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1.1 Make ten word combinations from boxes 1 and 2. Look at A and B to help you.

1	allocate	cover	identify	make	measure	meet	pay attention to
	report on	set	spot				
2	a profit	costs	detail	needs	opportunities	performance	
	prices	resources	results	targets			

1.2 Match one of Mintzberg's 10 Managerial Roles from the box with its definition below.

Disseminator	Disturbance handler	Entrepreneur	Figurehead	Leader
Liaiser	Monitor	Negotiator	Resource allocator	Spokesperson

- Performing symbolic duties as a representative of the organization. ....
- Collecting all types of information that are relevant and useful to the organization. ....
- Developing and maintaining business networks. ....
- Spotting opportunities, being innovative and championing change in products, services or business processes. ....
- Dealing with unexpected challenges and crises. ....
- Negotiating with individuals and dealing with other organizations. ....
- Communicating information from inside the organization to outsiders. ....
- Deciding on the most appropriate use of the organization's resources. ....
- Communicating information from outside the organization to relevant groups inside the organization. ....
- Establishing the organizational culture and motivating the staff. ....


1.3 Complete these testimonials from alumni students from an MBA programme using words or expressions from A, B or C.

**1** Being able to make a p\_\_\_\_\_ is really only a tiny aspect of business. I \_\_\_\_\_ with experts from the various fields of management as well as c\_\_\_\_\_ with other students taught me to challenge my a\_\_\_\_\_s of the role of management. Amongst other things, the course gave me a practical insight into soft management skills as well as helping to d\_\_\_\_\_ my creative t\_\_\_\_\_ skills.

**2** I now have a better idea about m\_\_\_\_\_ work in general. As a marketing manager, I was able to i\_\_\_\_\_ my previous experience with marketing. In addition, d\_\_\_\_\_ of the more c\_\_\_\_\_ i\_\_\_\_\_s of psychology during the course means that I am now much better at i\_\_\_\_\_ and meeting the n\_\_\_\_\_s of my customers. I also learnt how to become a much more effective c\_\_\_\_\_.

**3** The part time Executive Programme gave me the chance to put the theory into practice immediately. I am responsible for s\_\_\_\_\_ and m\_\_\_\_\_ production targets for a small electronics firm. I learnt about the different management r\_\_\_\_\_. This knowledge has made it easier for me to stick to an agreed b\_\_\_\_\_ for production and to apply key performance i\_\_\_\_\_ to monitor performance more accurately.

**4** Not only did I learn how to become a team p\_\_\_\_\_, but I was able to develop my own personal l\_\_\_\_\_ skills. And by the end I had become a much more effective c\_\_\_\_\_. I'm far from becoming a f\_\_\_\_\_, but I do have much more confidence and have applied for management jobs in several different s\_\_\_\_\_ of i\_\_\_\_\_. I hope that soon I'll be able to m\_\_\_\_\_ a junior member of staff and put it all into practice.

**Over to you**  Look at Mintzberg's ten managerial roles in 1.2. Which ones do you identify in your current job or in a job you would like to have in the future? Why?

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