**Appendix B**

**MANAGERIAL ROLE SURVEY –Duties and Tasks**

The following are examples of introductory questions asked by role categories. All answers were compared against the managerial role definitions provided by DuBrin (2012). Attention was paid to the extent each role was performed and its level of importance to the manager.

**Planning** (total 2 roles)

1. What specific activities do you do that support strategic planning? (Strategic Planner)
2. How do you day-to-day operations? (Operations Planner)

**Organizing and Staffing** (total 5 roles)

1. Organizer, what activities does this manager emerge himself/herself in? (Organizer)
2. What do you do to develop and maintain networks or contacts? (Liaison)
3. How do you approach staffing and coordination? (Staffing Coordinator)
4. What is your method for allocating resources? (Resource Allocator)
5. How do you assign tasks? (Task Delegator)

**Leading** (total 8 roles)

1. How do you motivate or coach group members? (Motivator and Coach)
2. What actions do you take to represent your group to external parties? (Figurehead)
3. How do you keep everyone informed? (Spokesperson)
4. How do you manage to secure resources outside your group? (Negotiator)
5. What do you do to build effective teams? (Team Builder)
6. What are your activities as a team players (Team Player)
7. How do you help group members solve technical issues? (Technical Problem Solver)
8. How do you encourage innovative ideas to further business? (Entrepreneur)

**Controlling** (total 2 roles)

1. What is your method to handle issues, dissatisfactions or conflicts? (Disturbance Handler)
2. How do you monitor employees’ activities? (Monitor)