**Unit 1: Foundations of Management**

**Activity 2: What is a Manager? Questions:**

1. What are managers?
2. List and describe the four fundamental common functions of a manger:
3. What are the three main levels of management hierarchy?
4. List two important responsibilities and two job titles for each of the following:
   1. Top-level
   2. Middle-level
   3. First-level
5. List and describe the three categories of managerial roles that are common to all managers.

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| supplementary reading Icon | Read the article entitled “[The Manager's Job: Folklore and Fact](http://www.businessweek.com/managing/content/oct2007/ca2007102_858572.htm?campaign_id=rss_daily)” in *BusinessWeek* for a further description and better understanding of Mintzberg’s ten managerial roles and answer the following questions: |

1. According to the article, what are the three main roles that managers are expected to perform?
2. List two of the four guidelines for becoming a more effective manager.

* Go back to the OERB content page and click Next and answer the following questions:

1. Define a skill.
2. List and describe three essential skill sets that managers are required to have.
3. According to the managerial skill set chart, conceptual skills are most important to what type of manager? If you are a first -level manager, which skills are least important?
4. Define competencies.
5. High performing managers generally have what type of competencies?

**Questions IconCheck Your Understanding**

1. Which of the following lists represents the manager’s ***decisional*** role as described by Mintzberg?
   1. improver/changer, disturbance handler, resource allocator, negotiator
   2. monitor, disseminator, spokesperson
   3. figurehead, liaison, leader
   4. none of the above
2. Technical skills are most important to a \_\_\_\_\_\_\_\_ manager.
   1. top-level
   2. middle-level
   3. first-level
3. Which of the following lists represents the **administrative** competencies of a high performing manager?
   1. identifying and solving problems, making decisions, thinking analytically
   2. training, coaching, delegating, disciplining, and counseling
   3. listening, giving clear information, getting unbiased information
   4. time management and prioritizing, setting goals and standards, planning and scheduling work