MGMT10002 Principles of Management

UNIVERSITY OF MELBOURNE · SEMESTER 2, 2026 · CLOSED-BOOK MEMORY SHEET · SIDE 1 OF 2

Full guide + ask Sia about MGMT10002

SIDE 1/2 | WHAT MUST BE IN YOUR HEAD · definitions → distinctions → decision rules → application | CLOSED-BOOK MEMORY SHEET | v2 · 2026-10-25

0 · Exam Map

COURSE DATA · BRIEF

Quiz/activity | Ind. | Group 20% | Exam 50%

Official exam rule: "2-hour (closed book) exam: 4 short essay questions" – *MGMT10002 2026 Lecture 1 deck; BRIEF.md*

THE REUSABLE FIVE-MOVE ANSWER

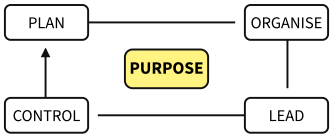
```
FRAME decision + stakeholder →
DIAGNOSE with case evidence →
EXPLAIN mechanism → RECOMMEND owner
+ sequence + conditions → EVALUATE
trade-off + residual risk + review
trigger.
```

RECALL CHECK *Can you write the five verbs, then make every sentence earn one of them?*

1 · Management as a System

CH 1 · HIGH TRANSFER

Management coordinates people, information, resources and relationships to achieve collective purposes responsibly. PLOC is a feedback system, not four isolated or fixed stages.



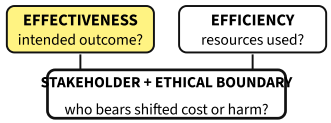
PLOC loop: evidence from control revises plans; organising and leading change what can be achieved.

FUNCTION	CASE QUESTION	FAILURE SIGNAL
Plan	Outcome, horizon, assumptions?	Forecast treated as certainty
Organise	Roles, authority, resources?	Unowned hand-off
Lead	Influence, voice, cooperation?	Compliance without learning
Control	Standard, measure, response?	Metric drives gaming

Control sequence: standard → actual evidence → compare variance → investigate cause → correct, learn or revise the standard. "Monitor performance" is incomplete without measure, timing, tolerance, owner and response.

2 · Performance Test

CH 1 · COMPARE

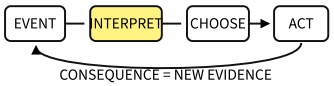


One favourable output never proves performance: test outcome, total resource use and displaced burden.

3 · Perception → Behaviour

CH 2 · DIAGNOSIS

Self-awareness = accurate, revisable understanding of patterns, emotions, limits and impact. Separate observation from interpretation: silence is observable; "low commitment" is an attribution.



Reflection loop: test a rival explanation, choose a bounded response, then inspect consequence.

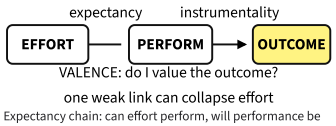
CONCEPT	CASE MOVE
Attitude	Check cognition, affect, tendency—and context
Perception	Ask what selective attention filtered out
Attribution	Test person claim against situational evidence
Regulation	Choose expression; do not merely suppress

Emotional intelligence: recognise → understand → regulate emotion in self/relationships. It supports judgement but cannot replace expertise, ethics or structural repair.

4 · Motivation Diagnosis

CH 3 · CORE CHAIN

Motivation = direction, intensity and persistence of effort. Diagnose needs, process and job conditions before prescribing pay.



one weak link can collapse effort

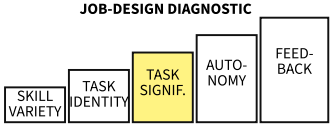
Expectancy chain: can effort perform, will performance be recognised, and is the outcome valued?

EXPECTANCY LOGIC

```
Expectancy × instrumentality ×
valence: training/resources repair
E; credible reward practice repairs
I; a valued outcome repairs V.
```

Equity: perceived fairness of contributions/outcomes, voice and process. **Goals:** specific, challenging but credible, accepted and supported; add quality, ethics and workload guardrails against displacement.

JOB-DESIGN DIAGNOSTIC



Variety + identity + significance support meaning; autonomy supports responsibility; feedback supplies knowledge of results.

5 · Leadership: Fit, Not Style

CH 4 · DECISION RULE

Leadership = influence toward legitimate purpose, with or without formal authority. Task behaviour clarifies roles, standards and sequence; relationship behaviour listens, supports, involves and develops. Both can be high.

RELATIONSHIP →	TASK BEHAVIOUR →	
	SUPPORT LOW DIRECTION	**DEVELOP** **BOTH HIGH**
	DELEGATE BOUNDED	DIRECT CLEARLY

Adjust behaviour to task clarity, capability, urgency, risk and need for commitment.

CONDITION	BEHAVIOUR	RISK
Urgent/unclear/safety	Direct + escalate	Silenced expertise
Experts + ambiguity	Frame + integrate	No decision right
Capability proven	Delegate + review	No authority

Transactional = clear exchange; **transformational** = purpose, challenge, development. **Power:** authority, expertise, relationships, information or resources; can dissent alter choice?

6 · Teams, Difference, Conflict

CH 5 · CLASSIFY FIRST

A *team* has interdependence, shared purpose, complementary contribution and shared accountability. **Diversity** expands potential information, not guaranteed influence. ***Psychological safety*** protects questions/mistakes; pair with standards.



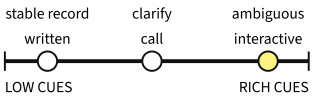
RECORD CHOICE · REASONS · DISSENT · OWNER

Useful task difference can spill into process or relationship conflict; diagnose the object before intervening.

CONFLICT	OBJECT → RESPONSE
Task	Ideas → criteria + safe debate
Process	Who/how → roles + rule

7 · Communication = Meaning

CH 6 · CHANNEL FIT

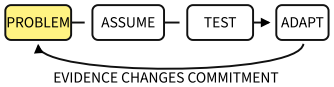


As ambiguity, emotion and identity stakes rise, immediate feedback and social cues become more valuable.

8 · Opportunity + Ethics

CH 7 · BOUNDARY

Idea = possibility. ***Opportunity*** = evidenced need + feasible delivery + viable, legitimate model. Stage commitment behind evidence.



Entrepreneurial learning is valuable only when evidence changes design, funding, scope or stop decisions.

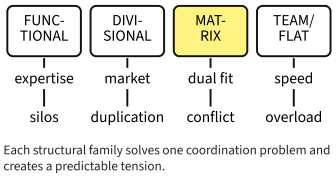
LENS	ASK → CONTROL
Consequences	Who gains/loses? → harm evidence
Rights/duties	Non-tradeable? → boundary/remedy
Justice	Who bears risk? → voice/process
Conflict	Distorted judgement? → disclose/control

Sustainability: social + environmental + economic effects within a boundary/time. **Mission drift:** growth displaces purpose; protect voice + impact floor.

9 · Structure = Divide + Reconnect

CH 8 · FIT

Structure divides via specialisation, grouping, hierarchy, span, centralisation and formalisation; reconnects via authority, information and coordination. Trace decision flow.

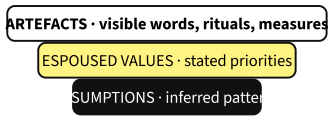


Each structural family solves one coordination problem and creates a predictable tension.

CHOICE	FIT	REPAIR RISK
Centralise	Consistency, scarce expertise	Bound local authority
Decentralise	Local knowledge/speed	Thresholds + audit
Formalise	Routine/high consequence	Exception route
Matrix	Dual integration	Escalation/resource rules

10 · Culture: Infer, Don't Quote

CH 9 · LAYERS

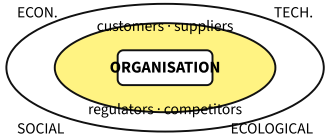


Diagnose culture from repeated consequences; slogans are only one visible artefact.

11 · Environment → Decision

CH 10 · FILTER

Scan economic, technological, political/legal, social/demographic and ecological conditions. Link one to demand, capability, cost, legitimacy or risk. No decision change = background.



Task actors interact directly; broader forces reshape their conditions. Convert both into mechanisms and responses.

Stakeholders: stake, power, legitimacy, urgency, dependence, impact; protect low-power/high-impact voice.

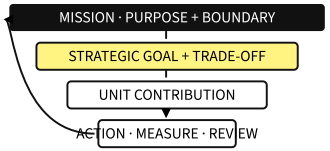
MAKE THE SCAN DECIDE

```
Trend → mechanism + response.
Uncertainty → scenarios + robust
action + trigger. Forecast →
estimate + assumptions.
```

12 · Planning + MBO

CH 11 · ALIGNMENT

Mission = purpose/boundary; vision = direction; goals prioritise; plans translate contribution. Align across levels/units.



Direction travels down; operational evidence must travel up to revise assumptions and resource commitments.

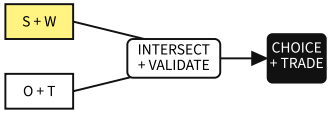
SMART specifies, not validates. Add owner, horizon, guards. **MBO** = negotiated objectives + support + review.

UNCERTAINTY

```
Assumptions → scenarios → robust
action → contingency trigger →
rolling review. Leading signals
prompt action; lagging results
confirm.
```

13 · Strategy + Decisions

CH 12 · CHOOSE

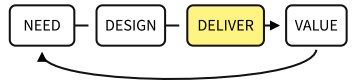


SWOT only organises evidence; convert intersections into options, validate comparatively, then choose.

14 · Value, Flow, Service

CH 13 · SYSTEM VIEW

Value comes from a connected ***activity system***. Map verbs, hand-offs, waits, queues, rework, information and decision rights. A linkage means one activity changes another's cost, quality or effectiveness.



End-to-end value: local speed or utilisation is not success if it enlarges the next queue or shifts burden.

Bottleneck = resource/rule limiting throughput. Verify with completion, queue, blocked time, rework and availability; reduce its loss; test throughput; reassess as the constraint moves. Faster non-constraint work may enlarge inventory.

RESILIENCE	GAIN	COST
Buffer	Absorb variation	Resources; hides failure
Redundancy	Backup capacity	Cost/coordination
Flexibility	Adapt method	Skill/information
Visibility	Earlier response	Data/governance

Service quality: outcome + process + reliability/responsiveness + accessible recovery. Dashboard = flow signal + outcome + guardrail; inspect distributions. Recovery remedies now and reduces recurrence.

15 · Innovation + Change

CH 14 · GUARDED SCALE

Invention creates novelty; ***innovation*** implements novelty for stakeholder value. State reference point, adoption and outcome. Move problem → hypothesis → experiment → selection → implementation/diffusion through evidence gates.



STRUCTURAL · CONTEXTUAL · SEQUENTIAL

Ambidexterity deliberately manages two logics; it does not require equal resources.

Change diagnosis: content (what), process (how), context (history, readiness, power, workload). Resistance may carry identity, loss, risk or ethical evidence. Redesign a specific driving/restraining force.

CHANGE SEQUENCE

```
Outcome → voice → capability/resources
→ pilot → outcome + guardrails →
scale/adapt/stop → align routines,
roles, measures, rewards.
```

MGMT10002 Self-Test Drills · Apply, Judge, Correct

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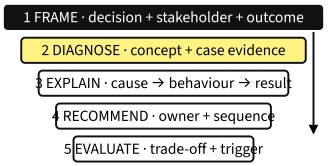
Full guide + ask Sia about MGMT10002

SIDE 2/2 FOUR 10-MARK DRILLS · answer frames · if-X-then-Y judgement · classic traps · exam-morning retrieval **CLOSE NOTES BEFORE TESTING** v2 · 2026-10-25

A · Short-Essay Engine

COURSE STUDY STRATEGY



Write causal paragraphs, not a glossary: each concept must explain evidence and change the action.

PARAGRAPH STEM

```
The case shows [evidence]. This indicates [concept] because [definition applied]. It changes [behaviour/outcome] through [mechanism]. Therefore [owner] should [action] under [condition]. This trades [benefit] against [cost]; review [evidence] at [trigger].
```

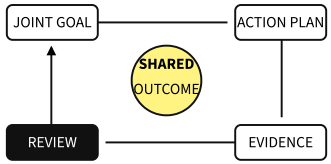
PROMPT VERB	WHAT EARNS SPACE
Define	Boundary + adjacent distinction
Compare	Same dimension; difference; when each fits
Explain	Mechanism linking condition to outcome
Apply	Case evidence inside the concept
Evaluate	Criterion, trade-off, limitation, condition
Recommend	Action, owner, sequence, resource, safeguard

Evidence rule: quote or paraphrase the case fact before interpreting it. **Selection rule:** choose the smallest set of concepts that explains the main mechanism. **Conditional judgement:** state assumptions where information is incomplete; name evidence that would retain, revise or reverse the recommendation.

SELF-TEST *Cover Side 1. In 60 seconds, write the five moves and one paragraph stem from memory.*

B · Concept-Selection Grid

ALL CHAPTERS

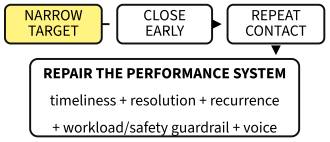


MBO is a learning cycle: joint goal, owned action, progress evidence and reciprocal review.

Drill 1 · Failing Service Target

COURSE WORKED EXAMPLE · 10 MARKS

Q. A community service sets a rapid-response target. Staff close cases before resolution; repeat contact rises; discretion falls. Diagnose and recommend a guarded redesign.



Goal displacement: the rewarded count redirects attention and transfers unresolved work into future demand.

1. **+2 Frame.** Protected outcome = reliable resolution, not administrative closure; stakeholders = clients, employees, leaders.
2. **+2 Diagnose.** Narrow target displaces purpose; closure is activity, recurrence shows ineffectiveness, lower discretion weakens meaningful responsibility.
3. **+2 Explain.** Reward/attention make early closure instrumental; unresolved work returns; overtime or workload can hide transferred cost.
4. **+2 Recommend.** Pair timely first response with verified resolution, recurrence and workload/safety guardrail; define data, owner, employee voice and exceptions.
5. **+2 Evaluate.** Accept some longer cases; pilot. Continue only if resolution improves without unsafe intensity or hidden exclusion.

ANSWER PATH TO THE END

```
target → attention/reward → rational gaming → false efficiency + weak effectiveness → balanced measures + discretion + exception route → bounded review.
```

WHAT A WEAK ANSWER MISSES

"Improve communication and motivate staff" names no mechanism. "Remove the target" ignores timely access. A strong redesign preserves the purpose, changes the measure system and specifies when evidence stops or adapts it.

Judgement Cards · People

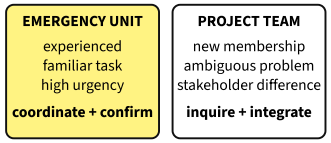
CH 2–6

IF YOU SEE X	DO Y
Silence labelled attitude	Separate observation/interpretation; test situation
Low effort	Test E→P, P→O, value, equity, job design
One style for all teams	Compare task, capability, urgency, risk
"Diversity = better"	Trace who influenced criteria/choice
Email + rumours	Written reference + rich feedback + aligned leaders

Drill 2 · Two Teams, One Style

CH 4 WORKED EXAMPLE · 10 MARKS

Q. An experienced emergency unit handles a familiar incident; a new project team faces an ambiguous community problem. A director proposes identical close direction.



Same leader, different fit: behaviour follows conditions rather than a preferred universal style.

1. **+2 Frame.** Compare structure, capability, urgency and stakeholder uncertainty before choosing behaviour.
2. **+2 Unit.** Use concise coordination, role confirmation and escalation; close instruction may obstruct expert routines.
3. **+2 Project.** Frame purpose, invite independent expertise, build psychological safety and shared problem framing.
4. **+2 Mechanism.** Identical direction ignores contingency fit; formal power can filter operational and community knowledge.
5. **+2 Evaluate.** Weigh participation time against decision speed and safety; adapt as capability/uncertainty change; review outcome and voice.

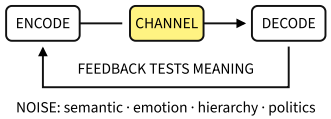
COMPACT CONCLUSION

```
Retain non-negotiable safety/ethical boundaries, but vary influence behaviour. Direction is legitimate where rapid coordination is needed; inquiry is essential where the problem and stakeholder consequences are uncertain.
```

Communication Repair Drill

CH 6 WORKED EXAMPLE

Scenario. A complex restructure is announced in a long email; silence is treated as acceptance; rumours grow and supervisors conflict.

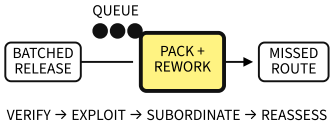


A sent message is not shared meaning; feedback reveals interpretation and action.

Drill 3 · The Packing Constraint

CH 13 WORKED EXAMPLE · 10 MARKS

Q. Essential deliveries are late. Managers blame drivers, but promotional orders arrive in unstable batches and a packing station accumulates rework.



Driver delay is downstream; test whether packing rework is the throughput constraint.

1. **+2 Frame.** Outcome = end-to-end reliable delivery; map release, packing, routing and customer communication.
2. **+2 Verify.** Use queue, completion, rework and blocked-time evidence—not appearance—to identify the current constraint.
3. **+2 Explain.** Batched promotion + incomplete information feed rework at packing, creating queues and missed routes.
4. **+2 Act.** Smooth releases, correct largest rework cause, protect bounded essential capacity, provide status and escalation.
5. **+2 Evaluate.** Review reliability, recurrence, workload and equitable service; adapt if the constraint moves or harm shifts.

ANSWER PATH TO THE END

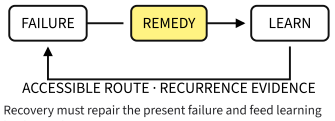
```
system outcome → map flow → verify constraint → remove its loss → align upstream release → protect current service → measure end-to-end result + guardrail.
```

TRAP REVERSAL

TEMPTING CLAIM	CORRECTION
Drivers are late	Symptom; trace upstream queue/rework
Every station should be busy	Non-constraint utilisation may enlarge queue
Inventory is always waste	May absorb variability; name cost and alternative
Average delivery improved	Inspect essential/affected groups and recurrence

Service Recovery Card

CH 13

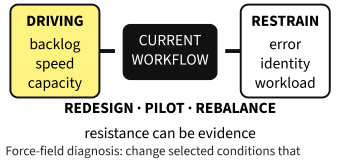


Recovery must repair the present failure and feed learning back into design.

Drill 4 · Guarded Technology Change

CH 14 WORKED EXAMPLE · 10 MARKS

Q. A support organisation tests a tool for case summaries. Leaders expect speed; employees fear deskilling; inaccurate or insensitive output could harm clients.



Force-field diagnosis: change selected conditions that maintain behaviour; do not merely push harder.

1. **+2 Frame.** Define workflow outcome; diagnose task, identity, privacy, workload and accountability changes.
2. **+2 Forces.** Drivers include backlog pressure; restraints include error, trust, verification capacity and deskilling risk.
3. **+2 Pilot.** Co-design a narrow use case; exclude ungoverned data; retain trained human review, accountability, pause authority and a non-tool route.
4. **+2 Evidence.** Measure accuracy, harmful omission, turnaround, verification/correction work, client experience and unequal outcomes.
5. **+2 Gate.** Independent review decides scale, adapt or stop; preserve capability and incident remedy. Saved drafting time is not net value if checking work rises.

ANSWER PATH TO THE END

```
sociotechnical workflow → stakeholder risk + capability → co-designed bounded pilot → outcome + guardrails → independent evidence gate → align roles/routines/rewards.
```

Innovation Portfolio Card

CH 14

QUESTION	REQUIRED ANSWER
Problem?	Whose outcome; evidence of need
Novelty?	Relative to what; idea vs implemented value
Assumption?	What must be true; next cheapest test
Boundary?	Right, safety, privacy, workload, remedy
Gate?	Continue/adapt/stop evidence and owner
Transfer?	How exploration enters reliable operations

Ambidextrous designs: structural separation protects distinct logics but needs integration; contextual design asks people to balance both and may overload; sequential design shifts emphasis over time and risks losing continuity. Choose by strategy, capability and environment.

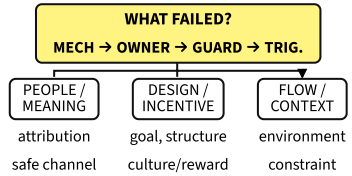
C · Classic Traps → Repairs

FAQ + WORKED TIPS

TRAP	REPAIR
PLOC list	Trace outcome through feedback
Metric = success	Outcome + cost + burden
Silence = agreement	Multiple feedback routes
Pay fixes effort	Diagnose E, I, V, equity, job
Best leader style	Conditions + behaviour + risk
Diversity = result	Trace voice into choice
Conflict is good	Bound debate; decision rule
Ethics appended	Alter boundary/authority/model
Flat = agile	Fit rights, information, capability
Slogan changes culture	Align systems + leader response
PEST list	Factor → mechanism → decision
SMART = good	Choose outcome; add guards
SWOT = strategy	Options → fit → trade-off
Sunk cost matters	Prospective stop gate
Busy = productive	Constraint + system throughput

D · If X → Do Y

FAST JUDGEMENT



Start from evidence and failure mechanism; do not force a favourite framework onto every case.

IF X	THEN DO Y
Average looks fine; one group harmed	Segment outcome; add equity boundary/remedy
Two units optimise against each other	Map horizontal dependency; shared goal/coordination
Rules slow context-sensitive work	Centralise boundary; delegate bounded choice
Forecast uncertain	Scenarios + no-regret action + trigger
Founder speaks first	Independent estimates before anchor
Pilot "succeeds" on speed only	Add outcome, quality, workload and harm guards

E · Exam-Morning Plan

COURSE STUDY STRATEGY

1 · Retrieve. Write fourteen focal decisions: performance; interpretation; motivation; leadership; teams; meaning; opportunity; structure; culture; environment; goals; strategy; flow; change.

2 · Redraw. PLOC, expectancy, culture layers, goal cascade, SWOT, bottleneck, ambidexterity. Explain every arrow.