

## **MAN336: Exam 2 Study Guide**

**IMPORTANT NOTE: Please work independently in completing this review guide. If you have any specific questions I am happy to answer them over email or during office hours.**

### **ETHICS:**

What is the welfare framework? List an example. What are its strengths and weaknesses?

What is the freedom framework? List an example. What are its strengths and weaknesses?

What is the virtue framework? List an example. What are its strengths and weaknesses?

Be able to recognize which framework is invoked when presented with a situation and a moral argument about how to resolve the situation.

Analyze the trolley car case (Doing the Right Thing). What would each ethical framework argue should be done and why?

Describe the process for reflecting on moral dilemmas using an example.

What is cultural relativism? What are some limitations of cultural relativism?

What is ethical imperialism? What are its limitations?

How do you find middle ground between cultural relativism and cultural imperialism?

How do you navigate ethical differences within organizational hierarchies?

### **COMMUNICATION:**

Describe the communication process model. If provided with a situation or scenario, be able to pinpoint where in the process model a communication breakdown has occurred.

What are the barriers to communication? Be able to identify a realistic example of each barrier.

What is active listening? What are three active listening techniques? Be able to identify an example of each active listening technique.

Explain when you should use written communication and when you should use verbal communication. Be able to recognize situations in which one or the other is preferable.

### **CONFLICT:**

What are the three types of conflict? Be able to recognize a situation that exemplifies each type of conflict.

What are the consequences of conflict (in general)? More specifically, how do the three types of conflict each relate to each team outcome?

What are the techniques for how teams can “have a good fight”? Be able to correctly label an example of each tactic.

What are some ways to stimulate conflict if substantive debate is lacking?

### **TEAMS:**

Why was the JV team beating the Varsity team in the Army Crew case?

Explain Tuckman's model of group development. Define each stage in the model. Be able to recognize the correct stage in the model based upon a description of a situation.

What is the punctuated equilibrium model? How is it different than Tuckman's model?

What is social loafing? Why does it exist? How can it be overcome?

What are coordination costs? Why do they exist? How can coordination costs be overcome?

What is group think? Why does it exist? How can it be overcome?

What is the common knowledge effect? Why does it exist? How can it be overcome?

What are the challenges that virtual teams face? What are some solutions for overcoming these challenges?

### **POWER & INFLUENCE:**

Compare and contrast four of the major theories of power: power-dependence theory, status characteristics theory, bases of power, and social network theory. In what ways are they similar and different when it comes to defining what power is and from where it comes?

Define nine influence tactics. Which influence tactics are commonly used by managers? Which are infrequently used? Which tactics are most effective in gaining others' commitment? Which are least effective? If presented with a scenario be able to correctly identify which influence tactic is employed. If presented with a scenario be able to write a message using a particular influence tactic.

How do these influence tactics vary based upon whether influence is upward or downward? Which tactics are likely to be more effective for upward influence? Which tactics are better for downward influence?

Describe the process for influencing without authority. What is the reciprocity principle? What are currencies of exchange? What role do relationships play in this process?

What are four common mistakes managers make in attempting to persuade others? Be able to correctly diagnose a situation in which a manager makes one of these mistakes by correctly identifying the precise mistake committed.

What are the four steps of effective persuasion? Be able to correctly identify each step when presented with a situation. If presented with a scenario, describe how you would enact each of the four steps.