

3106 COMMUNICATION & POWER

Where? 111 Coates Hall

When? 9:00-10:20

Syllabus 3106

Department of Communication Studies Spring Semester 2014

Instructor: Dr. Andrew King

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King's Office Hours: 10:30-12:00 T./Th

THIS COURSE IS ABOUT HOW PEOPLE GAIN POWER OVER OTHERS, HOW THEY USE IT AND OFTEN LOSE IT AND HOW WE CAN RESIST THE POWER OF OTHERS.

It is also about networks of power and the power of organizations groups, tribes, associations, constituencies, It is also about the covert or hidden power that undergirds social myths and societal beliefs and how these have been used to manipulate us.

FLASH! Much of that power is exercised through verbal and symbolic communication. The strategic use of communication to gain the cooperation of others, to resist the power of big institutions or to bring bullies to their knees will be featured. This course will also explain why leadership is a difficult matter and why good leadership is rather rare

TEXTBOOKS--REQUIRED

HEDGES, CHRIS, WAR IS A FORCE THAT GIVES LIFE MEANING (ANCHOR BOOKS)

***BROWNING, CHRISTOPHER, ORDINARY MEN: RESERVE POLICE BATTALION 101
HARPER PERENNIAL BOOKS***

GASS AND SEITER, PERSUASION (HARPER COLLINS)

A FEW OTHER BOOKS THAT MIGHT BE INTERESTING TO YOU:

(1) Robert Jay Lifton: *Destroying the World to Save It*

(2) Warren Bennis: *Leaders: Strategies for Taking Charge!!!*

(3) Juergensmeyer: Terror in the Mind of God

(4) King, Andy, Power and Communication (Waveland Press)

First Assignment: Bring in a definition of power next class period.

Mode of Procedure: The class will consist of lectures and discussions.

Attendance: Attendance will be not be taken after the first three class periods. Students should attend all classes. Various reasons are illness, Serious family emergency, special curricular judging or field trips, Military obligations, serious weather creations, religious holidays, Varsity athletic competitions, or university musical events.

Tests: There will be a midterm quiz and a final

Papers: There will be two papers. The first will be a very short paper exploring a term related to power. It will contain two action packed pages.. There will be a longer paper exploring a question you might have about the relationship between power and communication. This second paper will be due on the last day of class.

Grading Procedure:

Short Paper	= 10%
Midterm	= 20%
Final Exam	= 30%
Final Paper	= 40%

Total	= 100%
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Americans with Disabilities Act and the Rehabilitation Act of 1973; If you have a disability that may have some impact on your work in this class and for which you may require accommodations, please see a Coordinator in the Office of Disability Affairs so that such accommodations may be arranged. After you receive your accommodation letters, please meet with me to discuss the provisions of those accommodations during the first two weeks of class.

The Buckley Amendment says: I am responsible for maintaining the privacy of Student's grades for any project, test, paper or quiz which is part of a course. This means grades cannot be visible on papers, tests or projects when they are returned. They cannot be publicly posted in an identifiable manner or released over by phone to anyone other than the student.

First Assignment: Bring in a brief definition of power. I want a piece of paper with your name on it and a short (no more than two sentences) definition of power.

LECTURE # ONE

The two components of power

The Power Formula

Mobilization and a Unifying Doctrine

Why Power is unstable

Two kinds of mobilization

Elites and the Scarce Resource

Marcus Aurelius: Self Discipline, Visualization and the Exercise of Power.

How we are socialized to power

Power and Legitimacy

The Three Bases of Power

Why Power is not evenly distributed.

How Elites hang on to Power (Some strategies)

French and Raven on Power

LECTURE # 2 JANUARY 18, 2014

History of Power theories

1. Conflict theories of the Ancient World

Empedocles, Thrasymachus and the Grunt & Groan Theory of History

Plato's Dialectic: Enlightenment through struggle

2. Cooperative Power theory

Aristotle's Community theory of Power

Cicero and Network Power

Emperor Augustus and the Power of Collective symbols

Quintilianus and the Indoctrination of a Ruling Class

Marcus Aurelius: Power as Self Discipline

The Stoics and the Power of Habit

Augustine and The Power of Religion

Report on Power Definitions

Quotes about Power:

"Whoever wants power, gets trouble." -----Nietzsche

"All power corrupts. Absolute power corrupts absolutely." -----Lord Acton

"True power comes from within the spirit."---- Mother Theresa

"Power is the greatest aphrodisiac" ---- Henry Kissinger

"I thought being Governor would bring power. Das ist a crock!"---Arnold
Schwarzenegger

"The color of power is dark gray" --- Tim Gunn

"I once thought money and power were the same thing" --- Tim Geithner

"I don't want power. I just want people to do what I say." -Angelina Jolie

"Politics is about how we divide up the power in a nation"---Martha Exner

"History is written by the powerful, about the powerful, for the powerful."

----Alfred North Whitehead

"There is power in my magic ring, but an even greater power is the threat
of the magic ring." --- The Green Lantern

"Beautiful people have power simply because they are beautiful. I find it
terribly unfair," ---- Madame deStael

"Power stirs up counter power. Power is a target."---- Benito Mussolini

"Power should be used often and to its full extent."----Hitler

**SESSION # 2: Communication & Power First event: SET UP
COMMITTEES AND TALK ABOUT THURSDAY.
French and Raven Reports**

Assignment: In the next week read Ordinary Men

Event # 2 Lecture: History of Power Theories

1. Conflict Theories

Empedocles==Conflict is necessary for civilized advance

Thrasymachus—Power of the Stronger—5th century

Plato—Dialectic ==Using conflict to resist arbitrary power.

Control of the scarce resource

Callicles and The Right of the Strong to Rule and Morality as an invention of the weak to neutralize the power of the strong through guilt

2. Aristotle=Communal Power (384-323 BCE)

Communities as survival strategies

Symbol systems as sources of power.

The importance of a hierarchy of human values for leadership

Cicero=Exchange Theories of Power

Creating an imbalance of favors

3. Propaganda as Power==Imperial Rome and the Young Augustus

The One-sided presentation

Presenting culture as nature through constant repetition.

Virgil and The Aeneid as Ideological indoctrination.

4. Quintilianus==Building a leadership class through education

5. Marcus Aurelius==Countervailing power and the Stoics (weakening cultural beliefs through Perspectivism and Reframing.

6. St. Augustine 354-430 AD The danger of struggle: Becoming your oppressor. and the power of organized religion.

7. The Fall of Rome—The City of God: A strategy for decentralizing power (410)

8. Stable Power==Feudalism and the creative yeoman (after the year 500)

9. Machiavelli and the idea of re-inventing yourself as a leader 1469-1527

Social change as a creative opportunity.

Making yourself in a new image.

Use credible rumors

Terror as a weapon

The rule of expediency

Motives: Most people moved by fear, greed, love and hate.

Avoid flatterers for you will end up believing their lies and let your guard down.

10. Sir Thomas Hobbes (1588-1667) The Leviathan

Everyone wants power beyond any limit but is restrained by fear of Anarchy and so ends up with only a little .

All societies are a compromise between freedom and order.

11. The Eighteenth Century and Doctrines Limiting Power

John Locke and limited government—property as empowerment

Baron Montesquieu and the idea of checks and balances

Edmund Burke: The Danger of Intellectuals in government; the organic society and the power of localism.

Thomas Jefferson—separation of power and the agrarian myth.

MAKING GROUPS FOR THURSDAY SESSION

COLLECT THE DEFINITIONS OF POWER

EVENT # 3: Review of our power definitions.

COMMUNICATION & POWER

SESSION # 3 January 23, 2014

1. **Reading Assignment: Read Ordinary Men by Feb 3**
2. **Continue Brief Review of Historical Ideas about Power**
 - a. **Hamilton versus Jefferson: Statism versus the Creative Citizen**
 - b. **Thomas Carlyle: (1795-1881) Heroes and Hero Worship**
“People yearn to be led. They want a world adventure.”
 - c. **Adam Smith (Wealth of Nations, 1776): The power of the market.**
 - d. **Hegel and the Spirit of the Age**
 - e. **Gustave Le Bon and the power of the masses (1841-1931)**
 - f. **Karl Marx and the Class Struggle**
Class and the trajectory of history
The Means of Production: Owners versus workers
Alienation from one’s work in the industrial revolution.
Dominant capitalists and the control of the culture
The Role of the Intellectual as change agent
Consciousness raising as an organizing power
The Reality behind the lives of Marx and Engels
 - g. **Max Weber**
The power of the Charismatic Leader
Weber’s critique of modern fragmented society
Traditional Leaders
Bureaucratic Leaders
Charismatic Leaders
Charisma and crisis
The Problem of Succession
The routinization of charisma
The Double Charisma
Manufactured Charisma or Faux Charisma
The Power of Fascism or New Tribalism
BEGIN GROUP ASSIGNMENT: PASS OUT GROUP PROBLEMS.

FRENCH AND RAVEN'S KINDS OF POWER

Read these case histories and write a solution. Then tell us which kind of power (if any) you are using. Not using power may be a solution and if the kinds of power don't seem to fit or have any; explanatory power please say so. This is a group exercise and we ask everyone to sign the decision. You will present this orally during the next session.

Case Histories (Making Decisions in Crisis Mode)

- 1. You are boss of Blue Wave Swimming Pools. You are sub contracting with Mr & Mrs. Smith's Tile Company who put their pretty tiles around the pools and despite a few rough patches these good people have served you well for nearly thirty years. Recently your contract expired and Big Daddy and Big Mama Smith demand a huge increase in pay for the same services. Their demands will cut into your profits rather deeply and jeopardize the raises you were planning to give your people at the end of the fiscal year. Furthermore, the Smith's daughter and your son are engaged and rumor has it that wedding bells soon will chime. On the other hand, Fleece 'Em and Git Tile Company has offered to subcontract for a price considerably lower than the original Smith price, and you have seen their tile work, work that is superior to the standard of the Smith's. You have two earth moving equipment operators, a rebar crew, an electrician, and sales rep working all of whom know about the new contract demands. They are anxious about their jobs and angry at Big Daddy and Big Mama Smith. How would you solve this problem and might it involve using any of the kinds of power Raven and French talk about?**
- 2. You are the CEO of Flashman Company, a producer of widgets. One of your workers, a handsome and youthful male, tell you that a female foreman has sexually harassed him. He tells you that she has requested his "services" and if he does not comply she will make him lose his job or be demoted with the punch press department. The female foreman has a spotless record and lots of time-in-grade. When they confront each other the conversation turns into a he said/she said. Charges and counter charges are made and then denied. The situation is a bit unusual, and there are no third party**

witnesses. How might you think about resolving the situation? Might these involve any Raven/French power moves?

Case History # 3

- 3. You own a small Mom & Pop Grocery Store called Home Place. One of your best customers, the wealthy and politically active, Agatha Wuthering-Steele, buys \$600 worth of your groceries and as they go through check out she asks your clerk, Little Jimmy Olsen, a question about the grapes she is buying: "I say fellow, do you support the grape boycott going on in Northern California?" Little Jimmy says: "I cannot tell a lie, Ms Wuthering-Steele, but my boss doesn't even know about it and so does not support it." "Well, I won't shop here any longer," Ms. Agatha expostulates, and stalks out of the store. The groceries contain at least two hundred dollars of frozen treats and ice cream. These items are left melting on your counters and most of these items are now too damaged to return to your freezer. How do you deal with Ms. Agatha Wuthering-Steele? Might you use a Raven/French power move?**

Case Number Four

You are managing a gifted young boxer named Canvasback Craig. He has a a devastating right hand and is headed straight to the top. You know that he is an imposing physical specimen and that he has fast hands but you know little about his basic character. You suspect he is fixated on short-term goals and that a small purse today is more real to him than a big purse next year. You once caught him trying to install brass knuckles in his boxing gloves and began to wonder about his sanity. You now find that out is planning to throw the next fight and that the manager of the ham and egg has-been fighter, Glass Jaw McGraw, has offered him a mere ten thousand dollars to take a dive. Do you confront McGraw's manager? Do you drop Canvasback? Discipline him? Blow the whistle to the boxing commissioner? Go to the press? Get Canvasback to break the deal without telling his manager or opponent? Do you tell him to give up on his devastating right

hand and open a diner that serves chicken that has a devastating taste? What leverage do you have? What risks do you take? Which Raven/French strategies might be exercised?

Case Number 5

A bully is beating up your son on the playground. Joe Weider tells you to give the boy physical combat skills to smash the bully. Your neighbor advises you talk to teachers and the super at the school. Others say go to the parents of the bully and reason with them. Dr. Butchmort tells you to use legal threats against the school and to scare the parents of the bully. Biceps Bucher tells you to call the parents of the bully out in the street and have a neighborhood confrontation. The bully's teacher tells you to bring in a professional school conflict negotiator, Parker Pacifier. The local music teacher tells your son to carry a tape of Mozart suspended in his navel so that it will play calming music when the bully chases him across the school yard. What course of action will you take? What kinds of Raven/French power might be involved if any?

Case Number 6

You are part of a team working to elect a candidate. Several of your advertising and media people have threatened to move to support a rival candidate. They point out that your candidate's opponent pays nearly 25% more for the same jobs. You discover that you will be unable to pay that sum without undermining your candidate's travel budget just at a time when maximum exposure is needed. You are called upon to persuade these discontented people to stay on the campaign and continue to receive the same compensation without hope of an increase during the campaign. What can you do to try to keep them on your team?

BURKE'S CONTEMPT FOR THE LITERARY SCHOOLS OF THE 70'S, 80'S AND 90'S

A cartoon that appeared in NYT and Burke Newsletter

SOME SCHOOLS OF THEORY THAT HAVE YET TO CATCH ON:

GROUCHO MARXISM

... VIRGINIA WOOLF: NOW THERE'S A BROAD WITH A SUPERSTRUCTURE - IF YOU KNOW WHAT I MEAN!



DR. SEUSSIANISM

SO IN SUM: YES! I WOULD READ BAUDELAIRE ON A CHAIR, WHILE EATING A PEAR, OR EVEN IN MY UNDERWEAR!



JERRY SPRINGERISM

... LET'S MEET FRED, AN OLD-SCHOOL FORMALIST, WHO IS ABOUT TO FIND OUT THAT HIS WIFE OF 30 YEARS, DEBRA, IS DEEPLY ADDICTED TO DERRIDA AND OTHER HARDCORE CONTINENTAL THEORISTS!



WINNIE THE POOHISM

SO IN THE END, IT'S TOO BAD THAT WITTLE JAY GATSBY DIDN'T HAVE A FWIEND LIKE CWISTOPHOW WOBIN TO HELP HIM FIND HIS METAPHOWICAL HONEY POT...



KUNG - FOUCAULT

... YOU MUST LEARN TO DEFEND YOURSELF AGAINST HIDDEN INSTITUTIONAL DISCOURSES OF POWER, MY YOUNG GRASSHOPPA!



THE McLAUGHLIN GROUPISM

THE SUBJECT: JANE AUSTEN!
THE ISSUES?!...

CLASS AND GENDER?...

WRONG!

