

Responsible Leadership – Concept Questionnaire

- 1) A central idea of responsible leadership is to:
 - a) Maximize shareholder value only
 - b) Focus mainly on technical efficiency
 - c) Integrate effectiveness with societal and stakeholder responsibility
 - d) Avoid decisions that affect external parties

- 2) Which best distinguishes leadership from management in the slides?
 - a) Leadership is scheduling; management is inspiring
 - b) Leadership sets direction and values; management plans and controls
 - c) Leadership is individual; management is collective
 - d) There is no difference

- 3) A responsible leader primarily creates value for:
 - a) The project sponsor
 - b) The leader's own team only
 - c) All salient stakeholders, balancing short- and long-term impacts
 - d) Regulators

- 4) Which is most aligned with ethical decision-making discussed in the course?
 - a) "Ends justify means" if KPIs improve
 - b) Consider consequences, duties/rights, and character before deciding
 - c) Choose the least costly option
 - d) Escalate every decision to upper management

- 5) Concerning Responsible Leadership, crises like Enron and VW are used to illustrate:
 - a) The inevitability of failure
 - b) Why strong personal charisma solves ethical issues
 - c) How responsibility lapses create systemic risk and stakeholder harm
 - d) That compliance alone ensures responsibility

- 6) A practical first step when facing a contested decision is to:
 - a) Announce a solution and move on
 - b) Map stakeholders and their interests
 - c) Cut the budget to gain focus
 - d) Replace the team

- 7) The “license to operate” perspective in projects emphasizes:
 - a) Only statutory permits matter
 - b) Social acceptance and ongoing stakeholder engagement
 - c) Speed to market over engagement
 - d) Outsourcing engagement to PR

- 8) Constructive alignment in this Responsible Leadership means:
 - a) Scheduling tasks in a Gantt chart
 - b) Aligning learning outcomes, activities (incl. cases/simulation), and assessment
 - c) Matching budgets to tasks
 - d) Assigning roles with RACI only

- 9) The “My Leadership Journey” activity mainly develops:
 - a) Contract law skills
 - b) Self-reflection on values, styles, and growth goals
 - c) Earned value analysis
 - d) Negotiation tactics only

- 10) Which leadership style is most compatible with responsible leadership?
 - a) Authoritarian “command and control”
 - b) Ethical leadership focused on people and purpose
 - c) Laissez-faire “hands off”
 - d) Coercive crisis leadership at all times

- 11) A responsible leader treats trade-offs between cost, time, and quality as:
 - a) Fixed by the baseline, never revisited
 - b) Purely financial
 - c) Negotiable, transparent, and linked to stakeholder value and risk
 - d) Irrelevant if scope is fixed

- 12) An example of people competence highlighted is:
 - a) Critical path calculation
 - b) Stakeholder communication and empathy
 - c) Procurement law
 - d) Monte Carlo simulation

- 13) In the “Delayed project launch” case, the core tension is between:
 - a) Scope vs. procurement regulations

- b) Quality, timeline, and budget under stakeholder pressure
 - c) Team size and office space
 - d) Documentation and tooling
- 14) The most responsible first move when a quality risk threatens the launch is to:
- a) Ignore it to keep the date
 - b) Quietly reduce tests
 - c) Surface the risk with evidence and convene stakeholders to examine options
 - d) Cancel the project
- 15) If delaying the launch reduces safety risk significantly, a responsible leader should:
- a) Choose the original date to satisfy marketing
 - b) Choose delay without informing anyone
 - c) Weigh stakeholder impacts, legal/ethical duties, and communicate a justified recommendation
 - d) Let the team vote anonymously and accept the result
- 16) In the “Wind farm” case, prioritization discussions mainly address:
- a) Office décor
 - b) Stakeholder groups and criteria like environmental impact, community acceptance, cost, and grid constraints
 - c) Personal preferences of the PM
 - d) Which vendor offers gifts
- 17) A credible rationale when ranking criteria is to:
- a) Choose what seems trendy
 - b) Use transparent, agreed-upon criteria tied to project purpose and data
 - c) Follow the loudest stakeholder
 - d) Minimize documentation
- 18) If wildlife impact studies reveal high risk, a responsible action is to:
- a) Proceed and monitor later
 - b) Suppress the report
 - c) Re-evaluate siting/mitigations with stakeholders and experts
 - d) Shift blame to the consultant
- 19) Which statement best reflects “leadership is responsibility”?
- a) Leaders mainly delegate responsibility
 - b) Responsibility is legal, not moral
 - c) Leaders are accountable for impact on people, planet, and performance

d) Responsibility belongs to HR

20) In teams, psychological safety is fostered by:

- a) Punishing all mistakes publicly
- b) Inviting voice, framing work as learning, and responding appreciatively
- c) Eliminating feedback
- d) Prioritizing speed over dialogue

21) When facing value conflicts, the course suggests you should:

- a) Escalate immediately to avoid ownership
- b) Use a simple checklist only
- c) Apply an ethical lens (consequences, duties/rights, virtues), consult stakeholders, and document reasoning
- d) Focus on personal career risk only

22) In balancing short- and long-term value, responsible leadership tends to:

- a) Prefer short-term metrics only
- b) Ignore long-term externalities
- c) Make transparent trade-offs and explain the rationale
- d) Avoid trade-offs

Answer Key

1. C
2. B
3. C
4. B
5. C
6. B
7. B
8. B
9. B
10. B
11. C
12. B
13. B
14. C
15. C
16. B
17. B
18. C
19. C
20. B
21. C
22. C

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