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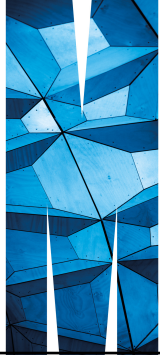
MONASH
BUSINESS
SCHOOL

OB review

JUN GU, PHD







Final exam



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- Purpose: test your understanding of the class contents and ability to apply OB concepts and theories to realistic and practical scenarios.
- 20 multiple choice questions
- 4 short answer questions
- You need to answer all the questions
- Closed book
- No hurdle requirement

Multiple choice



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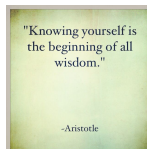
- Joe works as a cashier for J-Mart. One day he was walking home after work and saw a house on fire. Joe could hear the fire alarm but the firetrucks haven't arrived yet. He heard a young child screaming for help from inside the house and rushed into the burning house to save the child. Joe was called the "neighbourhood guardian" by the local media after his great deed. However, when being interviewed he said that he was just an ordinary man who happened to have the opportunity to do something good, and anyone else could have done the same. Which moral emotion do you think Joe might be experiencing?
- A. Moral elevation
- B. Alpha pride
- C. Beta Pride
- D. Guilt
- E. Shame

Short answer question

- Describe four ways to improve self-efficacy and give an example of each.

Self and authenticity

- To master management skills, start by reaching a full and clear understanding of yourself
- Your unique traits
 - Demographics
 - Big five Personality (OCEAN)
 - Self-monitoring
 - Locus of control
 - Narcissism
 - Machiavellianism
 - Type A/B personality
- Your personal values
 - Australian managerial values
- Your authenticity
 - Humility
 - Accountability
 - Vulnerability



Emotional intelligence

- Definition and example
- EQ test
- Affective events theory
- Basic emotions
 - Fear, disgust, sadness, and regret
- Emotional labor
- Emotional management
 - Face acting vs deep acting
- Burnout/emotional exhaustion
- Mindfulness
- The optional experience of flow

Judgment and decision-making



- Perception process
 - Goal
 - Expertise
 - Emotions
- Attribution process
 - Three dimensions
- Fundamental attribution error
- Unconscious decision-making
- Specific biases
 - Overconfidence Bias
 - Availability Heuristic
 - Representativeness Heuristic
 - Framing heuristic
 - Self-serving bias
 - Escalation of Commitment
 - Hindsight bias
 - Curse of knowledge

Motivation practices and theories



- Theory X and Theory Y
- Self-regulation theory
 - Ego-depletion
 - Regulatory focus theory
- Goal setting theory
 - Self-efficacy
 - Goal orientation
- Expectancy theory
- Equity theory
- Cognitive evaluation theory
- Job characteristic model
- Job satisfaction
- Organizational citizenship behavior
- Organizational commitment



Social networking, power, and politics



- Power
 - Legitimate power
 - Reward power
 - Expert power
 - Information power
 - Coercive power
 - Referent power
- Influence strategies
 - Reciprocity
 - Scarcity
 - Authority
 - Consistency
- Consensus
- Liking
- Social network
 - Network centrality
- Empowerment
- Organizational politics
 - Specific forms
 - Consequences for employees
 - Antecedents of organizational politics

Group and team dynamics

- Purpose: introduce the basic concepts of team building and the main social and psychological dynamics in a group setting
- Main concepts
 - Team task characteristic
 - Team size
 - Team composition
 - Team development
 - Team roles
 - Team cohesion
 - Multi-cultural teams
 - Need to belong
 - Social conformity
 - Social loafing & Social facilitation
 - Group decision (creativity, polarization, and groupthink)
 - In-group favouritism
 - Out-group hostility
 - Intergroup contact

Leadership theories

- Leader traits
- Identity-based leadership
- Leader categorization theory
- Managerial grid
- Situational theory
- Leader-member exchange
- Transformational leadership
- Servant leadership
- Ethical leadership
- Destructive leadership
- Narcissistic leadership
- Abusive supervision

Business ethics

- Ethical dilemma
- Universal ethical values
- Moral development stage
 - Six stages
- Ethical philosophy
- Moral intuition
- Moral emotions
 - Guilt, shame, pride, embarrassment, moral elevation
- Necessary evil
- Moral disengagement
 - Six specific mechanisms

Negotiation



- Negotiation basic concepts
- Issue structure
- Target point
- BATNA
- Resistance point
- Bargaining zone
- Negotiation techniques
 - Aggressive opening offer
 - Ask for more concession
 - Share information
- Common negotiation traps
- Third party intervention
- Lie in negotiation
- Multi-party negotiation and coalition
