




LEADERSHIP

LEKTION 02

Hochschule Bochum
– A self-study course –
Prof. Dr. Heinz Siebenbrock
Winter 2020/21



General Information

Please do not print these slides on paper for environmental reasons!

Please make sure you are working with an up-to-date version of this underlay: check the date in the footer.

At the end of the semester, the content of this course will be checked with the help of a module exam (120 minutes).

Similar to this document, the exam of this course consists mainly of multiple choice questions.

Concept of this lecture -1-

For this course you need the book “How to Stop Ruling and Start Leading – A Guide to Fair Management“, Tectum (Baden-Baden) 2021.

Before you start working on a lesson, read the text in the book carefully.

Each lesson begins with supplementary material for further study. This can be text, illustrations, videos or audio files. If these materials are not marked "optional", they are relevant for the exam.

After the consolidation, you will begin to answer the questions. Each question is followed by a slide with the respective solution.

A question is only considered to have been answered correctly, and this also applies to the exam, if all check marks are placed correctly.

Concept of this lecture -2-

Always read the text in the book first and study the supplementary material before answering the questions in this slide collection! It is important that you learn by content and not by pattern!

It does not make sense at all to learn with the questions alone. Questions are only used to determine where you stand. You can only learn with the text and with the materials. After all, working out content is knowledge acquisition, while working through questions serves to test knowledge.

Whoever tries to solve the questions without preparation, misses the opportunity of a real assessment of the situation! Therefore my very urgent request: first read the text in the book, then look through the supplementary materials and finally answer the questions.

In this way you will be well prepared for the exam, which consists of deviating questions.

Lesson 02:

2. Questionable values in business studies

Please have a look at the following video:

- Happiness at Work (<https://www.youtube.com/watch?v=JbEdzVa8LmQ>) 54:13

Optional: You can read the most examples of the video in: Carney, Brian M., Getz, Isaac: Freedom, Inc., Somme Valley House, 3rd Edition 2015.

Lesson 02:

2. Questionable values in business studies

1. Bob Davids (Sea Smoke Cellars) points out the following correlation:
 - a. The more money you have, the less profit you make.
 - b. More holiday means less money.
 - c. The more people you have, the less fun you have.
 - d. Expensive cars make an impression.
 - e. The clearer the instructions, the more motivated the employee. Autarkie.

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1. Bob Davids (Sea Smoke Cellars) points out the following correlation:
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2. Carlos Verkaeren changed the Poult company with the following concepts:

- a. Close down factories.
- b. Sack people.
- c. Cut Costs.
- d. Turn things around to innovation and new products.
- e. Introducing brainstorming sessions with all employees.

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3. Isaac Getz (Professor of Management and Innovation, Sorbonne Paris) calls companies like Poult:

- a. Liberated companies.
- b. Advanced companies.
- c. Left-wing companies.
- d. Unregulated companies.
- e. Successful companies.

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4. What does David Graeber (Professor at the London School of Economics) mean by 'bullshit jobs'?

- a. Badly paid, but necessary jobs.
- b. Actually unnecessary, well-paid jobs.
- c. Dirty jobs.
- d. Dangerous jobs.
- e. Jobs in a criminal environment.

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5. Which principles are at the top of Jean-François Zobrist's (FAVI) agenda?

- a. Man is good.
- b. The customer is good.
- c. Love the money.
- d. Love the customer.
- e. Get it.

Lesson 02:

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5. Which principles are at the top of Jean-François Zobrist's (FAVI) agenda?

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6. What does Rich Teerlink (Harley Davidson) mean by Japanese techniques?

- a. New Work.
- b. Just-in-time inventory.
- c. Improvement System.
- d. Employee involvement.
- e. Work-Life-Balance.

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Lesson 02:

2. Questionable values in business studies

7. “Our biggest assets are the people, who walk through the door everyday.” Who said it?

- a. Isaac Getz.
- b. David Graeber.
- c. Carlos Verkaeren.
- d. Jean-François Zobrist.
- e. Rich Teerlink.

Lesson 02:

2. Questionable values in business studies

7. "Our biggest assets are the people, who walk through the door everyday." Who said it?

a. ~~Isaac Getz.~~

b. ~~David Graeber.~~

c. ~~Carlos Verkaeren.~~

d. ~~Jean-François Zobrist.~~

e. **Rich Teerlink.**

Lesson 02:

2. Questionable values in business studies

8. What are the employees at Gore called?

- a. Key players.
- b. Supporters.
- c. Winners.
- d. Associates.
- e. Comrades.

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9. The doctrine of Vineet Nayar (HCI Technologies) is:

- a. Employees first, customers second.
- b. Customers first, employees second.
- c. Profit first, employees second.
- d. Employees first, profit second.
- e. Profit maximization by cost cutting.

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2. Questionable values in business studies

10. How does Frank von Massenhove (Belgian Ministry) finish his sentence: “Money doesn’t motivate people. What motivates people

- a. is respect.
- b. is trust.
- c. is knowing they are doing things which are bigger than themselves.
- d. is doing things with other people.
- e. is a bit of brotherhood feeling.

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Lesson 02:

2. Questionable values in business studies

11. The following questionable values belong to the "self-evident" principles of economic science:

- a. Autarky.
- b. Growth.
- c. Competition.
- d. Profit maximization.
- e. Independence.

Lesson 02:

2. Questionable values in business studies

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Lesson 02:

2. Questionable values in business studies

12. With his book "Verschwendung - Wirtschaft braucht Überfluss (engl.: Waste - economy needs abundance)" Wolf Lotter presents a counter-draft to the demand for

- a. Frugality.
- b. Integrity.
- c. Error culture.
- d. Growth.
- e. Strategy.

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13. How can profits be increased at the expense of the future?

14. Please describe the course of the profit function with increasing sales volume in case the demand function (price-sales function) decreases with increasing sales volume.

15. Please describe the course of the total cost function with increasing sales volume.

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2. Questionable values in business studies

13. Examples: Reduction of quality by purchasing inferior materials, reduction of training and further training, extension of maintenance cycles

14. a parabola (bell shape) open at the bottom

15. starting at a positive value, the fixed costs (intersection with the Y-axis), it increases. In the simple model it increases linearly, in the more realistic model it increases degressively.

16. Why does the total cost curve rise degressively in the more realistic model?

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16. Due to so-called economies of scale

Examples:

- a) The buyer demands a quantity discount.
- b) The employee in production works faster due to routine.

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2. Questionable values in business studies

17. In the principle of maximizing profits, there is a call
- a. for exploitation.
 - b. for rip-off.
 - c. to miserliness.
 - d. to greed.
 - e. to excessive demands.

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17. In the principle of maximizing profits, there is a call

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Lesson 02:

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18. Rip-off is

- a. to charge a cost-covering price.
- b. to charge an adequate price.
- c. to charge an unjustifiably high price.
- d. a criminal offence in Europe.
- e. to notify the supervisory authorities.

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Lesson 02:

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19. Exploitation is

- a. to charge the lowest possible price.
- b. to charge a price that covers costs.
- c. to demand a minimum price.
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20. The study "The limits to growth

- a. dates from the 1970s.
- b. was commissioned by the "Club of Rome".
- c. was written by Donella and Dennis L. Meadows.
- d. was awarded the Peace Prize of the German Book Trade.
- e. shows that growth, demanded by politics and business alike, will soon reach its limits.

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