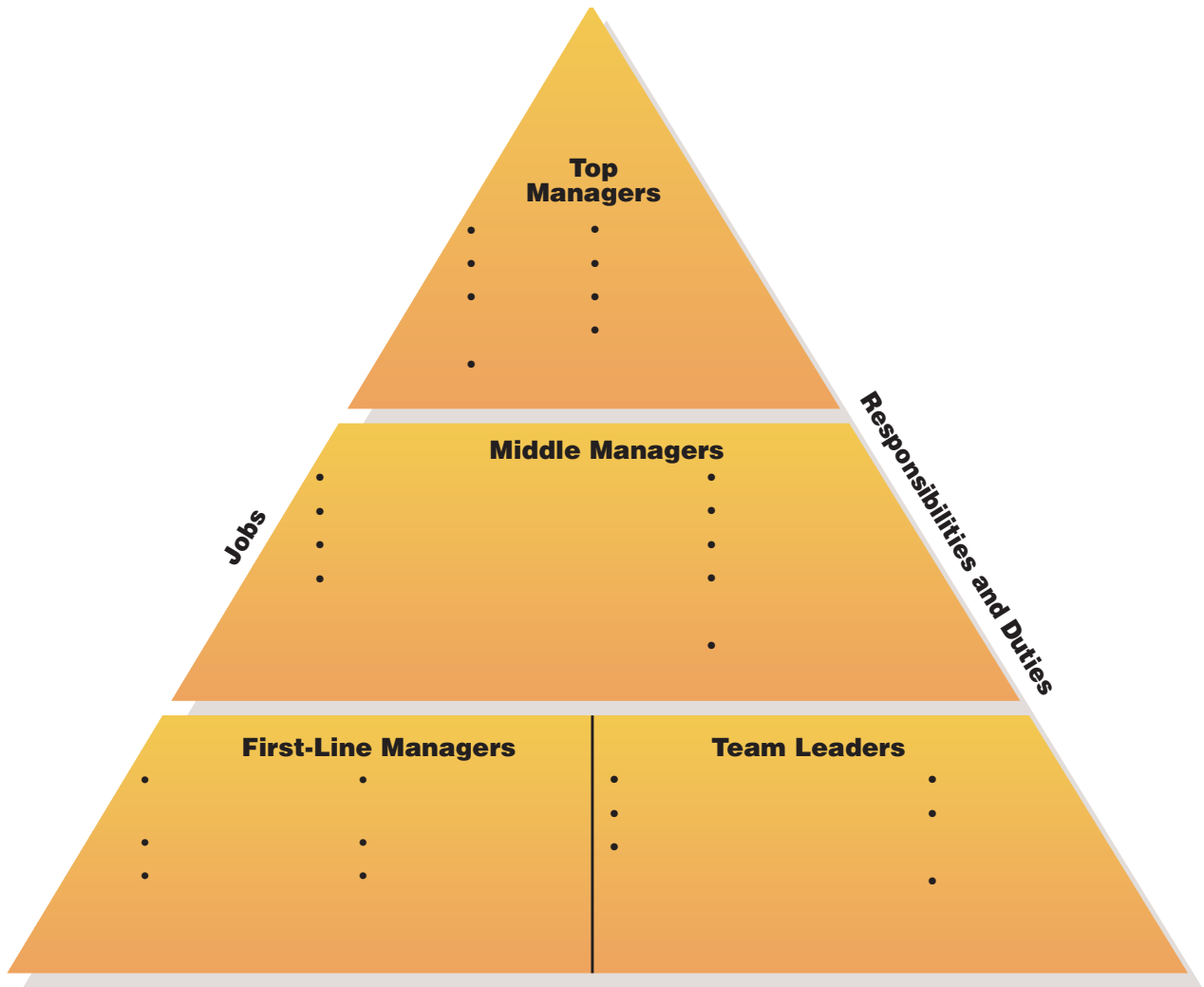


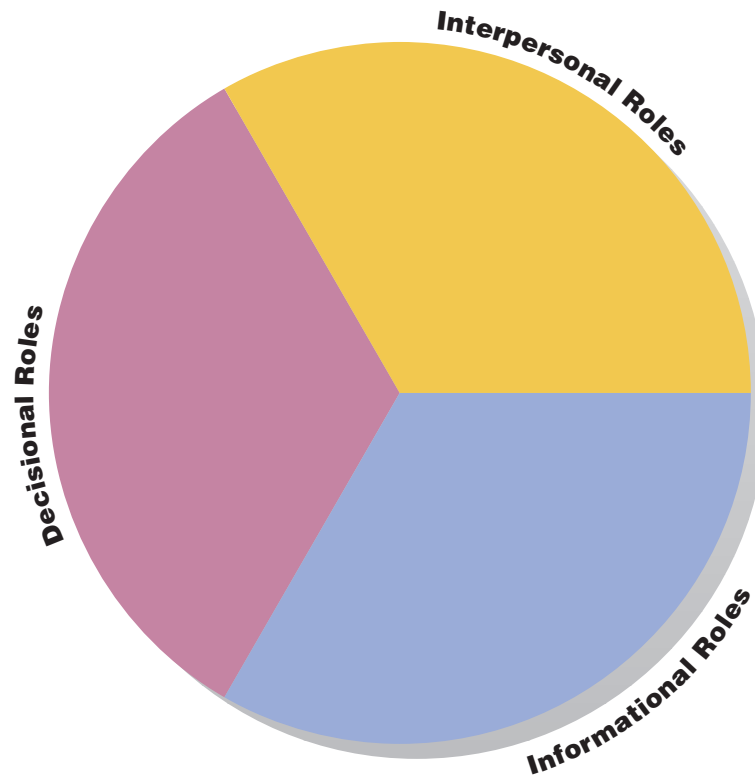
JOBS AND RESPONSIBILITIES OF FOUR KINDS OF MANAGERS



INSTRUCTIONS

Complete the pyramid by listing the jobs and the responsibilities of each type of manager.

MINTZBERG'S MANAGERIAL ROLES AND SUBROLES



Source: Reprinted by permission of *Harvard Business Review* (an Exhibit) from "The Manager's Job: Folklore and Fact." By Mintzberg, H., *Harvard Business Review*, July-August 1975. Copyright © 1975 by the President and Fellows of Harvard College. All rights reserved.

INSTRUCTIONS

Place each of the following roles in the appropriate block of the chart: Disseminator, Disturbance Handler, Entrepreneur, Figurehead, Leader, Liaison, Monitor, Negotiator, Resource Allocator, Spokesperson.

TOP TEN MISTAKES THAT MANAGERS MAKE

- 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
 - 7.
 - 8.
 - 9.
 - 10.
-

Source: M.W. McCall, Jr. & M.M. Lombardo, "What Makes a Top Executive?" *Psychology Today*, February 1983, 26-31.

INSTRUCTIONS

List the top ten mistakes that managers make.

THE TRANSITION TO MANAGEMENT: INITIAL EXPECTATIONS, AFTER SIX MONTHS, AND AFTER A YEAR

MANAGERS' INITIAL EXPECTATIONS	AFTER SIX MONTHS AS A MANAGER	AFTER A YEAR AS A MANAGER
•	•	•
•	•	•
•	•	•
•	•	•

Source: L.A. Hill, *Becoming a Manager: Mastery of a New Identity* (Boston, MA: Harvard Business School Press, 1992).

INSTRUCTIONS

List the different expectations people have at each stage of the transition to management: initially, at six months, and after a year.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Source: J. Pfeffer, *The Human Equation: Building Profits by Putting People First* (Boston, MA: Harvard Business School Press, 1996).

INSTRUCTIONS

List and explain seven management practices that produce sustainable competitive advantage.