**Capitalization – The first word of a sentence is capitalized as usual. Each checkbox answer begins with capitalization, unless it is a sentence completion, and ends with a period. Quotation marks rather than italics are used.**

MMAN02-02\_Lektion01\_Frage01

Leadership can be understood as a/an ...

* ... influence process. (1 pts)
* ... distribution process. (0 pts)
* ... splitting process. (0 pts)
* ... power process. (0 pts)

MMAN02-02\_Lektion01\_Frage02

Which influence does leadership have on the success of a company?

* An indirect influence. (1 pts)
* A direct influence. (0 pts)
* An incomplete influence. (0 pts)
* An interrupted influence. (0 pts)

MMAN02-02\_Lektion01\_Frage03

One effectiveness criterion of leadership is ...

* ... performance. (1 pts)
* ... commitment. (0 pts)
* ... personality development. (0 pts)
* ... teamwork. (0 pts)

MMAN02-02\_Lektion01\_Frage04

One efficiency criterion of leadership is ...

* ... performance process efficiency. (1 pts)
* ... penetration process efficiency. (0 pts)
* ... leadership process efficiency. (0 pts)
* ... administration efficiency. (0 pts)

MMAN02-02\_Lektion01\_Frage05

Which criteria includes improved cohesion?

* Leadership effectiveness criteria. (1 pts)
* Leadership efficiency criteria. (0 pts)
* Administration efficiency. (0 pts)
* Administration effectiveness. (0 pts)

MMAN02-02\_Lektion02\_Frage01

Which is the “great man theory” about?

* Traits related to leadership talent. (1 pts)
* Suitability as a leader. (0 pts)
* Peculiarities of a leader. (0 pts)
* Leadership as a unit. (0 pts)

MMAN02-02\_Lektion02\_Frage02

Which leadership success factor did Stogdill identify in 1948?

* Status. (1 pts)
* Power. (0 pts)
* Knowledge. (0 pts)
* Relationships. (0 pts)

MMAN02-02\_Lektion02\_Frage04

Which was management research limited to from 1900 to 1950?

* Personality research. (1 pts)
* Personnel research. (0 pts)
* Qualification research. (0 pts)
* Skills research. (0 pts)

MMAN02-02\_Lektion02\_Frage05

Which leadership style is most effective?

* This question cannot be answered in principle. (1 pts)
* A semi-autonomous leadership style. (0 pts)
* A democratic leadership style. (0 pts)
* An authoritarian leadership style. (0 pts)

MMAN02-02\_Lektion03\_Frage01

Which “antidote” does Lawrence propose to counter a VUCA environment?

* A strong vision. (1 pts)
* A strong leadership. (0 pts)
* A strong power position. (0 pts)
* A strong brand. (0 pts)

MMAN02-02\_Lektion03\_Frage02

Which can be used to counter complexity in VUCA environments?

* Clarity. (1 pts)
* Equal opportunities. (0 pts)
* Loss of profit. (0 pts)
* Leadership experience. (0 pts)

MMAN02-02\_Lektion03\_Frage03

Which is the purpose of agility according to Lawrence?

* To address the ambiguity of VUCA. (1 pts)
* To “pick up” employees where they are. (0 pts)
* A faster increase in profitability. (0 pts)
* A faster visualization of leadership success. (0 pts)

MMAN02-02\_Lektion03\_Frage04

Which occurs when leaders are weak on empowerment?

* Tendency to micromanage. (1 pts)
* Tendency to exercise power. (0 pts)
* Tendency toward authority. (0 pts)
* Tendency toward leadership weakness. (0 pts)

MMAN02-02\_Lektion03\_Frage05

From which philosophy does the recommendation of “roles instead of job descriptions” stem?

* Holacracy. (1 pts)
* Sociocracy. (0 pts)
* Empowerment. (0 pts)
* VUCA. (0 pts)

MMAN02-02\_Lektion04\_Frage01

Which does the term “rush hour” refer to in relation to work-life balance?

* Confluence of stressful factors such as career, desire to have children, aging parents. (1 pts)
* Confluence of stressful factors such as traffic, weather, temperature drop. (0 pts)
* Confluence of stressful factors such as illness, declining fitness, aging. (0 pts)
* Confluence of stressful factors such as children, career, traffic, school vacations (0 pts).

MMAN02-02\_Lektion04\_Frage02

Which can a continuous accessibility by leaders incur?

* Stress due to the removal of work boundaries. (1 pts)
* Stress due to work intensification. (0 pts)
* Stress during rush hour. (0 pts)
* Stress due to empowerment. (0 pts)

MMAN02-02\_Lektion04\_Frage03

Which section of the law prescribes risk assessments at workplaces?

* §5 Occupational Safety and Health Act. (1 pts)
* §9 Occupational Safety and Health Act. (0 pts)
* §7 Occupational Health and Safety Act. (0 pts)
* §11 a para. III Occupational Health and Safety Act. (0 pts)

MMAN02-02\_Lektion04\_Frage04

How is stress defined according to Stock-Homburg (2013, p. 777)?

* “Stress is a negative emotional state associated with increased (work) demands.” (1 pts)
* “Stress is a negative state of mind associated with increased (work) demands.” (0 pts)
* “Stress is a cognitively, negatively assigned state of mind associated with increased (work) demands.” (0 pts)
* “Stress is a negative emotional state associated with decreased resources to compensate.” (0 pts)

MMAN02-02\_Lektion04\_Frage05

Which is the name of the model that postulates the influence of positive and negative forces on an employee and thus their satisfaction and performance?

* Job Demands-Resources Model. (1 pts)
* Demands Resource Model according to Bakker et al. (0 Pts)
* Job Demands Model according to Bakker et al. (0 pts)
* Job Resources Model according to Demerouti et al. (0 pts)

MMAN02-02\_Lektion05\_Frage01

Which is the basic assumption underlying Maslow's model?

* That people are characterized by the pursuit of effectiveness. (1 pts)
* That self-realization is the highest good. (0 pts)
* That security needs move all people. (0 pts)
* That self-actualization is not pursued by all. (0 pts)

MMAN02-02\_Lektion05\_Frage02

Which characterizes deficiency needs?

* The desire to eliminate a deficiency. (1 pts)
* Basic and safety needs. (0 pts)
* The desire to never suffer deficiency again. (0 pts)
* Basic and social needs. (0 pts)

MMAN02-02\_Lektion05\_Frage03

Who developed the ERG theory?

* Alderfer. (1 pts)
* Maslow. (0 pts)
* Demerouti. (0 pts)
* Schulz von Thun. (0 pts)

MMAN02-02\_Lektion05\_Frage04

How can motivation be defined?

* As activating behavioral readiness with regard to the achievement of specific goals. (1 pts)
* As a behavioral readiness with regard to the achievement of specific goals. (0 pts)
* As an activating motivational state that leads to willingness to behave with a view toward achieving specific goals. (0 pts)
* As an activating willingness to work with regard to the achievement of specific company goals. (0 pts)

MMAN02-02\_Lektion05\_Frage05

If an employee makes a credible promise to do a specific task, but the execution does not occur, what is most likely lacking?

* Volition. (1 pts)
* Motivation. (0 pts)
* Activation. (0 pts)
* Psychological resources. (0 pts)

MMAN02-02\_Lektion06\_Frage01

When a team does not act as a team, but each member acts based on individual interests, the team lacks ...

* ... cohesion. (1 pts)
* ... groupthink. (0 Pts)
* ... team spirit. (0 pts)
* ... free riders. (0 pts)

MMAN02-02\_Lektion06\_Frage02

When a team always strives for harmony and rarely engages in conflict, there is a risk of ...

* ... groupthink. (1 pts)
* ... cohesion. (0 pts)
* ... free riders. (0 pts)
* ... conspiracy. (0 pts)

MMAN02-02\_Lektion06\_Frage03

Which of the following statements is correct?

* At the beginning of the composition of a team, its effectiveness decreases. (1 pts)
* At the beginning of the composition of a team, its efficiency decreases. (0 pts)
* At the beginning of the composition of a team, its cohesion decreases. (0 pts)
* At the beginning of the composition of a team, its groupthink decreases. (0 pts)

MMAN02-02\_Lektion06\_Frage04

Which statement is true?

* In a sociable group, the relationship level is strong, while the factual level is weak. (1 pts)
* In a sociable group, the factual level is strong, while the relationship level is weak. (0 pts)
* In a sociable team, the relationship and factual levels are equally strong. (0 pts)
* In a true team, the relationship level is strong, while the factual level is weak. (0 pts)

MMAN02-02\_Lektion06\_Frage05

Which is Apple's successful turnaround (after Steve Jobs rejoined the company in 1997) an example of?

* Change management. (1 pts)
* Organizational culture. (0 pts)
* Company success. (0 pts)
* Great man theory. (0 pts)

MMAN02-02\_Lektion07\_Frage01

Judge et al.'s (2002) structured review of the traits of effective leaders shows that ...

* ... different studies produce different results. (1 pts)
* ... U.S. studies produce different results than studies from other cultural contexts. (0 pts)
* ... older studies produce less reliable results. (0 pts)
* ... many studies produce similar results. (0 pts)

MMAN02-02\_Lektion07\_Frage02

Which leadership variables are best studied as dependent variables?

* “Leadership Effectiveness” and “Leadership Emergence”. (1 pts)
* “Leadership Traits” and “Leadership Personality”. (0 pts)
* “Leadership Effectiveness” and “Leadership Traits”. (0 pts)
* “Leadership Traits” and “Leadership Emergence”. (0 pts)

MMAN02-02\_Lektion07\_Frage03

Which was the point of inconsistency in promotion to and effectiveness as a leader?

* Questioning the selection methods. (1 pts).
* Questioning the results of the study. (0 pts)
* Questioning leadership theories. (0 pts)
* Questioning personnel policy. (0 pts)

MMAN02-02\_Lektion07\_Frage04

Why does narcissism play a major role in leadership and management?

* Because grandiose narcissists strive for power. (1 pts)
* Because vulnerable narcissists can be deceitful. (0 pts)
* Because narcissism is considered a personality abnormality. (0 pts)
* Because narcissism leads to leadership effectiveness. (0 pts)

MMAN02-02\_Lektion07\_Frage05

New meta-analyses find that narcissism ...

* ... in the intermediate degree leads to the highest effectiveness. (1 pts)
* ... has a negative impact on leadership effectiveness. (0 pts)
* ... has positive effects when grandiose narcissism is present. (0 pts)
* ... has virtually no impact on leadership emergence. (0 pts)

MMAN02-02\_lektion02\_Frage03

Which personality scale is predominantly used in trait research?

* Big five. (1 pts)
* Hogan development survey. (0 pts)
* Stogdill's twelve. (0 pts)
* Myers Briggs type indicator. (0 Pts)