

Organizational Studies 495, WT 2006
Mon, Wed. 10-11:30
3952)

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Exploring the Psychological Underground of Power Course Outline and Reading List

This course examines power from several related psychological perspectives. We begin with a survey of the phenomenology of power—that is, what it “feels like” to exercise power over another person or group. We discuss interpretations of this phenomenology by Freud, Canetti, and other theorists. We then explore several topics relating to power: (1) some possible biological and physiological bases of these feelings (2) psychological theories about the nature and meaning of the power experience, (3) the effects of power on others—both good effects (e.g., inspirational leadership) and bad (oppression), (4) the effects on the powerholder, (5) links between power, aggression, and sexuality, (6) power and the creation of “difference” among people, (7) the psychological and cultural origins of power drives, and (8) whether (and how) power can be tamed or even given up completely. The readings will be drawn not only from psychology but also from other social sciences, and from literature.

Readings

Book to be purchased (available at Shaman Drum Bookstore, 313 S. State St.):

- Shakespeare, W., *Titus Andronicus* (Pelican paperback edition)
- Freud, S., *Civilization and its discontents* (Norton paperback edition)
- Shakespeare, W., *The tempest* (Pelican paperback edition)
- Otsuka, J., *When the emperor was divine* (Anchor paperback edition)

Readings other than the above three books will be available as follows: (1) Some readings, marked (**CTWeb**), will be available in the “Readings” folder of the CTools website for this course. (2) For a few readings that are available online, the URL will be given in the schedule below. (3) All other readings are available electronically, through the University Reserves. Go to their web page:

<http://www.lib.umich.edu/reserves/ures/lists/1/wi2006/index.php>

Then follow the link to the course. You will be asked for library authentication. You can read on-screen, print, and/or down-load readings. *Warning: If you are trying to print at a public computer site, the printing queue can often be quite long, so **plan ahead!***

What is a Seminar?

A seminar only “works”—for the instructor, for you, and for the other students—when everybody has done the reading in advance, and comes to class prepared to participate in the discussion. Participation can take many forms: asking questions, answering others’ questions, raising issues, integrating the concepts and vocabulary from readings into your comments, drawing on real-world experiences, offering support for arguments, and helping other students to feel safe and pleased about participating. Therefore, your grade in this course will also depend on your attendance and participation. You are expected to attend every class, having read and thought about the assigned material. (It will not always be reviewed in class.)

This course is “unplugged.” Please turn off all computers, PDAs, phones, pagers, or other electronic devices during class meetings. If you need to use a computer because of a language or disability issue, ask at the beginning of the semester.

Course Requirements

Each assignment has a deadline. Assignments turned in late will be graded down.

- *Every Friday* (starting January 13), I would like you to turn in a 1-page single-spaced (*no longer*) “reaction” to the readings and class discussions of the previous week. Your reaction could include any of the following: something you learned, a concept or idea that was (or was not) clarified for you, or some thoughts stimulated by the class discussion. Be specific! Since this is a wide-ranging and somewhat experimental course, I want to know your reactions—for example, which readings work, and which don’t? These reaction papers are due at the end of the day (i.e., 12 midnight) on January 13 and every Friday thereafter. You can send them as an email attachment (with the title <yourname-date.doc>), put them in my mailbox (East Hall 3248A) or under my office door (EH 3267), or even give them to me at class on the previous Wednesday.
- Attend at least one UM “event” during the term (e.g., a lecture, conference, “teach-in,” discussion, play, etc.) that is relevant to the concept of “power.” After attending, turn in a 2-page paper discussing either (a) how the course shed new light on (or helped you understand) what happened at the event, or (b) how the event gave you a new perspective on power. *Due by March 15.*
- A brief exercise involving the phenomenology of power, due at the *beginning* of class on *January 18*. (More information later)
- A brief (3-page) paper on how power is represented and communicated in symbols, language, nonverbal behavior (gaze, facial expression, posture, gesture), style of life (dress, possessions, personal space and how it is arranged and decorated, etc.), and/or patterns of interaction (almost any behavior pattern that is *nonreciprocal*). Pick some examples (preferably from your own observation of everyday life), and explain *why* and *how* power is represented and communicated through them.¹ Due at the beginning of class on *January 25*.
- A brief (3-page) paper identifying some building at the UM (or in Ann Arbor) that seems “powerful”—i.e., that expresses or communicates a sense of great power (this may or may not mean that it makes *you* feel powerful). How and why does this building suggest power? That is, how is “power” expressed in architecture (a topic that will be discussed in class on February 6)? Due at the beginning of class on *February 13*.

¹ You don’t need to do any additional reading for this assignment, but the following book may be useful if you want to pursue this topic further: Henley, N. M. (1977). *Body politics: Power, sex, and nonverbal communication*. Englewood Cliffs, NJ: Prentice-Hall. Copies will be on reserve.

- A brief paper (no more than three pages) discussing how charismatic leadership is represented by symbols, film techniques, and pictorial imagery in the two film excerpts shown in class on February 13. Explain your observations in terms of Weber's theory. Due at the beginning of class on *February 22*.
- A 3-5 page paper proposing ideas or hypotheses about the social and cultural origins of power drives, based on the readings and class of March 20, and due at the beginning of class on *March 27*.
- A final paper or project on some aspect of the psychology of power. More information will be distributed later, but the following are three very general topics: (1) You may want to go more deeply into some topic we have covered during the term. (2) You may want to explore some other psychological aspect of power that we haven't covered. (3) You may want to use research materials discussed on March 20 (or other research materials) to expand the March 27 assignment into a full-scale paper. The important thing is to work out some topic that is interesting to *you*. I will be glad to help you identify materials and references. A preliminary 1-page statement of your project is due at the beginning of class on *April 3*. The final version is due on *April 19* (two days after the last class). While it's not possible to give an exact length requirement, I would expect that most papers would be around 10-15 pages.

Schedule of Topics and Readings

- Jan 9 Introduction. What is power? What are your images of power? What is a seminar?
- Jan 11 General perspectives on power: From philosophy and political science
 Russell, B. (1938/1992). *Power: A new social analysis*, Chaps. 1-3 (pp. 7-34). New York: Routledge.
 Key, V. O. (1964). *Politics, parties, and pressure groups*, 5th ed. (pp. 2-4). New York: Crowell.
 Morgenthau, H. (1958). The escape from power. In *Dilemmas of politics*, chap. 12 (pp. 239-245). Chicago: University of Chicago Press. (NOTE: The word "moral," on p. 239, line 5 from the bottom, and p. 241, line 3, can be taken to mean "psychological," or "involving feelings and desires".)
 Morgenthau, H. (1967). *Politics among nations: The struggle for power and peace* (pp. 4-14, 25-35, 97-100). New York: Knopf.
- Jan 18 Some psychological perspectives on power
 Brown, R., & Ford, M. (1961). Address in American English. *Journal of Abnormal and Social Psychology*, 62, 375-385.
 Winter, D. G. (1973). The study of power. In *The power motive*, Chap. 1 (pp. 1-19). New York: Free Press.
 French, J. R. P., Jr., & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150-167). Ann Arbor: Research Center for Group Dynamics, University of Michigan.
- Jan 23 The phenomenology of power: What it "feels like"

Feb 8 Charismatic leadership: A mixed blessing of power

Weber, M. (1922/1968). On charisma. In *Economy and society*, pp. 241-249. (New York: Bedminster Press.

Followers' accounts of the experience of charismatic leadership:

- Selections from *The Bible: New Testament* (I suggest reading the New Revised Standard Version, available online in a convenient format at <<http://www.devotions.net/bible/00new.htm>>. This link is in the “readings” folder of the Coursetools website.):
 - Jesus recruits disciples, teaches and heals (Matthew 4:17-25; 8:1-9:17)
 - Jesus appears to two followers after his death (Luke 24:13-32)
 - Later, the disciples are energized and proselytize (Acts 2:1-47)
 - Paul experiences a conversion (Acts 9:1-22, and his own recollection in Acts 22:1-21)
 - Paul also seen as charismatic (Acts 14:8-18, 19:1-7)
- Nehru, J. (1948). *Nehru on Gandhi*, pp. 89-91, 127-134. New York: John Day.
- Speer, A. (1970). *Inside the Third Reich*, pp. 15-17. New York: Macmillan. [A translation of Hitler’s actual December 4, 1930 speech that affected Speer is reproduced in **CT-Web**]
- Goebbels, J. (1962). *The early Goebbels diaries; the journal of Joseph Goebbels from 1925-1926*, entries for 10/12, 10/14, 11/2, 11/6, and 11/23/25; 4/13, 4/16, 4/19, 6/16-17, 6/21, 7/16, 7/23-26/26. London: Weidenfeld and Nicolson.
- Faith, K. (2001). *The long prison journey of Leslie Van Houten: Life beyond the cult*, pp. 28-38. Boston: Northeastern University Press.

Feb 13 Cinematic attempts to represent charisma: From Adolf Hitler to George W. Bush

Two videos will be shown: (1) Extracts from “Triumph of the Will,” a “documentary” of the 1934 Nazi party rally at Nuremberg that has become a classic political propaganda film. It was intended to establish a positive image of the Nazi party in general and the charismatic qualities of Adolf Hitler in particular. At the time, Hitler had been in power for about a year and a half; just a few months earlier he purged and had murdered several of his earliest S.A. [*Sturmabteilung*, or “brownshirts”] supporters. (2) Extracts from media videos of George W. Bush’s May 1, 2003 landing and speech on the *U.S.S. Abraham Lincoln*.

(Assignment continues on next page)

Speer, A. (1970). *Inside the Third Reich*. New York: Macmillan.

Selections:

- pp. 55 (2nd ¶ “Early in 1934....”) – 56 (3rd ¶ “...this ‘law of ruins.’”)
- pp. 58 (3rd ¶ “Every year a rally....”) – 59 (2nd ¶ “...Henderson wrote.”)
- pp. 67 (3rd ¶ “To build this giant complex....”) – 70

Shirer, W. (1941). *Berlin diary*, pp. 16-23 [diary entries for September 4-10, 1934, at the Nazi party rally]. New York: Knopf. Shirer was a CBS radio reporter, based in Berlin, who personally observed and reported on Nazi Germany from 1934 through 1941. These are his diary entries during the days of the rally depicted in the film.

- Feb 15 Power as a motive, and a brief tutorial on statistics
 Winter, D. G., & Stewart, A. J. (1978). The power motive. In H. London & J. Exner (Eds.), *Dimensions of personality* (pp. 391-412). New York: Wiley.
- Feb 20 Power and aggression
 Kull, S. (1990). War and the attraction to destruction. In B. Glad (Ed.), *Psychological dimensions of war* (pp. 41-55). Newbury Park, CA: Sage.
 Winter, D. G. (1993). Power, affiliation and war: Three tests of a motivational model. *Journal of Personality and Social Psychology*, 65, 532-545.
- Feb 22 The biology and physiology of power
 McClelland, D. C. (1982). The need for power, sympathetic activation, and illness. *Motivation and Emotion*, 6, 31-41.

Spring Vacation

- Mar 6 Power and sexuality: Mozart’s opera “Don Giovanni”—in a modern setting
 Winter, David G. (translator). (2001). Circulating metaphors of sexuality, aggression, and power: Otto Rank’s analysis of “Conquering cities and ‘conquering’ women.” First published in April 1914, in the *Internationale Zeitschrift für ärztliche Psychoanalyse*, 2, 50-58. (CTWeb)
 Da Ponte, L. (1963). Libretto to Mozart opera, “The Punished Libertine or Don Giovanni.” In O. Mandel (Ed.), *The theatre of Don Juan* (pp. 285-315). Lincoln, NE: University of Nebraska Press. (Original work published 1787)
- Mar 8 “Don Giovanni” (continued)
 Winter, D. G. (1973). Don Juan: An archetype of the power motive. In *The power motive*, Chap. 6 (pp. 164-200). New York: Free Press.
- Mar 13 The skills of power
 Machiavelli, *The prince*, chapters 9-10, 14-19, 21-23, 25
 Haley, J. (1969). The power tactics of Jesus Christ. In *The power tactics of Jesus Christ and other essays* (pp. 17-52). New York: Grossman.

- Mar 15 Origins of power drives: Psychology
 George, A. L. (1968). Power as a compensatory value for political leaders. *Journal of Social Issues*, 24(3), 29-49.
 McClelland, D. C. (1985). *Human motivation*, pp. 325-330. Glenview, IL: Scott, Foresman.
 Winter, D. G. (1999, August). *Origins of power motivation in males: Data from a longitudinal study*. Paper presented at the annual meeting of the American Psychological Association, Boston. **(CTWeb)**
- Mar 20 Origins of power drives: Anthropology
 Winter, D. G. (2000). Power, sex, and violence: A psychological reconstruction of the twentieth century and an intellectual agenda for political psychology. *Political Psychology*, 21, 383-404.
 Hofstede, G. (1983). National cultures revisited. *Behavior Science Research*, 18, 285-305.
 Pye, L. W. (1985). *Asian power and politics: The cultural dimensions of authority* (pp. 21-25, 47-55; the electronic reserve selection includes some pages assigned for April 12). Cambridge, MA: Harvard University Press
- Mar 22 Effects of power on the powerholder: Altered perceptions
 Kipnis, D. (1976). The metamorphic effects of power (pp. 168-178, 196-212 only). In *The powerholders*, chap. 9. Chicago: University of Chicago Press
 Fodor, E. M., & Farrow, D. L. (1979). The power motive as an influence on the use of power. *Journal of Personality and Social Psychology*, 37, 2091-2097.
 Haney, C., Banks, C., & Zimbardo, P. (1973). Interpersonal dynamics in a simulated prison. *International Journal of Criminology and Penology*, 1(1), 69-97. [Read quickly, to get a sense of what they did and what happened.]
- Mar 27 Effects of power on powerholder: Boredom and paranoia. (Showing of Caligula episodes from the TV series “I, Claudius”)
 Suetonius. (1979). “Gaius (Caligula).” In *The twelve Caesars* (tr. Robert Graves), pp. 153-184. New York: Viking Penguin.
- Mar 29 Effects of power on the targets of power.
 Otsuka, J. (2003). *When the emperor was divine*. Anchor paperback.
- Apr 3 Power and the creation/exaggeration of “difference”
 MacKinnon, C. A. (1984). Difference and dominance. In *Feminism unmodified: Discourses on life and law* (pp. 32-45). Cambridge: Harvard University Press.
 Winter, D. G., Stewart, A. J., & McClelland, D. C. (1977). Husband’s motives and wife’s career level. *Journal of Personality and Social Psychology*, 35, 159-166.

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Duncan, L. E., Peterson, B. E., & Winter, D. G. (1997). Authoritarianism and gender roles: Toward a psychological analysis of hegemonic relationships. *Personality and Social Psychology Bulletin*, 23, 41-49.

- Apr 5 Power as an addiction
 Hobbes, T. (1950). *Leviathan*, Part I, Chap. 10 (pp. 69-78). New York: Dutton. (Original work published 1651)
 Dostoevsky, F. (1961). *The house of the dead* (pp. 179-195). London: William Heinemann. (Original work published 1861-62)
 Morgenthau, H. (1946). *Scientific man versus power politics* (pp. 192-196). Chicago: University of Chicago Press.
 Berridge, K. C., & Robinson, T. E. (1995). The mind of an addicted brain: Neural sensitization of wanting versus liking. *Current Directions in Psychological Science*, 4(3), 71-76.
- Apr 10 Taming power: Through love and altruism? Through morality and values?
 Russell, B. (1938/1992). *Power: A new social analysis*, Chap. 18 (pp. 186-207). New York: Routledge.
 Langner, C. A., & Winter, D. G. (2001). The motivational basis of concessions and compromise: Archival and laboratory studies. *Journal of Personality and Social Psychology*, 81, 711-727.
 Russell, B. (1938/1992). *Power: A new social analysis*, Chap. 17 (pp. 179-185). New York: Routledge.
 Winter, D. G., & Barenbaum, N. B. (1985). Responsibility and the power motive in women and men. *Journal of Personality*, 53, 335-355.
- Apr 12 Taming power: Through religion and values? Through social arrangements (“rank,” dispersal and separation of powers)?
 Freud, S. (1930). *Civilization and its discontents* (Chap. 7).
 Pye, L. W. (1985). *Asian power and politics: The cultural dimensions of authority* (pp. 41-43). Cambridge, MA: Harvard University Press.
 Confucius. (1997). *The analects of Confucius*, translated and edited by S. Leys (pp. 3-5, 35-36, 55-59, 99-101). New York: Norton.
 Mews, S. (1971). Spiritual mobilization in the First World War. *Theology*, 74, 258-264.
 “Full text of notes found after hijackings,” *The New York Times*, September 29, 2001.
 Freud, S. (1959). Excerpt from Delusions and dreams in Jensen’s Gradiva (pp. 35-36). In J. Strachey (Ed.), *The standard edition of the complete psychological works of Sigmund Freud* (Vol. 9, pp. 3-95). London: Hogarth Press. (Original work published 1907) In the “Readings” folder of the Coursetools website, there is a link to the etching by the Belgian artist Félicien Rops, discussed by Freud in connection with the concept of “the return of the repressed.”

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Shakespeare, passage from “Troilus and Cressida.” (CTWeb)

Montesquieu, excerpts from Book XI of *The spirit of the laws*. **(CTWeb)**
Hamilton, A., Madison, J., & Jay, J. (1778). *The Federalist*: A
commentary on the constitution of the United States, paper #51. **(CTWeb)**
Adams, J. (1778). Excerpts from *A defence of the Constitutions of*
Government of the United States of America. **(CTWeb)**

Apr 17 Do people ever renounce power? Course summary: What have we learned about
power? What's the next step—what questions are still to be answered?
Shakespeare, W. "The Tempest."