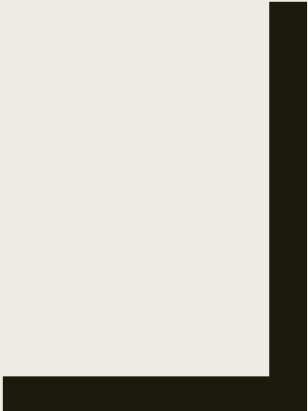




LEADERSHIP

LESSON 06

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 06:

6. Tasks of good management

Please have a look at the following videos:

- Julian Birkinshaw – Two tips for developing good management skills (<https://www.youtube.com/watch?v=ILcgCEbsT08>) 14:25
- Book suggestion (optional): Julian Birkinshaw: Becoming A Better Boss – Why Good Management is So Difficult, Jossey-Bass 2013, ISBN: 978-1118645468
- Axel Zein – The Perfect Boss (<https://www.youtube.com/watch?v=jFG7jqJXbno>) 15:57
- Hamza Khan – Stop Managing, Start Leading (https://www.youtube.com/watch?v=d_HHnEROy_w) 18:12

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1. Julian Birkinshaw takes this view:

- a. Good management is seeing the world through the eyes of the employees
- b. Good management gets a little bit more comfortable with our own limitations and biases.
- c. Good managers control productivity.
- d. Good managers are happy to give other people power.
- e. Good managers convince employees with good arguments.

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2. Axel Zein compares management with

- a. Hospital
- b. Church
- c. School
- d. University
- e. Association

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- a. ~~Hospital~~
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3. According to Axel Zein, many managers are afraid because
- a. they have bad early childhood experiences
 - b. they are not prepared for their job.
 - c. they were bad students.
 - d. they are not good at math.
 - e. they are unable to love.

Lesson 06:

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4. According to Axel Zein 60% of US workers are not engaged in their jobs. What is the main reason?

- a. low pay
- b. insufficient vacation
- c. a poor work place.
- d. a bad boss.
- e. unfriendly customers.

Lesson 06:

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6. Tasks of good management

5. Hamza Khan talks about the Management Paradox. The first part: “Growing organizations require management.” What is the second part:

- a. Growth is limited.
- b. People don't like to be managed.
- c. Management cannot be learned.
- d. There are too few managers.
- e. There are too many employees who disagree..

Lesson 06:

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6. What theory does Hamza Khan use to prove the necessary change in management?
- a. Contingency Theory by Fred E. Fiedler
 - b. Theory X/Y by Douglas McGregor.
 - c. The 7S model by Peters/Waterman.
 - d. The Concept of Fair Management.
 - e. Levels of maturity by Hersey and Blanchard.

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7. "I'm a horrible boss because I'm not a boss at all." Who said it?

What theory does use to prove the necessary change in management?

- a. Julian Birkinshaw
- b. Peter Drucker
- c. Benjamin Franklin
- d. Hamza Khan
- e. Axel Zein

Lesson 06:

6. Tasks of good management

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What theory does use to prove the necessary change in management?

a. ~~Julian Birkinshaw~~

b. ~~Peter Drucker~~

c. ~~Benjamin Franklin~~

d. **Hamza Khan**

e. ~~Axel Zein~~

Lesson 06:

6. Tasks of good management

8. What are the tasks of good management?

- a. provide objectives
- b. change
- c. motivate employees
- d. coordinate
- e. develop and foster employees

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Lesson 06:

6. Tasks of good management

9. Kaplan and Norton (“Balanced Scorecard”) recommend not only collecting financial metrics (revenue, costs, profit, return on investment) but also

- a. customer-related metrics by using customer surveys.
- b. metrics on environmental health.
- c. metrics on processes like speed, improvement suggestions and wastage.
- d. metrics on social care.
- e. staff-related metrics by using staff surveys.

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- e. staff-related metrics by using staff surveys.**

Lesson 06:

6. Tasks of good management

10. Like no other task of management, coordination demonstrates how management is complying with the guideline

- a. of contributing to the whole.
- b. focusing on results.
- c. positive thinking.
- d. involving employees.
- e. being true to your word.

Lesson 06:

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10. Like no other task of management, coordination demonstrates how management is complying with the guideline

a. of contributing to the whole.

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~~e. being true to your word.~~

Lesson 06:

6. Tasks of good management

11. Which statement/s is/are correct?

- a. Labour is the only factor of production that can increase in value over time.
- b. Labour is not a factor of production that can increase in value over time.
- c. Materials and capital goods as factors of production are either consumed in the production process or at least lose value through wear
- d. Capital goods as factors of production can increase in value over time.
- e. Materials as factors of production can increase in value over time.

Lesson 06:

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- d. ~~Capital goods as factors of production can increase in value over time.~~
- e. ~~Materials as factors of production can increase in value over time.~~

Lesson 06:

6. Tasks of good management

12 The Japanese concept of Kaizen means

- a. implementing a 'continual improvement process (CIP)'
- b. becoming better in little steps
- c. a kind of management revolution
- d. introducing a process management system.
- e. to elect a works council.

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