keeps them in groups and how are they bound to them? Let's start with your experience--for what reason do you join groups such as a bridge club, bowling league, etc.? * _______________

61. So far, we have been discussing people in only one group at a time. We are usually members of more than one group, however, and if the norms of two groups conflict, then our membership in these groups may result in a personal ________________.

96. The best target groups for psychological operations are those organized around continuing interests and motives. A union would be a good target because it is frequently__________ around both * ________________ and * ________________.
27a. *You may have written anything. Common reasons are to gain companionship, friendship, help others, make business contacts, find girlfriends, etc., all of which generally satisfy social need. We will look at the basis for joining groups in the following frames.

61a. conflict

96a. organized

*continuing interests  }

*continuing motives   }

(any order)
28. Recall that people have a strong need for love and social relationships. A major reason for joining groups is to satisfy this ______________ for

62. Nguyen Van Sao is a villager in Vietnam who, like all Vietnamese, has strong family ties. He has joined the Viet Cong, however, and has found that their norms of traveling far to fight the enemy conflict with the family norm of staying home and helping the family. Because these norms are in conflict, his membership in the two groups is______________________________.

97. A deer hunting group organized for the season would not be a good target group because it is not ________________

203
28a. need
love and social relationships

62a. in conflict

97a. *organized around continuing interests or motives
29. In ancient times people banded together for physical security. Today, in many sections of the world, closely knit groups are still the best means of assuring ____________________________.

63. Recall that we said that members of a group have a responsibility to the group. The longer you have been with a group, or the closer the ties, the greater the ________________ to the group. Clearly, if membership in two groups is in conflict, you will probably decide to stay with the group to which you have the greatest ____________________________.

98. If no permanent group is acceptable as a target, a temporary group may be selected if their influence is strong. For example, an acting group may be a good target even though it is a ____________________________.
29a. physical security

63a. responsibility
  responsibility

98a. temporary group
30. Groups may afford financial security to their members. Certainly, one reason for the continuance of extended family groups in many parts of the world is so that the better off members can take care of the poorer members—these groups afford ___________________ to these poorer members.

64. Let's look back at the conflict of Sao, the Vietnamese villager. If his greatest responsibility is to his family, he will probably resolve the conflict by ________________________

99. Generally, the best target groups for psychological operations are those although you may use ________________________.
30a. financial security

64a. *returning to his family or continuing to retain the norms of his family

99a. *organized around continuing interests and motives temporary groups
31. So far, we have seen that people may join groups to provide two kinds of security, _______________. They also join to satisfy their _______________ for _______________. In general, then, we join groups to satisfy some important social _______________.

65. If membership in two groups is in conflict, this conflict will usually be resolved in favor of the group _______________. At times, however, the influence of the group immediately present may prevail. If our Vietnamese villager with the Viet Cong is a long way from home and can return only with great difficulty, then he may resolve the conflict in favor of _______________ because _______________.

100. Frequently, you may be faced with the problem of trying to unite two groups who are in conflict. One way of doing this is to give them a common challenge. Certainly, fighting against a common enemy would be such a _______________.

209
31a. physical security
financial security
need
*love and social relationships
needs

65a. *to which there is the greatest responsibility
*the Viet Cong
*the influence of the immediate group may prevail

100a. common challenge
32. We all like to feel respected or liked by others. It gives us a high feeling of personal worth. Thus, another reason for joining groups is to give us this feeling of _____________________________.

66. Conflict between group memberships is especially strong in insurmountable situations where a man may be needed at home (the role of the man of the house); but, at the same time, is needed as a soldier by his country (the role of the "patriot"). This conflict will probably be resolved in favor of * _______________________________.

101. In behavioral terms, a common challenge to unite groups is called a superordinate goal. A goal that can only be achieved by two groups working together is called a _____________________________.

211
66a. *the group to which there is the greatest responsibility. (Note: If there are laws requiring a man to perform military service, then these norms and the responsibility they produce will be very powerful. Thus, although you may think the man has a greater responsibility to his family, in this case the family norms usually require obedience to the law so that the apparent conflict may not actually exist.)

101a. superordinate goal
33. In general, people join groups to ______________________________. Some more specific reasons are ______________________________.

67. If the norms of two groups conflict, then _________________________.

This conflict may be resolved in two ways:

a. ______________________________.

b. ______________________________.

102. In a new country, a new union and the businessmen are in strong conflict, and insurgents are making the best of the split. Clearly, the uniting of the two groups would be a good way of reducing the insurgents' power. A superordinate goal such as stabilizing the economy of the nation might be a means of ______________________________.
33a. *satisfy their (social) needs

*provide physical and financial security, provide feeling of personal worth, satisfy needs for love and social relationships

67a. *membership in the groups may be in conflict

*In favor of the group to which there is the greatest responsibility
*In favor of the immediate group

102a. *uniting the two groups in conflict
34. From what we have seen, it looks as though groups provide many rewards for their members. Because we never get something for nothing, however, we sacrifice some personal freedom for group membership. That we are expected to adhere closely to group norms is an indication that we sacrifice some.

68. There are different types of leaders in groups. Some have power, others popularity, and others have status. Although within a group these may occasionally be found in one person, they will most likely be found.

103. Care must be taken in selecting superordinate goals because it might increase conflict rather than decrease it. For example, in the new country where labor and business are in conflict, a goal to raise the living standards of the people may produce an
34a. personal freedom

68a. *in different people in a group

103a. *increase in conflict
35. Marriage provides many rewards for the married couple, but the formation of this group certainly denies the husband some types of behavior such as dating other people or just taking off on a trip by himself. Thus, this group requires the members to sacrifice ____________________________.

69. John is liked by a number of people, Bill is very popular, and the girls all swoon over George. But John, Bill, and George all respect and like Charles. Thus, although John, Bill, and George are ____________________, Charles has power because * _____________________________________________________________________________.

104. Although care must be taken, a superordinate goal is an effective means of * _____________________________________________________________________________.

217
35a. *some personal freedom

69a. popular

*he is respected by those with popularity and can influence a larger number of people

104a. *uniting groups in conflict with each other
Turn back to the middle row, frame 36.

Turn back to the bottom row, frame 70.

105. Last frame—end of program.
Requirement: In the following multiple-choice exercises, only one answer is required. Select the best answer to each exercise and fill in solidly the space under the selection on the answer sheet. If more or less than the required number are selected, no credit will be given for the solution to the exercise. Each exercise has a weight of 4 points.

1. To be classified a group requires more than:
   a. One person.
   b. Two persons.
   c. Three persons.
   d. Four persons.

2. Behavior of a group is regulated by group:
   a. Norms.
   b. Laws.
   c. Wants.
   d. Folkways.

3. The family is an example of a:
   a. Face-to-face group.
   b. Secondary group.
   c. Primary group.
   d. Classificatory group.

4. A group we identify or compare with is a:
   a. Primary group.
   b. Reference group.
   c. Functional group.
   d. Secondary group.

5. The extended family group provides:
   a. Personal guidance.
   b. Child discipline.
   c. Social structure.
   d. Financial security.
6. A basic reason people join groups is to satisfy their:
   a. Physical needs.
   b. Social needs.
   c. Continuing interests.
   d. Personal freedom need.

7. Norms are shared:
   a. Rules.
   b. Laws.
   c. Codes.
   d. Languages.

8. Persons who violate group norms are faced with:
   a. Rejection.
   b. Punishment.
   c. Sanctions.
   d. Imprisonment.

9. Groups basically have:
   a. Conflicting needs.
   b. Common needs.
   c. Disparate goals.
   d. Common goals.

10. If a group is not a primary nor a reference group, it is a:
    a. Secondary group.
    b. Social group.
    c. Sanctioning group.
    d. Substitute group.

11. A political party to which an individual belongs is an example of a:
    a. Reference group.
    b. Secondary group.
    c. Primary group.
    d. Classificatory group.
12. A primary group is characterized by frequent:
   a. Face-to-face contacts.
   b. Written contacts.
   c. Aggressive contacts.
   d. Passive contacts.

13. When joining a group, we may sacrifice some:
   a. Financial security.
   b. Normative behavior.
   c. Personal freedom.
   d. Group interaction.

14. Respect for elders is a:
   a. Norm.
   b. Need.
   c. Goal.
   d. Law.

15. What is expected of a person because of his position in the group is his:
   a. Perspective.
   b. Conflict.
   c. Frustration.
   d. Role.

16. When a person belongs to more than one group, the group norms can come into:
   a. Conflict.
   b. Perspective.
   c. Order.
   d. Significance.

17. Leadership popularity is dependent upon the number of people who:
   a. Respect the leader.
   b. Like the leader.
   c. Attend the leader.
   d. Hear the leader.
18. Allegiance represents:
   a. Popular leadership.
   b. Powerful leadership.
   c. Passive leadership.
   d. Persuasive leadership.

19. Groups resolving a problem is an example of:
   a. Group interaction.
   b. Frustration satisfaction.
   c. Personal decision.
   d. Conflicting determination.

20. Attitudes are developed largely through:
   a. Formal education.
   b. Informal education.
   c. Secondary groups.
   d. Group interaction.

21. Changing of group norms is accomplished by:
   a. Legal methods.
   b. Punitive techniques.
   c. Group interaction.
   d. Self-debasement.

22. Group decisions tend to bring together:
   a. Individual decisions.
   b. Parental decisions.
   c. Legal decisions.
   d. Legislative decisions.

23. The best target groups for psychological operations are those organized around motive and:
   a. Personal freedom.
   b. Continuing interests.
   c. Primary groups.
   d. Norms.
24. A common challenge which unites groups is called:
   a. Superordinate goals.
   b. Conflicting goals.
   c. Continuing goals.
   d. Resolute goals.

   Requirement: In the following multiple-choice exercise two answers are required. Select the two best answers to each exercise and fill in solidly the spaces under the selections on the answer sheet. If more or less than the required number are selected, no credit will be given for the solution to the exercise.

25. Group sanctions take forms of physical and:
   a. Aggressive sanctions.
   b. Social sanctions.
   c. Economic sanctions.
   d. Interactive sanctions.
## Sample Exercise

### MULTIPLE CHOICE

All steps and Marchings executed from the ball begin with the left foot except:

- b. Right step.
- c. Forward, March.
- d. Mark time.

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<th>F</th>
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<tbody>
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</table>

-or-

a b c d

"b" is the correct answer; therefore, the space under "b" is marked on the ANSWER SHEET.

### TRUE-FALSE

The ability to make a quick estimate and arrive at a sound decision can be gained by study and practice.

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The statement is true; therefore, the space under "T" is marked on the ANSWER SHEET. When answering true and false questions disregard columns c and d.

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**NOTE:** This ANSWER SHEET will be returned to you. It will be graded and the score which you attain will be properly entered on your records.