**Diploma of Management**

Short Answer Booklet

All of the below questions appear in the Diploma of Management course. You can choose to complete your answers in this document and copy and paste them across. This allows you to have a permanent record, track your progress and continue to work even without an Internet connection. You are still required to submit through the online system.

Don’t forget, there are also Templates, Reflective Pieces and Action Plans that need to be completed.

**Proteus Leadership**

1300 219 903

online@proteusleadership.com

|  |  |  |
| --- | --- | --- |
| Welcome and Getting Started | Question | Your Response |
| Question 1 | Enter your Job Title  |  |

|  |  |  |
| --- | --- | --- |
| Module 1 | Question | Your Response |
| DOM 1.01A | Describe workplace situations you need to communicate and present as a leader.  |  |
| DOM 1.01B | Watch the three short videos and share which presenter you enjoyed listening to the most and why. (100 words) |  |
| DOM 1.02A | Which of the above tips have you used successfully and would you add any other ideas on how you can manage the fear of public speaking? (250 words) |  |
| DOM 1.02B | Think back to some of the presenting experiences you've had and list at least 3 of the lessons you've learned. |  |
| DOM 1.03A | What are some other ways you can build rapport? (list at least 6) |  |
| DOM 1.03B | You have been asked to give a presentation on the topic of *"the importance of saving the environment"*.In the space below you need to respond to the following three questions:* What is your specific topic? (e.g. Recycling, Land care, Saving an endangered species, etc.)
* Identify who you are and what organisation you are from
* Identify who your audience is

Once you have answered those questions you can now define your objective. Also write below what the objective of your presentation is, starting with the following:* My objective today is...
 |  |
| DOM 1.03C | What are some of the ways that you can ensure your objectives are met? |  |
| DOM 1.04A | List in order the five steps of the introduction. |  |
| DOM 1.04B | Environment and Leadership SOSOR - Download Template  |  |
| DOM 1.05A | What would be some advantages of using SOSOR to help construct your presentation? |  |
| DOM 1.05B | SOSOR template- Download Template  |  |
| DOM 1.06A | What did the presenter do well in the video? |  |
| DOM 1.07A | Have a think about some things presenters must do prior to giving their presentation. Who are the different people involved? What logistics need to be double-checked (timing, refreshments, introductions, etc)? Make a list of the things that need to be done prior to commencing a presentation. |  |
| DOM 1.08A | Let’s identify the types of difficult or hostile people that might attend our presentations and prepare ways to manage them.* Heckler
* Side Conversation
* Political Hijacker (personal agenda)
* Disengaged (bored, passive, etc)
* Aggressive
* Ego Driven ‘expert’
* Interrupter

What are some examples of other difficult participants?  |  |
| DOM 1.08B | For the following seven predicted problems or issues listed below identify a strategy for each that will help you manage them* Heckler
* Side Conversation
* Political Hijacker (personal agenda)
* Disengaged (bored, passive, etc)
* Aggressive
* Constant Interrupter
* Ego Driven ‘expert’
 |  |
| DOM 1.09A | What are some ways that a presenter can add an interactive and fun dimension to their presentation? |  |
| DOM 1.09B | What is one thing as a presenter that you can do to improve matching your words and actions (body language)? |  |
| DOM 1.09D | Summarise below your key learning’s from this section - what will be some ideas you use in future presentations? (Minimum of 3 paragraphs) |  |
| MODULE 1 Action Plan | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.**  |  |
| MODULE 1 Reflection  | What are your key learning’s from this module? Discuss how you have or can apply communication skills from this module back into the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 2 | Question | Your Response |
| DOM 2.01A | Which of the following models/tests have you used and what did you gain from them? (click on each model to learn more)* [Myers-Briggs (MBTI)](http://en.wikipedia.org/wiki/Myers_briggs)
* [Carl Jung's psychological types](http://en.wikipedia.org/wiki/Psychological_typologies)
* [DISC](http://en.wikipedia.org/wiki/DISC_assessment)
* [Herrmann Brain Dominance Instrument (HBDI)](http://en.wikipedia.org/wiki/Herrmann_Brain_Dominance_Instrument)

[Life Styles Inventory (LSI)](http://www.humansynergistics.com/solutions/DevelopingIndividuals/LifeStylesInventoryIndividual.aspx) |  |
| DOM 2.02A | To help understand whether someone is more or less assertive let's firstly look at how a more assertive person would tend to behave.Compared to less assertive people they tend to: (select from below) |  |
| DOM 2.02B | To help understand whether someone is more or less responsive let's firstly look at how a more responsive person would tend to behave.Compared to less responsive people they tend to: (select from below) |  |
| DOM 2.02C | Are you more or less assertive? And are you more or less responsive?Discuss below (50-100 words) how this impacts on the workplace dynamics and relationships.  |  |
| DOM 2.03A | What are some examples of behaviours, which match each of the styles? For instance, when in your role are you required to behave as a driver, how are you also at times an amiable?Write at least one workplace activity or task for each of the four styles. |  |
| DOM 2.03B | In the space provided identify:Your predominant behavioural Style (eg. Driver) Your back-up behavioural style (eg. Amiable) Your least comfortable behavioural style (eg. Expressive)Then discuss how this impacts on the workplace dynamics and relationships (at least two paragraphs). |  |
| DOM 2.03C | Utilising the Behavioral Styles model plot the following people and identify which style they are:* A Difficult Worker/Colleague
* Your Manager/Team Leader

Partner/Close FriendWrite their name, style and two things you could do to improve your relationship.  |  |
| DOM 2.04A | In the space below identify* What is your typical day-to-day response to pressure?
* How do you respond to long term or unresolved stress?
 |  |
| DOM 2.04B | Discuss ways that each behavioural style could reduce and/or manage their stress more effectively. (1 paragraph for each style). |  |
| DOM 2.05A | From the list below identify your current comfort zone on the leadership continuum.  |  |
| DOM 2.05B | In what situations do you find it difficult to move across the continuum? (1-2 paragraphs) |  |
| DOM 2.06A | First download the document below by clicking on the link.In the space below reflect on which of these strategies you know you need to work on. |  |
| DOM 2.07A | Identify your predominant behavioral style, the way you think will impact how easily you find it to flex to other styles.  |  |
| DOM 2.07B | Assessment Template – Download template  |  |
| MODULE 2Action Plan | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| MODULE 2 Reflection  | What were your key learning’s from this module? Discuss ho you have or can apply interpersonal skills back in the workplace (200-300 words) |  |

|  |  |  |
| --- | --- | --- |
| Module 3 | Question | Your Response |
| DOM 3.01A | What success and/or frustrations have you had in the area of creating a positive workplace culture? |  |
| DOM 3.02A  | List 5 areas or things in your leadership role you have control over: |  |
| DOM 3.02B | List 5 areas or things in your leadership role you have influence over: |  |
| DOM 3.02C | In the space below list 5 areas or things in your leadership role you have no / limited control over: |  |
| DOM 3.03A | How do you currently use each of the 3 sources in your leadership role? Authority, Power and Influence. (100 words) |  |
| DOM 3.04A | What are some of the other things that could play a part in the conditioning process? |  |
| DOM 3.04B | What are some other things that you can think of that could have an effect on organisational conditioning? |  |
| DOM 3.04C | Describe how you would define ‘workplace culture’? |  |
| DOM 3.05A | Discuss ways in which you could effectively create a more ideal workplace culture back at your workplace: |  |
| DOM 3.05B | Describe your perception of the following cultures* Industry
* Organisation
* Unit / Department
* Individual (personal)
 |  |
| DOM 3.05C | Describe how you would like the each of these cultures to be in the future* Industry
* Organisation
* Unit / Department
* Individual (personal)
 |  |
| DOM 3.06A | Why do you think people avoid dealing with day-to-day issues as they occur? (Identify at least 5) |  |
| DOM 3.07A | What is your current team ‘Norm’ for resolving conflict? |  |
| DOM 3.07B | How should we resolve conflict? |  |
| DOM 3.08A | What can you do personally and as a leader to ensure you and your team operate 'above the line'? (200 words) |  |
| DOM 3.08B | Discuss how you will implement the strategies discussed in this module by using the following themes:1. The Pareto Principle (The 80/20 Rule) & The importance of Recognition & Encouragement:2. “If You’re Not Prepared To Be Part Of The Solution, Then You Forfeit The Right To Complain” - Creating a no whinge culture:3. Resolving Conflict - The 3-Step Process to ‘Fight Clean’ & Creating a Self Regulating Culture: (including Above or Below the Line)Your response should be at least 6 paragraphs. |  |
| DOM 3.09A | Benefits of Giving Recognition and Encouragement:* It creates a more positive culture
* Staff enjoy their jobs
* It reduces conflict
* People feel a part of their team
* People are more responsive to direction and counseling
* It eliminates the ‘fault finding’ mentality
* It will result in greater support during change

What are some other benefits you can think of? |  |
| DOM 3.09B | What are some ways that managers can recognise and reward excellent performance?  |  |
| DOM 3.09C | What do you believe you do well? |  |
| DOM 3.10A | What are some other reasons why people may resist change? |  |
| DOM 3.10B | Write below a current significant change that you are currently considering. List the consequences of proceeding with this change. List the consequences of not proceeding? |  |
| DOM 3.10C | In the space below identify where you believe your organisation and you (as a leader) are on the Sigmoid Curve. |  |
| DOM 3.10D | Most change that takes place in our own lives and in our organisations comes from being disturbed or being dissatisfied. This is not a negative thing but in fact it is the motivator that keeps us wanting to find a better way.Let's use a real example to demonstrate how the action change model works in our lives and in our workplaces.Firstly, choose an area of workplace 'dissatisfaction' (something which is currently frustrating you or something you know could be improved) and explain the situation in detail in the box below. Then answer the questions on the following pages to take this issue through the Action Change Model. |  |
| DOM 3.10E | Why are you dissatisfied? |  |
| DOM 3.10F | What is your desire for change? |  |
| DOM 3.10G | What new knowledge, skills or opportunities might you have to seek out? |  |
| DOM 3.10H | How will you implement the change (what will be some first steps)? |  |
| DOM 3.10I | How might it be hard work? Where are you likely to see resistance or pain? |  |
| DOM 3.10J | How will you know if it works? How will know if it is not working? |  |
| DOM 3.10K | How will you celebrate the change once you see it working? |  |
| MODULE 3 Action Plan  | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.**  |  |
| MODULE 3Reflection | Discuss how you would identify the main steps required to assist in creating a more positive workplace culture within your organisation. Consider the objections and barriers that you may encounter and identify strategies for dealing with them. Also consider your involvement in the process and then identify your strategies for gaining co-operation from staff and management (1000-1500 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 4 | Question | Your Response |
| DOM 4.01A | List four (4) typical workplace performance or behavioural issues that you need to address with staff (punctuality, attire etc.). Make sure that you clearly label the performance or behaviour and give specific examples: |  |
| DOM 4.01B | Answer the following questions with at least one paragraph per question.What is your level of knowledge of your internal organisational policies and external legislative requirements regarding managing poor performance and/or behaviour?What actions can you take to find out more about these policies and legal requirements? (Think about opportunities both internal and external to your organisation) |  |
| DOM 4.02A | Describe where you would find a copy of your internal policies. |  |
| DOM 4.03A | List 3 people either within or from outside your organisation who you could speak with to further your knowledge and understanding of industrial relations obligations:  |  |
| DOM 4.04A | In the space below share below a positive and a negative example of a counseling interview that you have been a part of: |  |
| DOM 4.05A | In the space below share below a positive or a negative example of a disciplinary interview that you have been a part of: |  |
| DOM 4.06A | What other questions might you ask to commence a counselling interview? |  |
| DOM 4.06B | SOSOR template- Download Template.  |  |
| DOM 4.07A | In the space below describe where you would find your organisation's polices and procedures for termination and suspension. |  |
| DOM 4.07B | Discuss how you would use the skills gained from the course to assist in resolving this scenario and meet the objective set out by the Executive.* Brainstorm ideas on how to effectively resolve this scenario
* Put together a step-by-step action plan to meet your objective
 |  |
| MODULE 4 Action Plan | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| MODULE 4 Reflection | What were your key learning’s from this module? Discuss how you have or can apply Managing Poor Staff Performance and Behaviour back in the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 5 | Question | Your Response |
| DOM 5.01A | How could you more successfully ‘brand’ your department / organisation in your advertisements? |  |
| DOM 5.01B | How does your organisation use technology for recruitment? Give examples of your approach and the websites you utilise.  |  |
| DOM 5.01C | What is your level of understanding of your organisation’s internal policies and the legislative requirements relating to recruitment, selection and induction? |  |
| DOM 5.01D | Describe your current internal recruitment and selection processes. |  |
| DOM 5.02A | How does your organisation currently use outsourcing?What are some advantages and disadvantages to using a recruitment agency to short list candidates? |  |
| DOM 5.02B | Which recruitment option (or combination) best meets the needs of your department and organisation? |  |
| DOM 5.03A | What steps do you currently take when a position becomes vacant within your department? |  |
| DOM 5.03B | What organisational criteria must be met before and during the recruitment and selection process? |  |
| DOM 5.04A | List below 5 areas or factors that you are not allowed to discriminate against |  |
| DOM 5.05A | In the space below ask one open, behavioural question for three key selection criteria you would have if you were to hire someone for your own position. |  |
| DOM 5.06A | Some of the mistakes panels make:

|  |  |
| --- | --- |
| 1. | They do not select a coordinator |
| 2. | Panel members are not trained in interviewing skills |
| 3. | Panel members are often asked at the last minute to make up numbers |
| 4. | Panel members do not understand their role on the panel |
| 5. | Panel members often believe that it is an interrogation session |

Can you think of any other mistakes? |  |
| DOM 5.07A | What are the steps taken in your organisation when inducting a new staff member? |  |
| DOM 5.07B | What is your role in the induction process? |  |
| DOM 5.07C | Induction Template – Download Template  |  |
| MODULE 5 Action Plan | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| MODULE 5Reflection | What were your key learning’s from this module? Discuss how you have or can apply the skills from Managing Recruitment, Selection and Induction back in the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 6 | Question | Your Response |
| DOM 6.01A | How many Performance Reviews have you conducted in your career? |  |
| DOM 6.01B | How many Performance Reviews have you received? |  |
| DOM 6.01C | Describe your experience or impression of performance reviews. Share below any success stories or frustrations with the process. |  |
| DOM 6.02A | Using the table below, how would you describe your organisation’s approach to reviews? |  |
| DOM 6.02B | Performance Development Quiz – please complete online.  |  |
| DOM 6.02C | Main Reasons Why People Have Not Welcomed Performance Development* They have been used as a big stick  (The Disciplinary Process)
* They are too labor intensive
* Something we have to do (i.e. Built into manager’s performance review)
* Job doesn’t relate to the position description
* Managers are not trained (i.e. Interviewing skills)
* No commitment by managers after the interview (i.e. Follow up and Training Plans)
* Staff are punished for speaking out
* No reward structure attached (This does not necessarily mean money but recognition and thanks etc.)

Can you think of any others reasons? (at least 3) |  |
| DOM 6.03A | List the benefits of having a positive Performance Development system for the following stakeholders:* Clients
* Staff
* Managers
* Organisation

Include at least five benefits for each group of stakeholders. |  |
| DOM 6.03B | Identify four actions you can take individually and four things the management team can do to promote a positive performance development system in your organisation.What would be some of the objections from staff when introducing a new system into your organisation? Identify three possible objections and develop solutions to them. |  |
| DOM 6.04A | Explain each stage of the key components of a performance development system and how they relate to systems or tools you currently use or have used in the past. (200 words) |  |
| DOM 6.05A | Describe the actions you would take in your workplace to either implement a new performance development tool or enhance your existing process. (250-300 words) |  |
| DOM 6.06A | Can you think of anything else that should be done? |  |
| DOM 6.06B | List the key elements that need to be considered when preparing for a quality performance interview. |  |
| DOM 6.07A | How well does your organisation plan for successors and what ideas do you have to improve succession planning at your workplace? (2 Paragraphs) |  |
| DOM 6.07B | What would be the benefits for you personally and for your team/organisation of taking a more formal approach to succession planning? (At least 5 benefits) |  |
| DOM 6.07C | Succession Plan template- Download Template.  |  |
| MODULE 6 Action Plan  | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| Module 6 Reflection  | What were your key learning’s from this module? Discuss how you have or can apply the concepts from positive performance development in the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 7 | Question | Your Response |
| DOM 7.01A | Discuss how well you currently manage your time and stress, or how effective your current approach to self and life management is? (At least 2 paragraphs) |  |
| DOM 7.01B | Describe what your ideal world looks like in 5 years time?  |  |
| DOM 7.02A | Take a moment to write below a few short, medium and long term personal and professional goals. |  |
| DOM 7.03A | List your top 4 Values in order of priority and then identify 1 goal for each of these values: |  |
| DOM 7.04A | In the space below share five ‘I statements’ that relate to you and your current goals. Make sure they are in past or present tense for example.* I exercise
* I invest $ per week
* I read books / journals a week / month
* I live in a
* I have completed study in…
 |  |
| DOM 7.05A | Dealing with time wasters – please complete online. |  |
| DOM 7.05B | Identify strategies (solutions) to manage the time wasters in your life. Choose at least 5 time wasters and outline the specific actions you will take to better manage your time. (250 words) |  |
| DOM 7.06A | Take exactly five minutes (no more, no less) to write below everything you are required to do in your role. The trick here is to keep writing down as many things as you can think of. Consider the technical side of your role, the people side of your role and all the activities you do on a daily, weekly, monthly basis. |  |
| DOM 7.06B | Based on your current role, identify your top 5 Key Result Areas in order of priority (then list three key responsibilities for each KRA). |  |
| DOM 7.07A | Below list and prioritise your next working day’s activities and discuss how you will successfully achieve this?  |  |
| DOM 7.08A | Answer the following questions. (1 paragraph per point)* What are the current daily activities that you are spending 20% Effort gaining 80% return?
* What are your current daily activities that you are spending 80% Effort gaining only 20% return?
* What practical strategies will you put into place to reverse/improve this trend?
* Looking at your Department and/or Organisation – what low effort / high reward thinking and behaviours would you consider developing?
* Who or what are your current customers/stakeholders that you spend 20% Effort gaining 80% return?
* Who or what are your current customers/stakeholders that you spend 80% Effort gaining only 20% return?

What practical strategies can you put into place to reverse/improve this trend? |  |
| MODULE 7 Action Plan  | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| MODULE 7Reflection | What were your key learning’s from this module? Discuss how you have or can apply the tools from managing personal workplace priorities back in the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Module 8 | Question | Your Response |
| DOM 8.01A | List some of the projects you have been involved in. Explain how the Time, Cost & Quality Triangle impacted on these projects. |  |
| DOM 8.01B | What is your Leadership Change Project idea you wish to work on in this module, with a view to implementing back in your workplace?  |  |
| DOM 8.01C | Discuss and list all relevant stakeholders within your project and identify "What's in it for me?" - what will they get out of it. (List at least 10-15) |  |
| DOM 8.02A | Looking at the Project Managers skills and attributes, identify your current areas of strength and attributes that you need to develop for the future |  |
| DOM 8.03A | What do you believe are your areas of strength and areas for future development in the four phases of a project life cycle? |  |
| DOM 8.04A | Begin identifying your leadership change project. 1. Project Title2. What is your Project Objective? (Use SMART)3. What are your Project Deliverables (physical manifestation)4. What is your Project Scope (include what is out of scope)5. What are your Project Constraints? (Variables that *will* impact e.g. legislation, not to be confused with Risks) |  |
| DOM 8.05A | WBS and Gantt Chart template- Download template  |  |
| DOM 8.06A | Summarise the key aspects involved in the "Conduct" stage of project. (100-200 words) |  |
| DOM 8.07A | Outline a possible meeting agenda for a post project debrief with the Project Team and stakeholders. |  |
| DOM 8.08A | List below the types of documentation you believe you would need in your workplace projects. (At least 5) Remember they must be necessary and have a clear purpose. |  |
| DOM 8.09A | What are the benefits of effective delegation for you and your project team?What are the outcomes of ineffective delegation for you and your project team? |  |
| DOM 8.10A | What could be an objective of your Leadership Change Project’s risk management plan?Brainstorm some risks associated with your Leadership Change project. |  |
| DOM 8.10B | Identify a risk within your Leadership Change Project for each of the following areas:* Strategic
* Financial
* Operational
* Commercial
* Technical
 |  |
| DOM 8.10C | Using the Risk Register rate 5 risks associated with your Leadership Change Project. |  |
| DOM 8.10D | Risk Analysis Template – Download template. |  |
| DOM 8.11A | How and to whom will you communicate the risks involved? |  |
| MODULE 8 Action Plan | Download an action plan task from below, complete it and print it to keep on your desk at work. Identify 3 actions you can take, the outcome of making that change and the due date to keep yourself accountable. **You will need to submit this Action Plan after completing the Reflection Piece below.** |  |
| MODULE 8 Reflection  | What were your key learning’s from this module? Discuss how you have or can apply Project and Risk Management in the workplace (200-300 words)  |  |

|  |  |  |
| --- | --- | --- |
| Reflective Paper | Question | Your Response |
|  | In this section you will need to download and complete a Reflective Paper of around 1000 - 1500 words.In this paper you need to demonstrate your understanding of the topics we have covered and also provide examples of how you have or could apply the knowledge back in the workplace.Download the reflective paper, and once complete upload.  |  |