# 8000 FORMATIVE ASSESSMENTS WORKBOOK

Exercise 1

1. In a group, write down all the resources that are used in your department.
2. How can you make sure that all the resources are used without losing time or money?

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Exercise 2

In a group, answer the following self-check questions

1. It appears that Alice lacks:
2. What are the implications of this for a company?
3. What are the implications of this for a manager?

In our except from Alice in Wonderland, Lewis Carroll seems to capture the essence of goal setting. Alice lacks a clearly defined goal, therefore she could not decide which road she ought to take. Any organisation or individual who lacks goals will face the same dilemma. Given the choice of alternatives they won't be able to decide which road to take.

It is interesting that just about everything a person does in life, both at home and at work, is based on some goal or objective. Without them, life's activities would have little value or purpose.

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Exercise 3

Analyse the following objectives. Are they SMART?

1. To achieve customer satisfaction.
2. To produce acceptable machine outputs by 1 July.
3. Treble company profit in six years.
4. To understand what makes customers tick.
5. To increase the number of calls made per representative from the current six, to eight per day by June 30.

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Exercise 4

You have a taxi service and you are currently transporting 50 children to school daily. You want to increase the number of passengers to 100 every day.

1. In a group write a goal statement
2. Write an objective statement. Ensure that the objectives are SMART.
3. Write an action plan for the first two objectives. Use the action plan template on the handout.

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Exercise 5

1. List three things that customers are
2. List three things that customers are not
3. List five things that customers expect
4. List eight things that customers hate
5. List eight things that customers want
6. What happens if we don’t comply with customer expectations?

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Exercise 6

This is a group exercise. Do the exercise individually and then get consensus in your groups. The group facilitator will then provide feedback. List the 3 most important internal customers and external stakeholders and their expectations from your department. Use the following format for your answers:

1. Internal customers

|  |  |
| --- | --- |
| CUSTOMER  | EXPECTATIONS |
| 1 |  |
| 2 |  |
| 3 |  |

1. External stakeholders and customers

|  |  |
| --- | --- |
| STAKEHOLDER/CUSTOMER  | EXPECTATIONS |
| 1 |  |
| 2 |  |
| 3 |  |

Exercise 7

In a group, discuss the following. Remember to take notes.

1. How will better customer service have an impact on the profitability of your organisation? Think of aspects such as more customers/passengers making use of your services.
2. What would happen if a bus or truck driver on a specific route is rude to customers? Remember that passengers are also customers. Think of the profitability of the organisation if you lose customers.
3. What would happen if the bus driver drives in an unsafe manner?
4. In a previous exercise you identified internal and external customers and stakeholders. What do you think would happen to the organisations if the different departments did not work well together. Think of aspects such as buses or trucks not serviced properly and not released for use in time.
5. What would happen if the bus driver that takes children to school drives in an unsafe manner and the school principal finds out?
6. What do you think your organisation’s customers want – their needs and expectations?
7. What can your department/section do to ensure that these needs are met?

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Exercise 8

Rate the following characteristics in order of importance in running a business, from 1 (most important) to 10 (least important). Give a reason for each rating:

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| --- | --- | --- |
| Characteristic | Rating | Reason |
| Integrity |  |  |
| Honesty |  |  |
| Loyalty |  |  |
| Charity |  |  |
| Responsibility |  |  |
| Accountability |  |  |
| Self-discipline |  |  |
| Respect |  |  |
| Justice |  |  |
| Civic virtue |  |  |

1. In a group, discuss the difference between a sole trader and a partnership.
2. What type of business entity is your organisation? in your groups, discuss the business entity in terms of membership and legal personality.
3. Explain the difference between fixed costs and variable costs
4. How can you save costs in your department?
5. Explain gross profit
6. Explain net profit
7. Explain the purpose of a budget in your own words.
8. Explain cash flow in your own words.
9. Explain supply and demand
10. What technology is your organisation currently using?
11. Is there technology that you are aware of that is not being used by your organisation? Do you think the company could benefit from the technology? Motivate your answer.
12. How can you ensure that the employees working in your department always do business in an ethical way?

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Exercise 9

In groups, discuss how you can use the decision making process to help you make decisions when you are back at work. Use a typical day-to-day decision as an example and then choose a more difficult decision that does not happen every day.

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