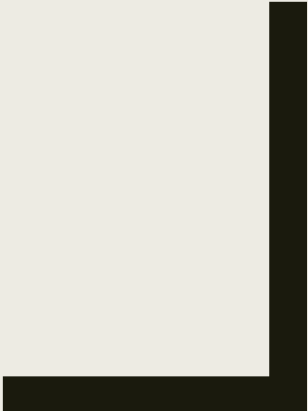




LEADERSHIP

LESSON 05

University of Applied Sciences, 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 05:

5. Guidelines of good management

Please have a look at the following videos:

- Manfred Kets de Vries – When leaders turn bad
(<https://www.youtube.com/watch?v=6VEypCeMCIE>) 16:55
- Itay Talgam – Lead like the great conductors
(<https://www.youtube.com/watch?v=R9g3Q-qvtss>) 23:23
- Bob Davids – The rarest commodity is leadership without Ego
(<https://www.youtube.com/watch?v=UQrPvmcgJJk>) 12:50
- Simon Sinek – Why good leaders make you feel safe
(<https://www.youtube.com/watch?v=ImyZMtPVodo>) 11:23

Lesson 05:

5. Guidelines of good management

1. According to Manfred Kets de Vries this is the major existential question:
 - a. What do I live for?
 - b. What gets you out of bed in the morning?
 - c. How long do I live?
 - d. How am I doing?
 - e. Why am I here?

Lesson 05:

5. Guidelines of good management

1. According to Manfred Kets de Vries this is the major existential question:

a. ~~What do I live for?~~

b. What gets you out of bed in the morning?

c. ~~How long do I live?~~

d. ~~How am I doing?~~

e. ~~Why am I here?~~

Lesson 05:

5. Guidelines of good management

2. "Not only the instruction is clear, but also the sanction." Which conductor does Itay Talgam describe with these words?

- a. Carlos Kleiber
- b. Richard Strauss
- c. Ricardo Muti
- d. Leonhard Bernstein
- e. Herbert von Karajan

Lesson 05:

5. Guidelines of good management

2. "Not only the instruction is clear, but also the sanction." Which conductor does Itay Talgam describe with these words?

a. ~~Carlos Kleiber~~

b. ~~Richard Strauss~~

c. **Ricardo Muti**

d. ~~Leonhard Bernstein~~

e. ~~Herbert von Karajan~~

Lesson 05:

5. Guidelines of good management

3. He "always started from the meaning." Which conductor does Itay Talgam describe with these words?

- a. Carlos Kleiber
- b. Richard Strauss
- c. Ricardo Muti
- d. Leonhard Bernstein
- e. Herbert von Karajan

Lesson 05:

5. Guidelines of good management

3. He "always started from the meaning." Which conductor does Itay Talgam describe with these words?

a. ~~Carlos Kleiber~~

b. ~~Richard Strauss~~

c. ~~Ricardo Muti~~

d. **Leonhard Bernstein**

e. ~~Herbert von Karajan~~

Lesson 05:

5. Guidelines of good management

4. According to Simon Sinek, trust and cooperation
 - a. follow on punishment.
 - b. begin with love.
 - c. are created automatically.
 - d. must be learned.
 - e. arise from safety.

Lesson 05:

5. Guidelines of good management

4. According to Simon Sinek, trust and cooperation

a. ~~follow on punishment.~~

b. ~~begin with love.~~

c. ~~are created automatically.~~

d. ~~must be learned.~~

e. **arise from safety.**

Lesson 05:

5. Guidelines of good management

5. According to Bob Davids management is about controlling

- a. material, people and investment.
- b. quantity, time and money.
- c. quality, time and money.
- d. labour, land and capital.
- e. quality, people and money.

Lesson 05:

5. Guidelines of good management

5. According to Bob Davids management is about controlling

a. ~~material, people and investment.~~

b. ~~quantity, time and money.~~

c. **quality, time and money.**

d. ~~labour, land and capital.~~

e. ~~quality, people and money.~~

Lesson 05:

5. Guidelines of good management

6. The four-level model of fair management consists of

- a. Guidelines
- b. Tasks
- c. Instruments
- d. Attitudes
- e. Imagination

Lesson 05:

5. Guidelines of good management

6. The four-level model of fair management consists of

- a. **Guidelines**
- b. **Tasks**
- c. **Instruments**
- d. **Attitudes**
- e. ~~Imagination~~

Lesson 05:

5. Guidelines of good management

7. These companies particularly benefit from a model of fair management:

- a. Companies with a distinctive quality management system.
- b. The company operates in a turbulent, rapidly changing environment.
- c. The company is dependent on constant innovation and therefore on the ideas of all employees.
- d. Work pleasure and enjoyment bring better results.
- e. Compliance with binding rules is important for the company..

Lesson 05:

5. Guidelines of good management

7. These companies particularly benefit from a model of fair management:

- a. ~~Companies with a distinctive quality management system.~~
- b. The company operates in a turbulent, rapidly changing environment.**
- c. The company is dependent on constant innovation and therefore on the ideas of all employees.**
- d. Work pleasure and enjoyment bring better results.**
- e. ~~Compliance with binding rules is important for the company..~~

Lesson 05:

5. Guidelines of good management

8. If employees drop their pens or tools punctually at the end of the working day, this indicates that

- a. they are not guided by a goal in their actions.
- b. they do not care about the success of their company.
- c. they prefer to spend their time at home rather than in the company.
- d. they have enjoyed a good education.
- e. they live with the right partner.

Lesson 05:

5. Guidelines of good management

8. If employees drop their pens or tools punctually at the end of the working day, this indicates that

- a. **they are not guided by a goal in their actions.**
- b. **they do not care about the success of their company.**
- c. **they prefer to spend their time at home rather than in the company.**
- d. ~~they have enjoyed a good education.~~
- e. ~~they live with the right partner.~~

Lesson 05:

5. Guidelines of good management

9. With the guideline "Contributing to the whole" the manager is called,
- a. to use his power/position for the benefit of the company.
 - b. always work to be a little bit better than the subordinates.
 - c. to perform above average.
 - d. to take oneself seriously.
 - e. to recognise the contribution of subordinates.

Lesson 05:

5. Guidelines of good management

9. With the guideline "Contributing to the whole" the manager is called,

- a. to use his power/position for the benefit of the company.**
- ~~b. always work to be a little bit better than the subordinates.~~
- ~~c. to perform above average.~~
- ~~d. to take oneself seriously.~~
- e. to recognise the contribution of subordinates.**

Lesson 05:

5. Guidelines of good management

10. Managers like to keep themselves responsible for all issues in the company.
This/These guideline(s) can be used to address this problem:

- a. Concentration on the weaknesses.
- b. Concentration on the strengths.
- c. Concentration on retaining power.
- d. Concentration on the essential.
- e. Concentration on further training.

Lesson 05:

5. Guidelines of good management

10. Managers like to keep themselves responsible for all issues in the company. This/These guideline(s) can be used to address this problem:

- a. ~~Concentration on the weaknesses.~~
- b. ~~Concentration on the strengths.~~
- c. ~~Concentration on retaining power.~~
- d. Concentration on the essential.**
- e. ~~Concentration on further training.~~

Lesson 05:

5. Guidelines of good management

11. Many managers are passionate about identifying and correcting mistakes.
 - a. This approach is called error culture.
 - b. This obscures the ability to recognise, use and build on existing strengths.
 - c. In this way, company development is promoted.
 - d. In this way, the motivation of the employees increases.
 - e. However, it is only rarely possible to turn a weakness, which can be recognised in the error, into a strength.

Lesson 05:

5. Guidelines of good management

11. Many managers are passionate about identifying and correcting mistakes.

a. ~~This approach is called error culture.~~

b. This obscures the ability to recognise, use and build on existing strengths.

c. ~~In this way, company development is promoted.~~

d. ~~In this way, the motivation of the employees increases.~~

e. However, it is only rarely possible to turn a weakness, which can be recognised in the error, into a strength.

Lesson 05:

5. Guidelines of good management

12. According to Fredmund Malik, a positive attitude is characterised by

- a. Maturity
- b. Openness
- c. Diligence
- d. Cleverness
- e. Success

Lesson 05:

5. Guidelines of good management

12. According to Fredmund Malik, a positive attitude is characterised by

- a. Maturity**
- ~~b. Openness~~
- ~~c. Diligence~~
- ~~d. Cleverness~~
- ~~e. Success~~

Lesson 05:

5. Guidelines of good management

13. The guideline "Being true to your word" means

- a. to hold regular meetings.
- b. to offer a job to relatives of your employee.
- c. to honour agreements and commitments.
- d. to support your employee.
- e. to take responsibility for his employee's mistakes.

Lesson 05:

5. Guidelines of good management

13. The guideline "Being true to your word" means

- a. ~~to hold regular meetings.~~
- b. ~~to offer a job to relatives of your employee.~~
- c. **to honour agreements and commitments.**
- d. **to support your employee.**
- e. **to take responsibility for his employee's mistakes.**

Lesson 05:

5. Guidelines of good management

14. The participation of employees

- a. can be realised through an idea management system.
- b. is motivational.
- c. undermines the position of the superior.
- d. is an opportunity to use as much knowledge as possible.
- e. contradicts the quest for efficiency.

Lesson 05:

5. Guidelines of good management

14. The participation of employees

- a. can be realised through an idea management system.**
- b. is motivational.**
- ~~e.—undermines the position of the superior.~~
- d. is an opportunity to use as much knowledge as possible.**
- ~~e.—contradicts the quest for efficiency.~~

Lesson 05:

5. Guidelines of good management

15. Being authentic means

- a. to radiate a great serenity.
- b. not to pretend.
- c. to be confident.
- d. not to put on a play.
- e. to be as you really are.

Lesson 05:

5. Guidelines of good management

15. Being authentic means

a. ~~to radiate a great serenity.~~

b. not to pretend.

c. ~~to be confident.~~

d. not to put on a play.

e. to be as you really are.