

Unit 4 Organization and Institution

Text A

Preparatory Work

(1)

a. Institutionalization: refers to the process of embedding some conception (for example a belief, norm, social role, particular value or mode of behavior) within an organization, social system, or society as a whole. The term may also be used to refer to committing a particular individual or group to an institution, such as a mental or welfare institution.

b. Solitary confinement: is a form of imprisonment in which an inmate is isolated from any human contact, often with the exception of members of prison staff. It is mostly employed as a form of punishment beyond incarceration for a prisoner, usually for violations of prison regulations. However, it is also used as an additional measure of protection for vulnerable inmates. In the case prisoners at high risk of suicide, it can be used to prevent access to items that could allow the prisoner to self-harm.

c. Parole: is the provisional release of a prisoner who agrees to certain conditions prior to the completion of the maximum sentence period. A specific type of parole is medical parole or compassionate release which is the release of prisoners on medical or humanitarian grounds. Conditions of parole often include things such as obeying the law, refraining from drug and alcohol use, avoiding contact with the parolee's victims, obtaining employment, and maintaining required contacts with a parole officer.

d. Rehabilitation: is the re-integration into society of a convicted person and the main objective of modern penal policy, to counter habitual offending, also known as criminal recidivism. Alternatives to imprisonment also exist, such as community service, probation orders, and others entailing guidance and aftercare towards the offender.

(2)

Main publications: *Influencing Attitudes and Changing Behavior* (2nd ed.). Reading, MA: Addison Wesley., 1977, *Psychology* (3rd Edition), Reading, MA: Addison Wesley Publishing Co., 1999, *Psychology And Life*, 17/e, Allyn & Bacon Publishing, 2005, *The Lucifer Effect: Understanding How Good People Turn Evil*, Random House, New York, 2007

Main research interests: social psychology, particularly prison study, social intensity syndrome study (related to discharged soldiers).

(3)

Name of experiment	Description of the	Relation of the
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		experiment	experiment with the text
Experiment on obedience		A series of social psychology experiments conducted by Yale University psychologist Stanley Milgram. They measured the willingness of study participants, men from a diverse range of occupations with varying levels of education, to obey an authority figure who instructed them to perform acts conflicting with their personal conscience; the experiment found, unexpectedly, that a very high proportion of people were prepared to obey, albeit unwillingly, even if apparently causing serious injury and distress.	Closely related with the text since they are all about the effect of assigned roles.
Small-world experiment (six degrees separation)	(six of)	The small-world experiment comprised several experiments conducted by Stanley Milgram and other researchers examining the average path length for social networks of people in the United States. The research was groundbreaking	Not closely related with the text since the experiment is about social networking between individuals in the United States.

	<p>in that it suggested that human society is a small-world-type network characterized by short path-lengths. The experiments are often associated with the phrase “six degrees of separation”, although Milgram did not use this term himself.</p>	
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Critical Reading

I. Understanding the text

1.

Part	Para(s)	Main idea
I. Anecdote and introduction	1-2	A case showing the necessity for prison reform
II. Body	3-10 (the experiment)	The experiment of a mock prison with guards and prisoners were carried out and had to end earlier because of the frightening effect.
III. Findings	11-13 (implication)	Individual behavior is largely under the control of social forces and environmental contingencies rather than personality traits, character, willpower, or other empirically un-validated constructs.
IV. Conclusion	14 (effects of prison)	The prison situation is guaranteed to generate severe pathological reactions in both guards and prisoners as to debase their humanity, and make it difficult for them to be part of a society outside of their prison.

2.

- (1) Zimbardo uses the specific example of a prisoner's situation to plead for prison reform and to justify the experiment he conducted about the bad effect of prison.
- (2) They conduct an experiment about the effects of prison on both guards and prisoners.
- (3) They want to understand what it means psychologically to be a prisoner or a prison guard.
- (4) The 24 participants are selected randomly from volunteer students in Palo Alto city and they were randomly assigned roles of guards and prisoners in a simulated prison.
- (5) At Stanford University in 1971.
- (6) The experiment has to be ended earlier than planned.
- (7) Because the effects of prison (abusing and being abused) on those being experimented are frightening.
- (8) The results show that people underestimate the power and pervasiveness of situational controls over behavior.
- (9) Individual behavior is largely under the control of social forces and environmental contingencies rather than personality traits, character, willpower, etc. Many people, perhaps the majority, can be made to do almost anything when put into psychologically compelling situations – regardless of their morals, ethics, values, attitudes, beliefs, or personal convictions.

II. Evaluation and exploration

(1)

Hypothesis: the change of environment (including changed roles) affects one's behavior (students are put into a mock prison and assigned opposite roles which are all different from their normal environment and role of being a student or citizen)

Cause: prison and assigned new roles (changed environment)

Effect: rational people with humanity were turned to abusers and victims

Independent variable: the participants as human beings (the same human beings)

(Stimulus: change of environment/roles)

Dependent variable: behavior

The experiment on the power and influence of roles assigned to ordinary individuals is basically valid and convincing, and similar experiments also prove that most people's behavior are influenced by the social environment, particularly the new roles they are assigned. Unfortunately, the experiment cannot be confirmed due to the ethical concern (the harm caused by the experiment on the participants). And also, since the participants of a social experiment are humans,

the result might not be exactly the same (unlike the natural science experiment which can be repeated with precision and same result).

(2)

Similarities: the two experiments are all about the effect of assigned roles and social expectations on the behavior of the human beings.

Differences: Zimbardo's experiment focuses on the gradual change of behavior on those who are assigned new roles (prison effect) while Stanley's experiment focuses on authority's influence on individuals in normal circumstances (authority effect).

(3)

Power and its execution are closely related with the role assigned to the power-holder. The more important role he/she is given, the more likely he/she abuses it if there are no checks and balances from other institutions. It is very important to fight against corruption (in campaigns or through legal means), but it's more important to set up mechanism to balance the role given to power-holders.

(4)

Zimbardo's statement or conclusion is based on his only experiment about humans and their environment and cannot be repeated due to ethical reasons. It is reasonable to argue that most people are influenced by the (change of) environment and adapt to it quickly, which means personal "freedom" is conditioned. However, there are exceptions, and this statement cannot explain the behavior of those heroes who stick to their principles under any circumstances and would rather die than surrender to enemy or power.

(5)

These exceptional examples are mostly heroes in extreme circumstances such as war or condition of life and death (Wen Tianxiang, Liu Hulan, John Brown etc.). They have to choose between life and death very quickly and sometimes they act from instinct. There are other factors that result in these exceptional cases - they all have very strong characters which have been fostered in hardship; they also have a very strong faith and are ready to die for the cause they pursue.

(6)

Besides the reason Zimbardo mentions (psychological factor of self-image for the donors), there are at least two more reasons. One is religious reason - most people in the West are Christians who believe in the teachings of Jesus Christ and feel a duty to help the poor (in the form of material, money, or time). The other is related to the affluence of the West where the majority of people become well-off

enough to give away a fraction of their wealth or money to maintain social stability. (There're also other reasons such as tax deduction in some countries to encourage donation.)

(7)

Simply put, the merit of "group think" is that it can mobilize a uniformed collective force to realize some goal that individuals alone cannot hope to accomplish (through teamwork and national solidarity). The demerit of "group think" is that the group leader's view might be one-sided and flawed, and the wrong decision or policy based on it could easily lead to mistakes or even disaster. Other demerits: this situation may easily result in the circumstance of strong leader/dictator vs. obedient/populist followers; and in many cases the "truth" is not necessary in the hands of the majority. (8)

Clinical trials are experiments done in clinical research. Such prospective biomedical or behavioral research studies on **human participants** are designed to answer specific questions about biomedical or behavioral interventions, including new treatments and known interventions that warrant further study and comparison. Clinical trials generate data on safety and efficacy. They are conducted only after they have received **health authority/ethics committee approval** in the country where approval of the therapy is sought. These authorities are responsible for vetting the risk/benefit ratio of the trial - their approval does not mean that the therapy is 'safe' or effective, only that the trial may be conducted. Depending on product type and development stage, investigators initially enroll **volunteers and/or patients** into small pilot studies, and subsequently conduct progressively larger scale comparative studies. The key point here is: All participants are volunteers who choose clinical trial when other means fail.

Worldwide it is estimated that the number of vertebrate animals ranges from the tens of millions to more than 100 million used in animal experiment annually. In the EU, these species represent 93% of animals used in research. If the same was true in the US then the total number of animals used in research is estimated to be between 12 and 25 million. Most animals are euthanized after being used in an experiment. Supporters of the use of animals in experiments, such as the British Royal Society, argue that virtually every medical achievement in the 20th century relied on the use of animals in some way. The Institute for Laboratory Animal Research of the U.S. National Academy of Sciences has argued that animal research cannot be replaced by even sophisticated computer models, which are unable to deal with the extremely complex interactions between molecules, cells, tissues, organs, organisms, and the environment. Animal rights, and some animal welfare, organizations question the need for and

legitimacy of animal testing, arguing that it is cruel and poorly regulated, that medical progress is actually held back by misleading animal models that cannot reliably predict effects in humans, that some of the tests are outdated, that the costs outweigh the benefits, or that animals have the intrinsic right not to be used or harmed in experimentation.

Language Enhancement

I. Words and phrases

1.

(1)C&F (2)B&C (3)E&F (4)E&F (5)A&D
(6)C&E (7)A&F (8)B&F (9)D&E (10)B&C

2.

(1) 拼图、勾画 (2) 构建 (名词) (3) 建造 (动词) (4) 建筑物 (5) 档案
(6) (一列) 纵队 (7) (用锉刀) 锉 (9) 提出、提交 (10) 呼吁、要求 (11)
上诉 (12) 情绪感染、情感诉求 (13) 吸引力 (14) 从...悬吊下来 (15) 停
职 (16) 暂停 (17) 悬浮 (18) 吸引 (19) 雇佣 (20) 交战、接触 (21)
忙于 (22) 面对、触及

3.

(1) die away (2) need (3) call for (4) overwhelmed (5) assessed
(6) result in (7) function (8) filed (9) prayed (10) predicting

4.

(1)served as (2)end up with (3)differentiate between (4)dissolved into
(5) prevent...from
(6) trade... for (7) attribute to (8) inflicted... on (9) derived from (10)
pass out

II. Sentences and discourse

1.

- (1)This powerful appeal for prison reform was sent to me in a secret letter from a prisoner. He cannot reveal his name because of still being rehabilitated.
- (2)The guards were informed of the potential seriousness and danger of the situation as well as their own weaknesses (during the experiment).
- (3)In less than a week, the experience of imprisonment dissolved all good things that they've learned in a lifetime, including human values and self-concepts while the ugliest and most basic sick side of human nature came into the surface.

- (4) Individual behavior is largely influenced and dominated by social forces and environmental factors instead of by personality traits, character, willpower, or other components that cannot be proved by empirical evidences.
- (5) Thus we created a false belief in (personal) freedom by emphasizing individuals' internal control (of themselves and of the environment) that actually does not exist.
- (6) However, since most participants in these studies do act in irrational or unreasonable ways, it can be concluded that the majority of observers would also yield to the social psychological pressure in the same situation.

2.

- (1) A good leader does not impose his personal will on his subordinates.
- (2) When rumors of bribing were out, the company immediately denied it.
- (3) The official was convicted of life imprisonment because of stealing and selling state secrets; he decided not to appeal to the higher court.
- (4) The purpose of setting up the fund is to rehabilitate the landmine victims.
- (5) This university is one of the few local higher learning institutions that can confer doctorate degrees.
- (6) If you want to know more about the characteristics of the British, you have to further study the dimensions of their history and culture.
- (7) This company has launched a new round of publicity campaign across the country, to attract those potential customers.
- (8) No country should interfere in any other country's domestic affairs in the excuse of human rights.
- (9) In real life, only very few people can remain independent, not succumbing to power and authority.
- (10) Some people believe that in modern society we should adopt an attitude of understanding and tolerance towards deviant views and behaviors.

3.

个人行为在很大程度上受到社会力量和环境变化的控制，而非取决于个人特质、性格、意志力或其他未经实验证实的因素。因此我们创造了一种虚幻的自由，相信我们自己内在有更多对情境的掌控能力，而实际不然。我们之所以低估了实际情境对我们无处不在的控制能力是因为：(a) 它们常常是隐性的和微妙的，(b)

我们常常能够避免陷入可能被情境控制的局面, (c) 我们给那些在这种情形下有异于我们自我期许 (而不是实际行为) 的那些人的行为贴上“软弱”和“不正常”的标签。

4.

(1) F (2) E (3) C (4) A