LEADERSHIP PART		
MOTIVATION- AND SELF-DETERMINATION THEORY		
1. Name and explain one of the content motivation theories that you liked the most.		0: empty field, an answer that makes no sense 0.25: if you only name the theory but do not explain it 0.5: name and explain it
2. Name and explain one of the process motivation theories that you liked the most.		0: empty field, an answer that makes no sense 0.25: if you only name the theory but do not explain it 0.5: name and explain it
3. Do you think various theories of motivation compete or complement each other? Explain your answer.		0: empty field 0.25: if you provide the answer 0.5: if you provide an answer and elaborate on it
4. What are three basic human needs according to the self-determination theory? Explain them and explain how they increase motivation.		0: empty field, an answer that makes no sense 0.25: if you name three needs 0.5: name all three needs, define them, and explain how they increase motivation
5. Which one (out of three) is most important for you? Why?		0: empty field 0.25: if you only name needs but do not explain why 0.5: name and explain why
6. Are you driven by intrinsic or extrinsic motivation in your university studies? Explain your answer.		0: empty field 0.25: if you only provide the motivation but do not explain the answer 0.5: provide the motivation and explain the answer
Total		**3 points**

	SITUATIONAL LEADERSHIP	
1. What are the characteristics of the four levels by which employee development can be classified?		0: empty field, an answer that makes no sense 0.25: if you provide characteristics for one to three levels 0.5: if you provide characteristics for four levels

2. Indicate (a) which development level and (b) which leadership style/action are needed in the situation
 	
The situation: You have recently been made a department head of the new regional office. In getting to know your departmental staff, you have noticed that one of your inexperienced employees is not following through on assigned tasks. She is enthusiastic about her new job and wants to get ahead in the organization.
	Development level_____ Action_____
	
	Development level
	  1. D1 Low competence/high commitment
	  2. D2 Low to some competence/low commitment
	  3. D3 Moderate to high competence/variable commitment
	  4. D4 Hight competence/high commitment
	
	Leadership style/action:
	  A. Assign the project to her and let her determine how to accomplish it.
	  B. Assign the task to her, indicate to her precisely what must be done, and supervise her work closely.
	  C. Assign the task to her and provide support and encouragement as needed.
	  D. Assign the task to her and indicate to her precisely what needs to be done but make sure you incorporate her suggestions.
		0: empty field, wrong answer
		0.25: if you indicate either the development level or action
		0.5: if you indicate both the development level and action

3. Indicate (a) what the development level and (b) which leadership style/action are needed in the situation	Development level _____ Action _____ Development level 1. D1 Low competence/high commitment	0: empty field, wrong answer 0.25: if you indicate either the development level or action

The situation: As a director of the sales department, you have asked a member of your staff to take charge of a new sales campaign. You have worked with this person on other sales campaigns, and you know he has the job knowledge and experience to be successful at new assignments. However, he seems a little unsure about his ability to do the job. .	2. D2 Low to some competence/low commitment 3. D3 Moderate to high competence/variable commitment 4. D4 Hight competence/high commitment Leadership style/action: A. Assign the new sales campaign to him and let him function on his own. B. Set goals and objectives for this new assignment, but consider his suggestions and involve him in decision making. C. Listen to his concerns but assure him he can do the job and support his efforts. D. Tell him exactly what the new campaign involves and what you expect of him, and supervise his performance closely	0.5: if you indicate both the development level and action
4. Explain why it might be difficult for some leaders to exhibit Style 4 leadership.		0: empty field, an answer that makes no sense 0.5: if you provide a reasonable explanation
Total		**2 points**
LEADER-MEMBER EXCHANGE LEADERSHIP		
1. Explain three differences between in-groups and out-groups.		0: empty field, an answer that makes no sense 0.25: if you explain one or two differences 0.5: if you explain three differences
2. What is the benefit to the leader of having a high-quality relationship with employees?		0: empty field or answer that does not make sense 0.25: name benefits 0.5 name benefits and elaborate each of them

3. Have you felt an in-group or out-group member in your life (if no, come up with a hypothetical situation)?. How did you behave because of the feeling of being an in-group or out-group member?		0: empty field 0.25 if you describe the situation 0.5: if you describe the situation and behavior
4. What are the criticisms of leader-member exchange theory? Please provide at least two reasons for criticism.		0: empty field, answer that makes no sense 0.25: if you provide one criticism 0.5: if you provide two criticism
Total		**2 points**
TRANSFORMATIONAL LEADERSHIP		
1. Explain the differences between transactional and transformational leadership. Please focus on at least two differences.		0: empty field, an answer that makes no sense 0.25: if you explain one difference 0.5: if you explain two differences
2. Discuss in which work contexts transactional and transformational leadership are most effective.		0: empty field, an answer that makes no sense 0.25: if you only list the work contexts 0.5: if you discuss why the leadership styles are effective in the respective work contexts
3. Explain the personality characteristics and types of behaviors often associated with transformational leaders. Please focus on at least two characteristics and two behaviors.		0: empty field, an answer that makes no sense 0.25: if you explain two characteristics and/or two behavior 0.5: if you explain two characteristics and two behaviors
4. Discuss one real leader past or present (not mentioned in the book		0: empty field, an answer that makes no sense

chapter or in the video). It does not need to be a transformational leader. You can choose any leader. How would you characterize his or her leadership? Is his or her leadership successful? Why yes or no?		0.25: if you name a real-world leader 0.5: if you name a real-world leader, describe if his/her leadership is successful, and discuss why
Total		**2 Points**

CHANGE MANAGEMENT PART

THE BASICS OF MANAGING CHANGE

1. What is strategic drift, and why does strategic drift happen? Do companies change only because of the strategic drift? Elaborate why yes or no.		0: empty field, an answer that makes no sense 0.25: if you partially answer the two questions 0.5: if you define strategic drift and explain why it happens, and elaborate whether companies change only because of the strategic drift.
2. Discuss a real-world company that failed to change (Different from ones discussed in the video for Module 4).		0: empty field, an answer that makes no sense 0.25: if you name a company 0.5: if you name a company and discuss why it failed to change
3. Discuss a real-world company that has changed successfully (Different from ones discussed in the video for Module 4).		0: empty field, an answer that makes no sense 0.25: if you name a company 0.5: if you name a company and discuss why it succeeded to change

4. Criticize Lewin's change model. Please provide at least two reasons for criticism.		0: empty field, answer that makes no sense 0.25: if you provide one reason for criticism 0.5: if you manage to come up with two reasons for criticism
5. Criticize Kotter's change model. Please provide reasons for criticism for at least five steps (one reason per step).		0: empty field, an answer that makes no sense 0.25: if you criticize the model in general or for only one to four steps 0.5: if you criticize five steps or more
6. Identify four links between leadership and change management. Elaborate on each link.		0: empty field, answer that does not make sense 0.25: if you name and elaborate one to three links. 0.5: if you name and elaborate four links
Total		**3 points**

PSYCHOLOGICAL UNDERPINNINGS OF ORGANIZATIONAL CHANGE

1. Why and how do cognitive frames influence organizational changes? Explain your answers with examples.		0: empty field; an answer that makes no sense 0.25: if you explain why and how 0.5: explained with examples
2. Why and how does identity influence organizational changes? Explain your answers with examples.		0: empty field; an answer that makes no sense 0.25: if you explain why and how 0.5: explained with examples
3. Why and how do emotions influence organizational changes? Explain your answers with examples.		0: empty field; an answer that makes no sense 0.25: if you explain why and how 0.5: explained with examples
4. Do you think you are an emotionally intelligent person?		0: empty field; an answer that makes no sense 0.25: simple yes/no answer

Explain and elaborate on your answer. Prove with two examples.		0.5: elaborated and explained with examples
5. Explain the practice of emotional balancing. Discuss potential consequences of emotional balancing during changes		0: empty field; an answer that makes no sense 0.25: simple definition of the practice and a list of consequences 0.5: elaborated and explained with examples
6. Explain the practice of masking negative emotions. Discuss potential consequences of masking negative emotions during changes.		0: empty field; an answer that makes no sense 0.25: simple definition of the practice and a list of consequences 0.5: elaborated and explained with examples
Total		**3 points**