**Read the following carefully and complete Task 1 and 2.**

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| --- |
| **Daily work routine of a Marketing Manager** |
| 1. Hello, I’m the marketing manager for a company that manufactures toys in the Mainland and sells toys to customers around the world, and I’m going to describe my daily work routine for you.
 |
| 1. My job is very diverse, so there’s no such thing as a typical day, but there are certain things that happen on a regular basis.
 |
| 1. I usually arrive at work at around nine. The first thing I always do is to check my email and answer any important messages. My inbox is frequently full. I also listen to my voicemail. We have clients in North America and Europe and they sometimes leave messages late at night.
 |
| 1. Every morning, I usually have phone meetings with the engineers of production team in the Mainland to discuss ongoing production schedules and fix deadlines, and give them clients’ feedback on our manufacturing products and help sort out resolution when deviations are found.
 |
| 1. I regularly hold video conferences with my clients where I have to present the progress of production to them and ensure all features of manufacturing products comply with the contractual requirements.
 |
| 1. I usually have a monthly meeting with my team members to ensure that we follow the predetermined course of actions to achieve the sales target.
 |
| 1. I spend a lot of time analysing marketing data on the computer. This helps me figure out which types of products are popular among my clients and which types are not selling well, and why. Based on this data, we can switch production to manufacture more profitable items and modify marketing plans.
 |
| 1. From time to time, I go on business trips to the Mainland, the United States and Spain, etc.
 |
| 1. I usually take a 45-minute lunch break. I sometimes have lunch meetings with my team, but most of the time I just have a sandwich at my desk because I’m too busy! Occasionally, however, I’ll go out for lunch with clients.
 |
| 1. I have to submit weekly production report and monthly sales report to the Company Director. So every afternoon, I try to find some time to work on these. I also spend an hour or so reading the marketing and toy industry articles I’ve been collecting all week. There’s always something new happening in this field, and it’s important to keep up-to-date that helps to sort out flexible production processes needed to deal with the market change anticipated.
 |
| 1. I’m officially out of the office by six, but actually, I have to work late to finish piles of work. It’s hard work but I love my job and there’s never a dull moment!
 |

**Elementary Level (Suggested Answers)**

**Task 1**

According to each of the daily work task of the marketing manager below, identify the process of management being involved by putting a “**✓**” in the appropriate box(es).

| **Routine work** | **(A)** | **(B)** | **(C)** | **(D)** | **(E)** | **(F)** | **(G)** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Setting goals** | **Establishing strategy to achieve goals** | **Developing detailed action plan (activities undertaken)** | **Deploying financial and manpower resources** | **Directing staff to achieve goals** | **Monitoring & completing activities** | **Correcting deviations** |
| **\*Mark “NA” where appropriate** |
|  | NA | NA | NA | NA | NA | NA | NA |
|  | NA | NA | NA | NA | NA | NA | NA |
|  | NA | NA | NA | NA | NA | NA | NA |
|  | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** |
|  |  |  |  |  |  | **✓** | **✓** |
|  |  |  |  |  | **✓** | **✓** | **✓** |
|  | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** |
|  | NA | NA | NA | NA | NA | NA | NA |
|  | NA | NA | NA | NA | NA | NA | NA |
|  | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** | **✓** |
|  | NA | NA | NA | NA | NA | NA | NA |

**Task 2**

Group the process of management as mentioned in Task 1, i.e. (A)-(G), according to the FOUR management functions.

|  |  |
| --- | --- |
| **Planning** | (A), (B), (C) |
| **Organising** | (D) |
| **Leading** | (E) |
| **Controlling** | (F), (G) |

**Standard/Advanced Level (Suggested Answers)**

**Task**

According to each of the daily work task of the marketing manager below, i.e. (1)-(11), identify and explain the process of management being involved.

| **Routine work** | **Process of management** |
| --- | --- |
| **(1)** | Not applicable |
| **(2)** | Not applicable |
| **(3)** | Not applicable |
| **(4)** | Goal setting: setting and meeting the fixed production volumePlanning and Organising: developing methods/strategies, including deployment of resources, to meet the production targetLeading: directing engineers to keep up with the production schedules and meet the production targets Controlling: monitoring the work progress of production lines and thinking of remedial actions to correct deviations in the course of production |
| **(5)** | Controlling: reporting the work progress, keeping communication with clients to articulate expectations and challenges clearly as well as to ensure no violation on the contract terms and the required standard for the manufactured products |
| **(6)** | Leading: directing and motivating team members to follow and accomplish the predetermined planControlling: monitoring the work progress of sales and marketing team to ensure that all actions/activities are taken forward on the right track for achieving the sales target without going over budget  |
| **(7)** | Planning: identifying business opportunities/sales patterns/product trends and/or potential threat to the business through analysing marketing data. Predetermined plan could be adjusted promptly in response to market change if applicableOrganising: reallocating manpower and resources to help increase sales of top line products and boost sales for the less popular product itemsLeading and Controlling: directing and guiding subordinates to implement the marketing plan promptly and effectively |
| **(8)** | Not applicable |
| **(9)** | Not applicable |
| **(10)** | Planning: to inform the direction of short-term, medium-term and even long-term plan based on the past and current sales and production dataOrganising: reallocating manpower and resources to deal with the changes of sales patterns and production needs correspondinglyLeading: serving as a role model to influence subordinates to understand new technology trend in the industry and keep up-to-date on the development trend of the industryControlling: monitoring the performance of the business actions/activities to achieve the company goal; sorting out measures to correct the management problems identified through the periodic performance reviews  |
| **(11)** | Not applicable |