

INTERNATIONAL UNIVERSITY OF JAPAN
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Some questions for the MGE case

1. How can “conflict episode” describe the battle of two generals? What is the beginning and end of the conflict story?
2. How was morale related to needs, motivation, and performance of organization? Do you think that bad management really killed two soldiers?
3. How did MGE figure out the tension between formality (official duty) and convention/practice?
4. What does “authority (leadership) is not given by the position but to be built by the person” mean? Why couldn’t the cannon expert be a good public manager?
5. What did MGE consider when planning his “gentle revolt?” Think about his job description, analysis of his “enemy,” and power relationship within the unit.
6. What was MGE’s core strategy against the brigadier? Did “working to rule” work?
7. What was the underlying logic of MGE’s non-violence strategy? What if MGE replied to the brigadier in anger or threw something at him?
8. What was MGE’s defense strategy against brigadier’s retaliation? Why didn’t he beg brigadier’s pardon? Why was MGE so confident in the battle with the brigadier?
9. What was the role of informal group and personal tie (network) in the battle? Did MGE use them effectively? Why or why not?
10. What was the source of MGE’s negotiation (bargaining) power? Think about rationality, cooperation with colleagues, nonviolence, and working to rule.
11. How did MGE figure out issues of professional ethics? Do you think MGE’s “gentle revolt” can be justified in the military culture? Why did MGE decide to negotiate even though he did nothing wrong?
12. Professor Moon Young Lee states that nonviolence, working to rule, and rationality (rules, norm, standards, objectivity, etc.) can protect public managers from their enemy especially under an adverse circumstance (e.g., suppressive political regime). Did you find these principles in MGE’s strategy?
13. What kind of leadership did MGE have? Do you like it? Why or why not?