



Work Effectively & OHS

بيئة العمل والسلامة المهنية

Grade 12 | Business

بنبي
اقتصادي
المستقبل

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قَسَمًا بِمَنْ رَفَعَ السَّمَاءَ	قَسَمًا بِمَنْ نَشَرَ الضِّيَاءَ
قَطَرٌ سَتَبَقَى حُرَّةً	تَسْمُو بِرُوحِ الْأَوْفِيَاءِ
سِيرُوا عَلَى نَهْجِ الْأَلَى	وَعَلَى ضِيَاءِ الْأَنْبِيَاءِ
قَطَرٌ بِقَلْبِي سِيرَةٌ	عِزٌّ وَأَمْجَادُ الْإِبَاءِ
قَطَرُ الرِّجَالِ الْأَوَّلِينَ	حُمَاتُنَا يَوْمَ النِّدَاءِ
وَحَمَائِمُ يَوْمِ السَّلَامِ	جَوَائِحُ يَوْمِ الْفِدَاءِ

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About this Learner Resource:

The purpose of this Learner Resource is to provide you with the underpinning knowledge required to assist you in completing assessment/s in BSBIND201A Work effectively in a business environment.

This Learner Resource also contains activities for you to test your knowledge and examples of skills application.

Throughout this Learner Resource you will see an icon that provides opportunities to test your knowledge and practice skills as well as suggested times to begin a formal assessment. This icon is displayed as follows:



Practice

This icon is used to highlight an ideal time to test your knowledge or practise what you have learnt.

How will I be assessed?

In order to achieve competency in BSBIND201A Work effectively in a business environment you will need to demonstrate the skills and knowledge required for the unit.

Your teacher will decide with you how and when you will be assessed.

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About this unit:

Welcome to the Learner Resource for BSBIND201A Work effectively in a business environment. In this Learner Resource you will be learning about the performance outcomes, skills and knowledge required to work effectively within a commercial or a business environment.

It is suggested that to meet all the requirements of BSBIND201A Work effectively in a business environment you will need to complete the following tasks:

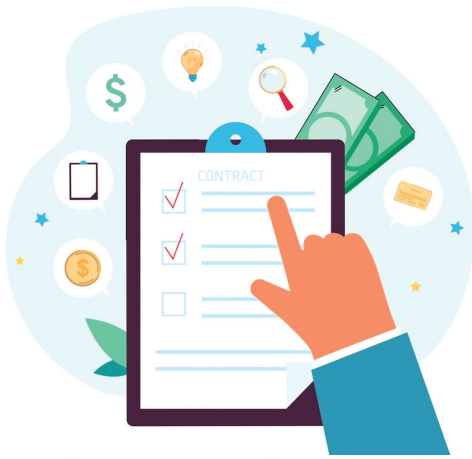
- Read the information contained in this Learner Resource.
- Complete the activities.
- Complete all the required assessment/s for this unit.

The topics in this Learner Resource are:

- Work within organisational requirements.
- Work in a team.
- Develop effective work habits.



Introduction



■ In this unit you will be required to work effectively within a commercial or business environment. It includes identifying the rights and responsibilities of employees and employers and conducting business in accordance with the organisational goals, values and standards.



Work within organisational requirements:

Introduction:

In this section we will be looking at what is an organisation and what we need to understand to be able to work within an organisational structure.

Let's start with examining the concept of an organisation. An organisation exists where a group of two or more people work together to achieve a common set of goals and objectives. Following are characteristics of an organisation.

- Its overall purpose is to produce goods or provide a service.
- The people who work for it each have specific tasks.
- It has a structure that shows who is responsible for particular tasks.
- There may be a chain of command.
- It has lines of communication.
- It operates within an industry sector.



An organisation

We will now look at what an organisation looks like within the business environment. Our study of the basic economic principles has given us an insight into the importance of business and government in the economy. Both private and public sectors create enormous employment opportunities.

What is your understanding of the business environment? Think for a moment about a business you are familiar with.



Business organisations exist in all retail, commercial and industrial sectors



Practice

Practice activity 1

See if you can come up with a picture of what this business organisation looks like by answering the following questions:

► *What is the name of this business?*

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➤ *What is the main product sold or service provided by this business?*

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➤ *Who are the owners of the business?*

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➤ *Do you think the business is profitable?*

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➤ *What advertising have you seen about this business?*

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➤ *Have you seen any media reports about this business?*

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➤ *What reputation does the business have?*

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➤ *Where is the business located and does it have other branches?*

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➤ *How many employees work in the business?*

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➤ *What are the roles and responsibilities of the employees?*

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➤ *What are the job titles and job descriptions of the employees?*

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➤ *What consumer and workplace laws have to be abided by?*

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➤ *Are there any other government regulations the company has to follow?*

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➤ *Does the business have policies and procedures covering its operations?*

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If you can answer some of these questions, you will be familiar with an organisation operating within the business environment. The organisation can also be in the public sector. Similar organisational structures exist within government departments.

It is important to understand that not one person works in isolation in a business or organisation, and one person's job will usually be important to the functioning of co-workers, and to the smooth running of the organisation overall.

It is therefore essential that if you are going to work within the business environment (public or private sector) you not only understand your particular job, but also your place within the overall organisational structure, your duties and the duties of others, particularly the duty of care and legal responsibilities.

Each worker contributes to the overall organisation, no matter whether they hold a senior position, or have a very basic job role. A failure in one section of the organisation could cause harm to others within the organisation, and/or to the organisation itself.

Organisational requirements:

When you commence work with a new employer, you need to be fully aware of the organisation's requirements and responsibilities and know where to go and who to see when you have questions. It is important that you are aware of the following:

- What are the terms of my employment?
- Are there any organisational manuals I need to read?
- Who is my direct supervisor?
- What are my employment duties?
- What are the occupational health and safety procedures I need to follow?
- Is there any protective clothing I need in my job?

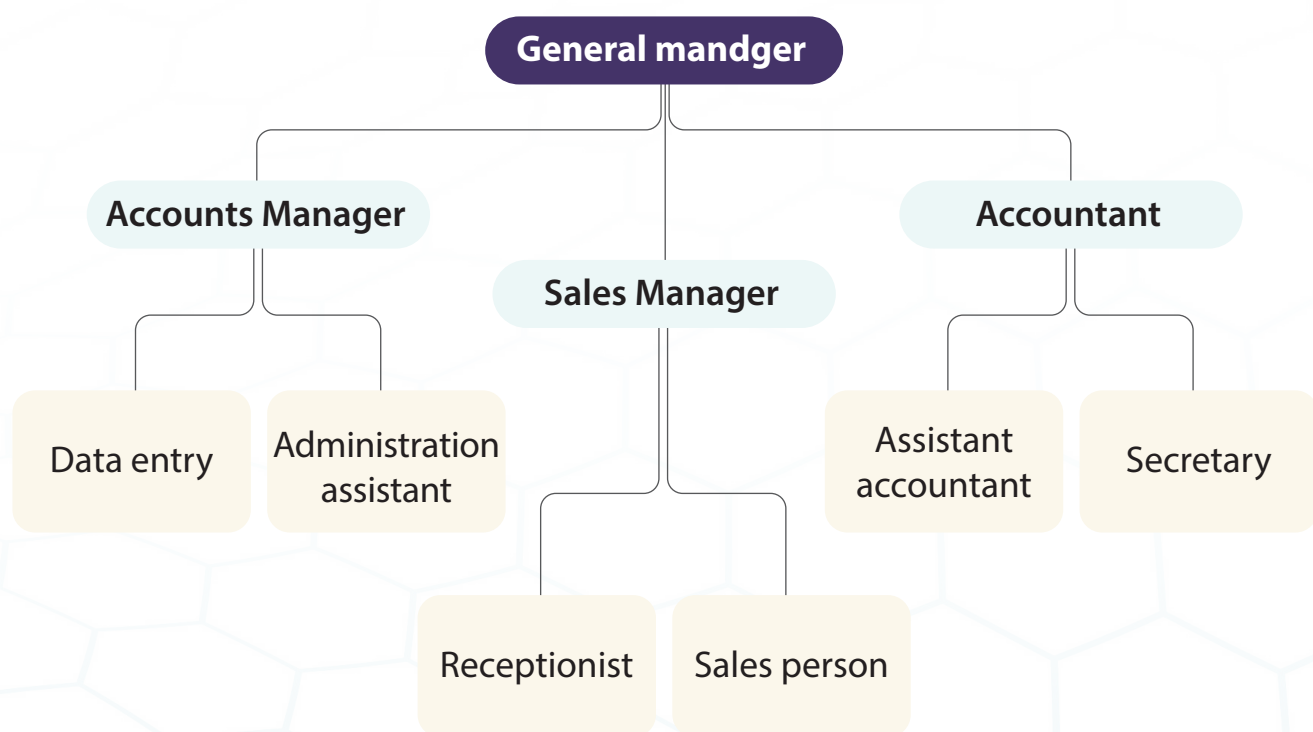
We will now look at some of the organisational documents and requirements that you need to be aware of.

Organisational structure:

The structure of an organisation will depend very much on the size of the organisation, the type of ownership, number of employees, industry sector, goods produced or services provided etc. The structure will be designed to enable employees to be able to work together to achieve the goals and objectives of the organisation.

Organisational structures for larger businesses are usually hierarchical – that is, they consist of a series of levels, based on authority and responsibility. The higher up the hierarchy, the greater the authority and responsibility associated with the position.

An organisation chart shows the structure of an organisation. See the example below.



This organisational chart shows the positions which have the higher authority. The chart can also be used by employees to identify the most appropriate person to answer any questions they may have.



Practice

Practice activity 2

Can you think of any business organisations that are structured differently to the example above? Think about construction businesses, real estate, financial services offering banking, investment, insurance etc). Show the structure in the space below.

[illegible]

Induction:

An induction program will be given to new employees. This will usually take place either prior to employment commencing or at the beginning of the employee's contract. It can be informal, whereby the new employee will be shown around the workplace, introduced to other employees, provided with an overview of what their tasks will be and given any specific OHS instructions.

More formal inductions can take several days and provide employees with a comprehensive knowledge of the goals and objectives of the organisation, organisational structure, company vision and mission statement, complete OHS processes, industry and organisational codes of conduct, company policies and procedures manual etc.



OHS instructions are an important aspect of the induction process

It is therefore important for all employees to be aware of the organisation's requirements and responsibilities and know who is the most appropriate person to assist with any enquiries.

Policies and procedures:

Most organisations will have policies and procedures in place to ensure that staff carry out their jobs efficiently. There is a difference between policy and procedures.

Policy refers to broad statements about how an organisation can achieve its objectives. Procedures are more specific instructions designed to inform employees how a task is to be completed.

For example, a company policy could read as follows:

Our company supports sustainability and encourages all staff to be environmentally aware while at work.

The organisation would then inform its employees of the procedures to be implemented in order to achieve this policy.

For example, company procedures for encouraging sustainability could read as follows:

Procedures – sustainability

All staff are required to:

1. Recycle waste paper from photocopiers and printers.
2. Waste paper used on both sides should be shredded.
3. Shredded material to be recycled by packaging department.
4. Printer cartridges to be returned to supplier for appropriate disposal.
5. Turn off lights when leaving offices at the end of the day.
6. Turn off power to all electrical appliances at the end of the day.
7. Be conscious of water usage and report all water leaks immediately.





Practice

Practice activity 3

Refer to Appendix 1: Procedures Manual for Qatar Connect. Read this manual and answer the questions below.

➤ *Who do employees in Retail Department report to?*

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➤ *Who does the Staff supervisor in the Accounting Department report to?*

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➤ *Who does the Factory Manager report to?*

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➤ *What type of discrimination will the company not tolerate? (See General organisational procedures)*

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➤ *What must an employee do if they cannot assist a customer? (See customer contact)*

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➤ *Who assesses complaints about products?*

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➤ *Which staff member must ensure confidentiality of employee records?*

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An organisation may include the following in their Policy and Procedures Manuals:

- Goals and objectives, strategic plans, systems and processes.
- Legal and organisational policies, guidelines and requirements.
- OHS policies, procedures and programs.
- Quality and continuous improvement processes and standards.
- Access and equity principles and practice.
- Anti discrimination and related policy.
- Business and performance plans.
- Ethical standards.
- Privacy policy and statements.

Assistance sought from appropriate personnel:

The organisation chart will assist you to identify the most appropriate personnel to provide assistance when required. You are not expected to know everything about the organisation. However, you need to know who to go to when you do have questions. Consult the organisational structure to determine who the best person is to be able to answer your questions.

Because governments, regulatory authorities and financial institutions publish a large amount of information on their web sites, this may also be an appropriate source of information. Individual company procedures may recommend that you consult these sites before seeking the assistance of other staff. You should therefore also become familiar with these websites and the information provided by them.





Practice

Practice activity 4

Refer to Qatar Connect's organisational structure in Appendix 1 and state the title of the person you would seek advice from.

- ▶ You are an employee in the Sales Department and you have an enquiry from a customer requesting information about delivery times for our products.

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- ▶ You are an employee in the factory and you think there is a mistake in the calculation of your overtime for last week.

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- ▶ You work in the Administration Department and you are uncertain of where the 'emergency evacuation' assembly point is.

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- ▶ You work in the Sales Department and you have been asked to set up a display of marine communication supplies. You are uncertain as to how one particular radio works.

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Employee and employer rights and responsibilities:

Employees and employers in any business organisation have certain rights and responsibilities.

You need to have an understanding of these rights and responsibilities for a number of reasons:

- so that you understand what rights you have, and when an employment practice might be in breach of those rights.
- so that you have an understanding of your responsibilities towards others in your workplace and what responsibilities those others have towards you.
- so that you are aware of the rights of others and do not take away, or adversely affect, any of those rights by your actions.

The rights and responsibilities of employers and employees will always be subject to the law of the country(ies) in which the organisation operates, and the law may differ widely in terms of such things as paid leave, minimum salaries, who pays for protective clothing, sickness benefits and so on.

What is a right?

A right is something which is due to a person by law or tradition or nature. For example, employees have a right to work in a safe workplace.

What is a responsibility?

A responsibility is a duty or obligation that one party has to another. Both employers and employees have responsibilities to each other in the workplace.

An organisation cannot make rules which are in complete opposition to legislation or general legal principles of that country. The consequences of not observing the law can be very serious. Depending on the particular country, there can be criminal penalties and/or civil penalties and these can apply to the organisation itself and/or employees.



Both employers and employees have responsibilities in the workplace

Employees:

In Australia, Fair Work Australia is the organisation responsible for establishing the rights of employees. The Fair Work Information Statement is to be provided to all new employees by their employer as soon as possible after the commencement of their employment.



Practice

Practice activity 5

Download and print a copy of the Fair Work Information Statement. (www.fairwork.gov.au).

Refer to the 10 minimum workplace entitlements listed in the Fair Work Information Statement and complete the statements below:

- 1 A maximum working week of hours for full-time employees, plus 'reasonable' additional hours.
- 2 A right to request working arrangements to care for a child under school age, or a child (under 18) with a disability.
- 3 Parental and leave of months (unpaid), with a right to request an additional 12 months.
- 4 weeks paid leave each year (pro rata).
- 5 Ten days paid personal / leave each year (pro rata), days paid compassionate leave for each permissible occasion, and two days unpaid carer's leave for each permissible occasion.
- 6 Community service leave for jury service or activities dealing with certain or natural disaster. This leave is unpaid except for jury service.
- 7 service leave.
- 8 Public holidays and the entitlement to be paid for hours on those days.

- 9 Notice of and redundancy pay.
- 10 The right for new employees to receive the Fair Information Statement.

In addition to these minimum entitlements, legislation ensures that employees are also entitled to the following basic rights:

- A safe and healthy working environment.
- Appropriate instructions and training.
- Appropriate feedback on your work performance.
- Respectful treatment from others.
- Equal opportunity.
- Freedom of harassment or discrimination.
- Promotion based on merit.
- Access to grievance procedures.
- Access to an appeal mechanism for unfair dismissal.

In Qatar, the legislation covering the rights of employees is called the Labour Law State of Qatar.

The relevant sections of this legislation are:

- Part Three** Regulation of the employment of workers.
- Part Four** The individual labor relationships.
- Part Five** The disciplinary power of the employer.
- Part Six** Wages.
- Part Seven** Regulation of the working hours and leave.
- Part Eight** Employment of juveniles.
- Part Nine** Employment of women.
- Part Ten** Safety, vocational health and social care.
- Part Eleven** Work injuries and compensation there of.
- Part Twelve** Workers organisations.



Practice

Practice activity 6

Download and print a copy of the Labour Law State of Qatar. Answer the following questions.

► *What is the definition of a worker?*

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► *What is the definition of a wage?*

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- *List the terms concerning the individual labour relationship. (Part Four, Article 38)*

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- *How often should workers be paid? (Part Six, Article 66)*

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- *What are the maximum ordinary working hours? (Part Seven, Article 73)*

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Employers:

In Australia, an employer has the right to expect that employees will be punctual and will carry out the work they have been employed to do.



There is also an expectation that employers provide a safe work environment and that employees contribute to the maintenance of this safe work environment.

Employers have the right to be able to dismiss employees who do not complete the duties outlined in their job description.



Employers also have rights and can expect the following from employees:

- Punctuality.
- Performance of duties competently.
- Treatment of other employees and customers fairly and courteously.
- Comply with the organisation's code of conduct.

Employers should also ensure the following are provided for employees:

- Job description.
- Resources to carry out duties.
- Training necessary to carry out duties.
- Procedures manuals.
- Workplace free of discrimination and harassment.
- Safe workplace that complies with OHS regulations.
- Correct and timely payment of wages.

In Qatar, the same labour law is used to identify the rights and responsibilities of employers. The relevant parts are the same as those for employees.

Employers should ensure the following are provided for employees:

- Service Contract.
- Nature and type of work and the place of contracting.
- Resources to carry out duties.
- Safe workplace including PPE where necessary and first aid facilities.
- Timely payment of wages at least fortnightly.
- Provision of annual leave with full wage.

Employers must also maintain the following:

- Workers' register.
- Wages register.
- Register of penalties.
- Register of work injuries.
- End of service register.



Duty of care, legal responsibilities and organisational goals and objectives:

Legal responsibilities:

There are many laws and regulations a business has to satisfy. These add up to a lot of regulations and expenses for a business, but these are part of the costs of doing business.

Following are some examples of how businesses have to comply with government legislation.

- Company directors have to disclose key information about their company's finances to government authorities.
- Business organisations have to pay the appropriate amount of taxation and submit regular returns to government taxation authorities.

- Businesses can be fined if they do not treat their customer fairly and provide accurate information about products and services they provide to the public.
- Deceptive and misleading advertising by business organisations can also lead to prosecution by government authorities.
- Businesses can also be subjected to prosecution if they discriminate when hiring employees or when dealing with the public.

Complying with organisational goals and objectives:

When an employee commences working for an employer it is your responsibility to find out as much as possible about the nature of the business you are working for, the type of work you will be required to complete and the work environment in which you will perform these duties.

It will therefore be important that you gain an understanding of the organisational goals and objectives. These goals and objectives will be found in a range of organisational documents such as company policy and procedures, business plan, company vision and mission statements, annual reports, strategic plans etc.



What is the organisation aiming for?

A goal or an objective is a statement indicating intent or purpose. A student goal may be to achieve A grades in all of your subjects. A sports person's goal may be to play professional football. A goal or objective should be measurable and indicates the point at which a person must reach in order to be successful.

Organisations also have goals. Organisational goals can include such things as:

- ▶ to increase profit.
- ▶ to record a decrease in work-related accidents.
- ▶ to prepare a marketing campaign that results in increased sales turnover.
- ▶ to implement improvements in literacy of students.

If you are aware of what the organisation's goals and objectives are, you and your colleagues can work towards achieving these same goals.



► Why do you think it is important for an organisation to establish goals and objectives?



Practice

Practice activity 8

► *List below some of your own goals and objectives.*

➡ Educational goals and objectives.

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➡ Sporting/personal/other goals and objectives.

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Vision and mission statement:

The company vision will be a very general statement outlining why the organisation exists and what it plans to achieve. For example, the vision statement for a bank could be to become the leading provider of financial services to small business enterprises in the Middle East.

A mission statement will support the vision and will generally provide more information as to how the vision can be achieved. For example, the mission statement for the same bank above could be “We aim to provide the highest level of customer service and the broadest range of internet services to SMEs within a banking environment that supports current regulatory and ethical practices”.

The website for Qatar Power identifies the following vision and mission statements.

Qatar Power’s vision statement:

To make the plant available as and when required AND to satisfy the customer’s requirements economically, efficiently and effectively with NO compromises on safety, environment and quality aspects.

Qatar Power’s mission statement:

To be an efficient and effective IWPP in the region to provide water and electricity to the State of Qatar at all times, in a safe, environmentally clean, reliable and economical manner without compromising on the quality aspects.





Practice

Practice activity 9

Using the Internet, locate the website for a local company you are familiar with and search this site for their vision and mission statement.

Company name	
<i>Vision</i>	
<i>Mission statement</i>	

The information below comes from the website of the Doha Bank. While it does not specifically use the words vision and mission statement, it states quite clearly the vision of the bank and how it plans to achieve this vision.



Banking has transformed, with Doha Bank

Doha Bank is the largest private commercial bank in the State of Qatar. It was incorporated in 1978 and commenced its domestic and international banking services in Doha, Qatar on March 15, 1979.

As one of Qatar's leading financial services company, Doha Bank is committed to making banking work for customers and clients like it never has before.

Through innovative technologies and the ingenuity of its people, Doha Bank provides individuals and commercial, corporate and institutional clients across Qatar and even internationally, new and better ways to manage their financial lives.

The company enables customers to do their banking and investing whenever, wherever and however they choose through an extensive network, and multiple access channels.

Doha Bank aims to be recognised as a dynamic, modern bank with enduring age-old values. The bank has achieved very impressive results in over two decades of its history. This has been a combined result of the management's foresight, employee dedication and tremendous customer response.

We now look forward to a promising future, with better banking experiences for our customers, better returns for our shareholders, and an even more progressive and prosperous environment for our employees.

(Doha Bank Website)



Practice

Practice activity 10

It is important you understand the difference between these three terms. Complete the summary below in your own words.

Vision	
Mission	
Goals	

Duty of care and legal responsibilities:

We must all individually work within the law in the country in which we live. The same applies to the organisation itself. Therefore, it follows that the organisational goals and objectives, vision and mission statements, must not be in breach of the law.

Depending on the country you work in, there may also be additional duties and legal responsibilities which are not always written down in legislation, but which are nonetheless 'law'. In some countries these laws might be described as 'common law rules', derived from what the courts have decided in that country, or they might be rules set down by the rulers of that particular country.

A general 'duty of care' will apply in the majority of countries and this might simply be described as making sure you do not do harm to, and protect, those for whom you are responsible.

This 'duty of care' will be different depending on a person's employment.

For example, a person who prepares food products for others to consume has a duty of care to make sure that the food is good and does not make anyone ill. In some places, this might also include a duty to include a list of ingredients, so that people who are allergic to certain ingredients will not consume that product.

A person who sells dangerous machinery would, in many cases, have a duty of care not to sell such machinery to someone who did not have experience in safely operating that machinery.

Job roles and responsibilities:

Roles and responsibilities of both colleagues and supervisors are identifiable through employee job descriptions and organisational charts.

Organisational charts are extremely helpful in identifying who and where you can go to get assistance when required.



Practice

Practice activity 11

Refer again to Appendix 1 and answer the questions below.

► *How many departments are there in Qatar Connect?*

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► *Who do you think would make up the senior management team?*

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► *Who is the Warden in the Factory?*

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Job descriptions:

Job descriptions should indicate to the person performing the role or being recruited for the role, what the purpose of the job is and what tasks are required of the job to fulfil the requirements for the role.

A job description may also include the following:

- organisational hierarchy.
- authority.
- supervisory requirements.
- working conditions.
- equipment used.
- physical requirements.
- qualifications required.





Practice

Practice activity 12

Refer to Appendix 2 for an example of a job description for an Assistant Retail Manager and answer the following questions.

► *How many hours per week can you expect you would have to work?*

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► *What subjects do you need to be good at?*

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► *How much previous experience do you need?*

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Practice

Practice activity 13

Read the job description below and complete the missing information. The description is for an employee working in the Payroll Department of the Al Sadd branch. See how many duties you can add to the position description.

Position description	
Position:	No 114488
Job title:	Assistant clerical
Job grade:	Level
Department:	Banking
Division:	
Branch:	
City/town:	
Role:	Provide clerical and administrative support to the Payroll team.
Duties:	
	1. Receive incoming call and deal with enquiries.
	2. Provide support to the Payroll Manager.
	3. Answer payroll enquires form other staff.
	4.
	5.
	6.
	7. Other duties as required.

Standards and values:

A standard is a specification that is an explicit set of requirements for an item, material, component, system or service. Therefore there is a set of benchmarks of how things should be done in the organisation. For example, if the business sells hot coffee, the standard may be that it is always hot and delivered to the customer within a set amount of time.

A value or value system is a set of consistent values and measures used for the purpose of personal integrity. Within the business environment, a value system sets the parameters for employer and employee behaviour and relationships within the workplace.

Whether or not an organisation has an actual document in place which sets out its standards and values, it will not take you long to appreciate what these are.

These standards and values will differ between organisations, but hopefully you will work for an organisation which aims for a high level, and where those who head the organisation, lead by example.

You will also be a contributor to the standards and values of the organisation, and need to learn to differentiate between standards and values which are good and aspire to high achievement, and those which need improvement.

If you do not learn to identify standards and values which may be detrimental to the organisation and do something about it, then you are letting yourself down, as well as the organisation for which you work.

In order to identify potentially detrimental standards and values, you first need to identify what the organisation's standards and values (aims and goals) are.

In an organisation such as Qatar Connect the organisation's aims and goals are set out. In another organisation which does not have these written down, you might have to ask questions to find out.

Then you need to determine to whom you communicate your concerns. If you were not certain you would need to consult the organisational structure to identify the most appropriate person.

Core values:

In addition to the vision and mission statement, many organisations establish a list of core values that they see as an important means of achieving their goals and objectives. Adhering to core values such as honesty, integrity, professionalism, accountability etc inspires trust in the organisation.

Qatar Power's website identifies the following as their core values:

The Company's core values have been defined as follows:

- ➔ **Fiscal discipline** - minimising waste where possible and cutting out extravagance in business related expenditure.
- ➔ **Integrity of communication** - an open and honest communication style whilst at the same time respecting our confidentiality obligations.
- ➔ **Respect for the individual** - respecting the opinions of colleagues - zero tolerance for verbal or physical abuse - to value and respect one's culture, religion, nationality and gender.
- ➔ **Safe behaviour** - zero accidents and incidents - behaving safely all day, everyday.
- ➔ **Team first culture** - requires complete sharing of necessary information, inclusion rather than exclusion and a 'lend a hand' philosophy at all levels of the Company.

Standards and values that are detrimental to an organisation can include the following:

- Drug and alcohol abuse.
- Fatigue.
- Bullying and harassment.
- Stress and overwork.

An organisation will often include a code of conduct in its policy and procedures manual. A code of conduct describes the rules about how an organisation's employees are expected to deal with each other and with its customers. These serve as a public statement of the values of the organisation and are a clear guideline for employee behaviour. These act as a reference for employees in their day-to-day decision making.

Refer to Appendix 3 for an example of a code of conduct.



Practice

Practice activity 14

Create your own student code of conduct for your school on the next page. The introduction should identify the school and the purpose of the code of conduct. Use at least the following headings:

- Punctuality.
- Dress and appearance.
- Time lines.
- Behaviour.

Code of conduct	
<i>Qatar Banking Studies and Business Administration School</i>	
<i>Punctuality</i>	<hr/> <hr/> <hr/>
<i>Dress and appearance</i>	<hr/> <hr/> <hr/>
<i>Time lines</i>	<hr/> <hr/> <hr/>
<i>Behaviour</i>	<hr/> <hr/> <hr/>

Contribute to a safe work environment:

While it is the employer's responsibility to provide a safe work environment, it is the responsibility of all employees to work safely to protect themselves and others from injury.

Safety procedures:

Policies and procedures will be developed to minimise workplace hazards.

Employers are also responsible for providing current information to employees about OHS issues through induction programs and ongoing OHS training.

Employees are responsible for working in a manner that does not endanger their own health and safety and that of other workers. Employees have a responsibility for following OHS procedures when using equipment etc. They are also responsible for identifying workplace hazards and for reporting these to the OHS committee or representative.

OHS safety procedures that should be considered:

- OHS roles and responsibilities and policies and procedures.
- Appropriate workplace induction processes.
- Displaying appropriate health and safety brochures, magazines etc.
- Performance of specific work activities.
- Keeping the workplace clean and tidy.
- Operator training in the use of new equipment.
- Legislative compliance.
- Hazard and risk identification and reporting procedures.
- Completing required documentation.
- Resolution processes for issues and concerns.
- Design of safe workplace procedures.
- Awareness of the consequences of poor safety management.

Identify designated personnel:

While the employer must provide a safe workplace, the employee is responsible for the early identification of hazards. Often, the employee will be in a much better position to be able to identify workplace hazards and issues.

The employee should be aware of who the OHS officer is and what procedures have to be followed to report the hazard.



All hazards should be reported to the OHS officer

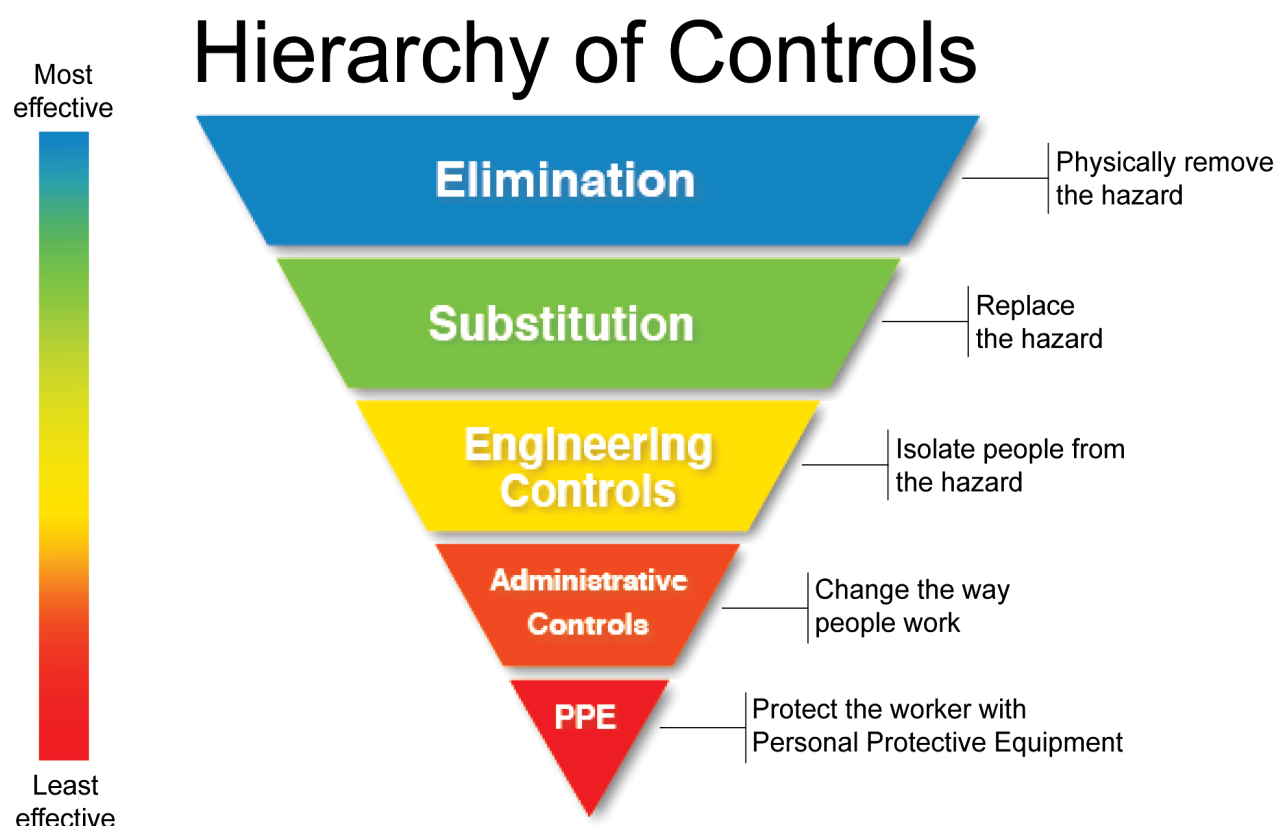
Eliminate hazards and reduce risks:

Workplace hazards are those conditions that will cause harm to employees in the workplace.

Risk refers to the likelihood of an accident or injury occurring as a result of a hazard.

It is the role of the workplace OHS officer to assess risks and identify how to best eliminate the workplace hazard.

The diagram below shows the preferred options for implementing possible solutions and controls.



Hierarchy of risk control

The preferred option is to eliminate the hazard from the workplace.

In some cases it may be possible to substitute the hazard or the conditions causing the hazard with something that is less hazardous.

Hazardous situations or equipment can be redesigned or engineered to reduce or eliminate the risk.

Administration processes can be used to adjust work conditions and redesign jobs to eliminate the risk or hazardous situation.

The least preferred option is to introduce Personal Protective Equipment (PPE). The objective of OHS is to make workplaces safe – to eliminate hazards, not to make employees work around the hazard by providing PPE.

Responding to emergency incidents:

In emergency situations, staff need to be alerted as quickly as possible so they can take appropriate action.

Emergency warnings may include:

- Advice from designated officers.
- Alarms triggered by automatic fire detectors.
- Automatic sprinkler systems.
- Closed circuit television(CCTV).
- Communication equipment.
- Electronic warning systems.

When an emergency warning sounds, staff should respond promptly and in a calm manner. The response should be consistent with what staff have learnt in induction training.



A typical response would be:

- Hear the fire alarm and prepare to evacuate the building.
- Evacuate the building and proceed to your designated assembly area.
- Report to your fire warden or designated OHS officer.
- Remain in the assembly area until you are advised that you can re-enter the building.

Work in a team:

Teamwork is defined as a cooperative and coordinated effort on the part of a group of people acting together as a team to achieve a common cause.

Teams generally contain groups of people with complementary skills and committed to a unified goal.

The success and effectiveness of a team is based on working together and combining experience and expertise. Successful teams are based around trust, mutual respect, helpfulness and friendliness.



The achievements of a team of individuals working as one, far outweighs each individual working on their own

A team will have the following characteristics:

- proper distribution of tasks.
- clear communication.
- focus and vision.
- complementary skills.
- passion for work.

Your assessment will involve completing a task in a group. You will have to demonstrate to your teacher that you can complete these tasks as an effective team member.

Being courteous and helpful:

Many workplaces have a code of conduct that states how everyone in the workplace should behave as an individual and towards others.

Courtesy is polite behaviour or demonstrating good manners.

People like dealing with others who are courteous and helpful. While it is not always possible to be helpful, it is always possible to be courteous.

Courteous behaviour will:

- make communication between people much easier.
- generally cause others to behave courteously.
- minimise disputes and misunderstandings.



Practice

Practice activity 15

Refer to the code of conduct in Appendix 3. What attributes does it require of individuals working in a team?

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Read the following conversations to see what difference a courteous approach can make to customer relations.

You are working on the front counter in a shop and a customer enters your shop. The following conversation occurs.

You:	'Good morning sir, how can I help you?'
Gentleman:	He walks right up to your counter and wildly waves a smelly bag ten centimetres from your nose, 'This chocolate milk, it's no good, it smell terrible!'
You:	'Did you buy the milk from this shop,sir?'
Gentleman:	Waving the bag even more closely in front of you, 'This milk smells, you should be sued. This milk cost 20 riyals and I want my money back now. It was the first time I've been here and I won't be coming back!'
You:	'Did you buy it here,sir?'
Gentleman:	Looking very angry, 'Do you think I'm stupid? Of course I bought it here just two days ago.'
You:	Well, can you tell me who served you?'
Gentleman:	Loudly, 'How do I know who served me? It was sometime in the afternoon, whoever was here then. He was very tall with dark hair and a green shirt. Are you calling me a liar now?'
You:	'I was just asking, because it wasn't me who served you and we don't have a worker who is very tall with dark hair!'
Gentleman:	'So you're calling me a liar!'
You:	'Well we don't have a very tall worker.'
Gentleman:	Throws the bag across the counter, and shouts, 'I'm going to tell everyone not to come to this shop which sells milk that smells terrible.'

Compare this to the same scenario, but where you go out of your way to be courteous and helpful:

You:	'Good morning sir, how can I help you?'
Gentleman:	He walks right up to your desk and wildly waves a smelly bag, ten centimetres from your nose, 'This chocolate milk, it's no good, it smells terrible!'
You:	'Yes sir, you are right, it does not smell very good at all. Could you please tell me when you purchased it, and if you can remember who served you?'
Gentleman:	Still waving the bag, but a bit more slowly, 'This milk is bad, you shouldn't be allowed to sell milk past its due date.. This cost 20 riyals and I want my money back now.'
You:	'Yes sir, it does smell awful. If you could please tell me when you purchased it, I will speak to the owner straight away.'
Gentleman:	Looking less angry, 'It was two days ago around 4.00 pm, and the person who served me was very tall with dark hair and wearing a green shirt. I want my money back.'
You:	'Please take a seat sir, and I will speak with the owner. May I offer you some tea while you are waiting?'
Gentleman:	Sitting down, 'No tea, but thank you for your courtesy.'
You:	After consultation with the owner, 'Sir, excuse me, I telephoned the owner who is not here at the moment. He said he remembers serving you. He told me to apologise to you, and give you your money back, together with some complimentary milk products. He sold that milk on behalf of another shop which closed early that day, but did not realise that it was past its due date. We are extremely sorry that this has happened, and thank you for telling us about it.'
Gentleman:	'So you're going to give me my money back?'
You:	'Yes sir, and we hope that you will allow us to give you some complimentary flavoured milk drinks as well to compensate you for our mistake.'
Gentleman:	'Well, thank you! I will certainly come back to this shop again.'

Complete tasks as required:

Your organisation will be relying on your team to get tasks completed on time. Therefore, the team will be relying on the individual members to get their jobs done quickly.

It is necessary to follow instructions provided by your supervisor. If you are having difficulty completing a task:

- ask your supervisor.
- review policy and procedures manuals.
- request a formal training.
- request that someone provides on-the-job coaching.
- If time is an issue, review your time management skills.
- don't let email sit in your inbox.
- do important things first.
- organise a to-do list each day.
- be slow and methodical with your work.
- know when you do your best work.



Completing an assigned task generally sounds a fairly simple process. However, read the example on the following page to fully appreciate what can be involved in clarifying instructions and completing tasks on time.

- ➡ This is your first week in your new workplace. Today, your supervisor has given you a list of customers, a description of the work the business has done for those customers, and the cost of the work to be billed to the customer.
- ➡ You have been instructed to type and post an invoice to each customer with a covering letter.
- ➡ What your supervisor has given you, in addition to the above instructions, is a sample invoice and the accompanying procedures manual.

Now, going back to your task. It seems simple enough on the face of it. However, if you consider the task further, there is still a great deal of information you need. Some examples of questions are shown below.

- Do you have to manually type the whole invoice, or is there a computer template of the invoice, and, if so, where do you find it?
- If there is a computer template, is there a program which allows you to enter data and which then automatically populates (fills in) the invoice, and, if so, how do you access that program?
- Do you know whether the invoice is to be prepared in duplicate or triplicate?
- Who do you give the duplicate or triplicate invoice(s) to?
- You can see that invoices need to be signed. Are you an authorised person for this purpose, or does someone else need to sign the invoice and, if so, who is that person?
- What is a 'covering letter' and what information needs to be included?
- Is there a standard format for the covering letter and, if so, where do you find it?
- Who is authorised to sign the covering letter?
- What type of envelopes does the business use and where do you find these envelopes?
- Depending on the type of envelopes used, how do you fold the invoice and covering letter?
- How do you post the envelopes? Who has the stamps or does the business have a franking machine? Is there an outgoing mail tray for everyone in the business or your section?
- Is there anything else you need to know, such as the time frame in which you need to complete your task?

As you can see, many questions need to be answered before you can successfully complete tasks allocated to you.

Seek assistance:

Having organised your questions into a logical order, you need to approach the appropriate persons with your questions. What you need to do is consider how you ask the questions. Consider the following different scenarios.

Scenario 1:

You approach your co-worker, Samy Ahmed, who is sitting at the desk near you. From what you hear, it is clear that he is speaking on the telephone to a customer. You stand right in front of Samy's desk, holding up your list of questions and you stare at him.

Samy puts his hand over the telephone mouthpiece and whispers that he will come and see you in a moment when the telephone conversation has been completed. You continue to stand right where you are, tapping your foot with impatience, after all, you do need this information as soon as possible.

Samy again puts his hand over the telephone mouthpiece, and whispers that he will attend to you in a moment. He is starting to look uncomfortable. You continue to stare at Samy until he completes his call.

Scenario 2:

You approach your co-worker, Samy Ahmed, who is sitting at the desk near you. As you approach Samy's desk, you notice that he is speaking on the telephone, and from what you hear, it is clear that he is speaking to a customer. You hesitate. Samy notices you, puts his hand over the telephone mouthpiece, and whispers that he will come and see you in a moment when the telephone conversation has been completed. You acknowledge this and go back to your desk, keeping a watch for when Samy might be free to help you.

In Scenario 1, you have not only made Samy Ahmed uncomfortable, and perhaps disrupted his train of thought in his conversation with the customer, but you have behaved in an overbearing manner, which is not the way to behave towards others.

Samy may indeed consider it his duty to assist you, but he is unlikely to do so willingly, and you may have damaged your future working relationship with him. Contrast this with Scenario 2. Here you have acknowledged that Samy is already engaged in a business activity, and that he must complete that activity first. You have not made him feel uncomfortable, or acted in an inappropriate way. Samy will no doubt be very happy to help you when he has completed his task, and will no doubt be very happy to help you in the future.

Clarify instructions:

Knowing when and how to get help is essential. Some problems can be solved by you independently but others will require assistance. Help can be obtained from:

- experienced co-workers.
- in-house experts.
- managers and supervisors.
- external suppliers and consultants.

- When you have to get answers think clearly about the questions you will ask.
- Be aware of the difference between open and closed questions.
- Open questions start with what, when, how, where, who and why.
- Open questions force people to talk more and open up.
- Use closed questions to clarify and verify what you think.
- Closed questions can be answered with a yes or no/true or false.



Be aware of the difference between open and closed questions

Treat others with respect:

Working in a team can often cause tension and conflict. It is important that all members of the team treat each other with respect.



Refer again to the code of conduct in Appendix 3 to see what is mentioned here about respect to others.

You will be dealing with a variety of colleagues and customers, so you need to ensure you are always acting professionally. Some customers may not be pleasant. This is where you need to be professional.

People come into the workplace from a range of backgrounds and with all kinds of experiences and abilities. You must respect this diversity and don't make assumptions or judgements just because of the way a person looks, or their age or sex or their nationality or their religion.

Within a team environment it is necessary that you:

- are aware of the different values of others.
- respect the fact that people are different and respect their right to do things differently.
- accept the fact that you may never fully understand a culture which is not your own.
- avoid stereotyping and labelling of people.
- treat everyone as an individual.

Develop effective work habits:

Identification of work and personal priorities:

We all need a personal life outside of our work commitments. In fact it is very important to pursue personal hobbies and interests. However, employees should always try to keep their work and personal commitments separate.

Therefore, while you are at work you should be 100% committed to work-related tasks.



Practice

Practice activity 16

Saoud has been coaching a junior sporting team when he finishes work at 3.00 pm on Tuesday afternoon. However, he has just received a promotion which requires him to remain at work until 5.30 pm everyday.

- Saoud has to identify his work and personal priorities.
- What would you do if you were in Saoud's position?

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At work we will also have to identify priorities. There will be some tasks that need to be completed before others. It is most important that we take the time to prioritise our work tasks. To do this effectively you will need to establish what is important and what is urgent. Make sure you know the difference.

An important task may be preparing a presentation for a meeting with a new client tomorrow. An urgent task may be calling a client who is considering taking his investments to another company.

The following may assist you to balance your competing priorities.

- You must determine which of your tasks must be completed first.
- 'To Do' lists will assist in identifying the priority of tasks.
- Don't try to achieve too much.
- Be realistic in what you think you can achieve in a day.
- Don't procrastinate!





Practice

Practice activity 17

- *In your own words write down the meaning of procrastination.*

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- *Describe a time when you have procrastinated over doing something.*

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Time management strategies are applied to work duties:

Using effective time management techniques is essential for managing competing obligations.

Techniques:

- Use a daily planner and keep it with you at all times.
- Set time limits to complete tasks.
- Block in times of the day to make telephone calls and read and send email.
- Leave detailed voice messages.
- Encourage other people to leave the information you need on your voice mail.
- Do not attempt to multi task when communicating face to face or on the telephone. There is a greater chance that messages will be misunderstood and more time is wasted.
- Don't hesitate to delegate where you can.



The matrix below is another way to assist with time management. This helps to determine what is and what is not a priority.

	Urgent	Not Urgent
Important	<ul style="list-style-type: none"> ➤ Pressing issues. ➤ Crises. ➤ Firefighting. ➤ Deadlines. <p>1</p>	<ul style="list-style-type: none"> ➤ Prevention. ➤ Relationship building. ➤ Planning and preparation. ➤ Implementing systems. ➤ Professional development. <p>2</p>
Not Important	<ul style="list-style-type: none"> ➤ Interruptions. ➤ Some calls and emails. ➤ Some reports and meetings. ➤ Unplanned meetings. ➤ Popular activities. <p>3</p>	<ul style="list-style-type: none"> ➤ Trivia. ➤ Time wasters. ➤ Unproductive activities. ➤ Everything else. <p>4</p>

- **Quadrant 1** are activities that are urgent and important. These are priority tasks that must be done now.
- **Quadrant 2** are activities that are less urgent but still important. These are important tasks that you must plan to do.
- **Quadrant 3** are activities that are less important but urgent. These tasks have less priority.
- **Quadrant 4** are activities that are less important as well as less urgent. These tasks have low priority.



Practice

Practice activity 18

In the matrix below, list some examples of your own tasks and activities. This will help you to prioritise them.

	Urgent	Not Urgent
	<div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>1</div>	<div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>2</div>
	<div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>3</div>	<div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>➔</div> <div>4</div>

Appropriate dress and behaviour codes as required by the workplace, job role or customer contact are followed:

The manner in which you dress at work has some influence on the way in which you are perceived by fellow workers, managers and customers. The way that you look and the way that you act determine what people think about you and reflects an image of your employer.

Employers require employees to project a professional image to customers, potential employees, and community visitors.

It is important that you read your induction manual carefully to see what the expectations are of your organisation.

In some cases, organisations will require employees to wear a corporate uniform.



Practice

Practice activity 1

List the names of five companies in Qatar who require their employees to wear corporate uniforms.

1.
2.
3.
4.
5.



Appendices

Appendix 1: QATAR CONNECT wll – Organisational procedures manual.

Appendix 2: Job description - retail assistant manager.

Appendix 3: Code of conduct.



Appendix 1

QATAR CONNECT will
Organisational procedures manual.

Mission statement:

To deliver excellence to our customers and maintain excellence within our organisation.

What the organisation does:

The organisation sells a range of communication equipment including:

- Mobile Phones, Smart Phones and Accessories.
- Computers, Fax, Photocopies and Printers.
- Internet installations and connections.
- Two way communications.
- Network communication equipment.
- Wireless communication.
- Marine communication supplies.

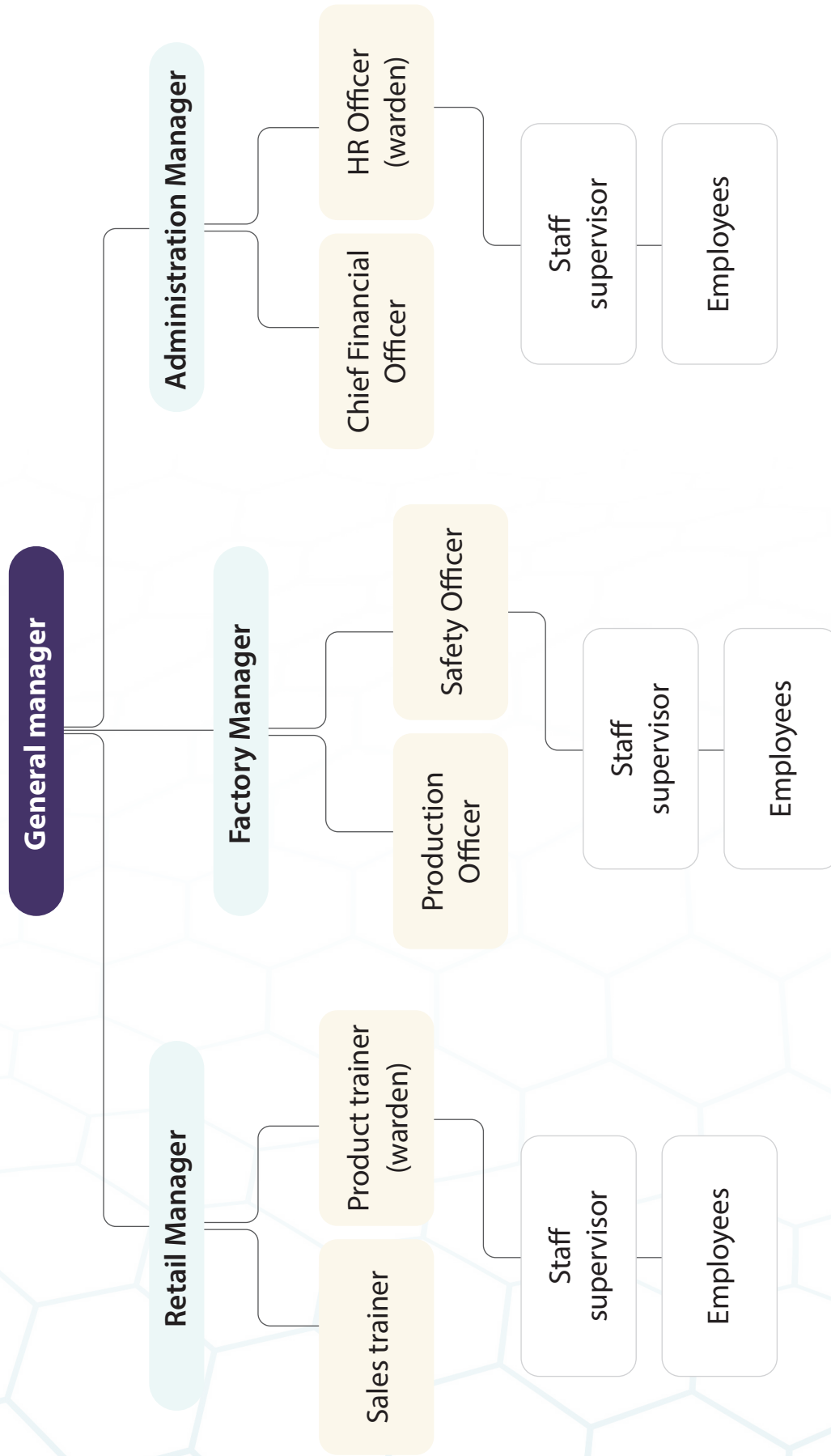
Organisational goals and objectives:

Qatar Connect aims to:

- deliver products of the highest quality and competitive price to customers whilst maintaining a safe working environment for all employees.
- maintain a workplace which provides a clear structure of management, reporting, and responsibility.
- maintain a safe workplace at all times.
- ensure legislative requirements are met at all times.
- ensure all persons, whether they be employees or customers or others, are treated courteously, and without discrimination.
- ensure all employees, whatever their employment duties, receive initial and ongoing training in the legislative requirements affecting the organisation.
- maintain a workplace which recognises and supports the diverse needs of employees.

- maintain the skills of employees by ensuring participation in educational programs.
- promptly attend to any potential breach of legislative requirements or the integrity of the organisation.
- ensure that employees act with diligence, and personal and professional integrity towards each other and towards customers.
- correctly identify customer requirements, and efficiently service those needs within agreed timelines.
- maintain excellence and consistency in the delivery of services to customers
- strive to improve efficiency in the delivery of customer service and the operation of the organisation.
- maintain procedures to promptly identify and rectify any areas of customer complaint or necessary improvement in the delivery of services by the organisation.
- deal with any identified complaint or need for improvement in a positive and proactive manner.
- seek and encourage continuous improvement.

Organisational structure:



General organisational principles:

- 1.1** The General Manager is responsible for the organisation, and from time to time will appoint certain Managers who will be responsible for the day-to-day operations of the organisation.
- 1.2** All employees, whether they be management or other employees, are ultimately answerable to the General Manager.
- 1.3** All and any future employees, whether they be management or other employees, engaged by the organisation must be given a copy of this manual (or any later version).
- 1.4** This manual will be updated where changes in legislation or the interests of the organisation and/or its employees make this necessary.
- 1.5** All new employees of the organisation:
 - a)** must provide references to enable the organisation to verify their experience and expertise, which shall be kept by the organisation.
 - b)** will be given sufficient guidance and/or training to enable them to properly carry out the duties for which they are employed, and/or to attain higher duties.
 - c)** will be given a letter of appointment specifying matters such as salary, scope of employment duties, limit of authority, and requesting an acknowledgment that the employee has read and understood this manual.
- 1.6** No discrimination against potential or actual employees on the basis of age, race or religion or disability, or whether the employee is male or female, will be tolerated; noting that engagement by the organisation requires a high level of written and verbal communication skills, and technical skills depending upon employment duties, and some employment duties may not be able to be performed by an applicant.
- 1.7** The workplace, and workplace practices, will be maintained to ensure employee and customer safety; and employees are encouraged to communicate freely with their supervisor and/or responsible Manager as the case may be, regarding any area of concern.
- 1.8** All employees are encouraged to realise their personal potential within the organisation.
- 1.9** Whilst maintaining necessary employee discipline and allocation of duties, every effort will be made to ensure the job satisfaction of every employee.

Conduct of management:

- 2.1** The area of responsibility for Managers is set out in the organisational chart above.
- 2.2** Managers are answerable to the General.
- 2.3** Managers will report on a weekly basis to the General Manager.
- 2.4** Managers will at all times work within occupational health and safety requirements notified by the organisation, and will ensure all employees under their supervision work within those requirements.
- 2.5** In matters which present a real and imminent threat to the safety of any person, Managers will firstly take such emergency action as is required to minimise or remove the threat, in accordance with the organisation's 'OHS manual', provided that such emergency action does not present a threat to the safety of the Manager, and then immediately report to the Safety Officer and responsible Warden. If emergency action presents a threat to the safety of the Manager, the Manager will immediately contact the Safety Officer.
- 2.6** Managers will consult with other relevant Managers to ensure that their area of responsibility complies at all times with applicable legislative requirements.
- 2.7** Managers will ensure that they undertake further education to ensure that they have up-to-date knowledge of their immediate area of responsibility (eg legislative, technical).
- 2.8** Managers will encourage employees to undertake further education in order to attain higher duties, where appropriate and where employees indicate a willingness to take on such higher duties.
- 2.9** Managers will at all times conduct themselves in a professional manner, and set an example to all other employees.

Conduct of other employees (including supervisors)

- 3.1** Employees will work within the scope of employment detailed in the 'scope of employment duties' document provided to them upon commencement of employment.
- 3.2** Employees will work at all times under the direction of the supervisor or Manager allocated to them upon commencement of employment, or such later allocated supervisor.
- 3.3** Employees will at all times work within occupational health and safety requirements notified by the organisation, and if supervising other employees, will ensure those employees also work within those requirements.
- 3.4** Employees will immediately notify their supervisor if they require further training in order to carry out their employment duties safely and efficiently.
- 3.5** Employees wishing to attain higher duties must first undertake further education commensurate with those higher duties, which further education will be supported by the organisation where appropriate.
- 3.6** In matters which present a real and imminent threat to the safety of any person, employees will firstly take such emergency action as is required to minimise or remove the threat, in accordance with the organisation's 'emergency procedures manual', provided that such emergency action does not present a threat to the safety of the employee, and then immediately report to their supervisor who will report to the Safety Officer. If emergency action presents a threat to the safety of the employee, the employee will immediately contact his/her supervisor and/or the Safety Officer.

Customer contact:

- 4.1** The customer must at all times be treated with courtesy.
- 4.2** The customer must be referred promptly to an employee with the expertise or technical skills to assist the customer.
- 4.3** If the customer cannot be referred immediately to an employee with the expertise or technical skills to assist the customer, the employee having initial contact with the customer must make a legible note of his/her discussions with the customer and promptly provide the note with the customer's contact details to the appropriate employee.
- 4.4** The employee ultimately responsible for providing assistance to the customer must complete the necessary organisation forms (eg order form, request for servicing) and submit the form(s) to the responsible person for approval.
- 4.5** After approval by the responsible person, a confirmation (of the order, servicing, etc) must be given to the Chief Financial Officer, and promptly sent to the customer, which:
 - a)** details the work to be carried out by the organisation (order, service etc)
 - b)** sets out the name of the responsible Manager, and the name of the employee in contact.
 - c)** confirms the cost to the customer, or if necessary a range of costs.
 - d)** confirms the estimated time frame for completion.
 - e)** advises how the customer's personal information will be handled.
 - f)** sets out the name of the person to whom the customer can make a complaint.

Complaint procedures:

5.1 If a customer makes a complaint, the complaint in the first instance will be referred to the Staff Supervisor.

- a)** The customer will be immediately informed of the name and contact details of the Staff Supervisor, and the estimated time frame for consideration of the complaint.
- b)** Where the complaint is about an employee, the employee will be given an opportunity, as quickly as possible, to respond to the complaint by way of a meeting between the employee and the Staff Supervisor.
- c)** The Staff Supervisor and the responsible Manager will determine the complaint fairly and decide whether the employee is to be censured or reprimanded or in a serious case have his/her employment terminated; or whether the customer complaint is unwarranted or of a minor nature.
- d)** The decision of the Staff Supervisor and the responsible will be promptly communicated to the customer and the employee(s), and the employee(s) will be advised of any legislative rights the employee(s) has.
- e)** In determining a complaint, regard will be given to:
 - i)** whether the complaint is proved.
 - ii)** whether the complaint is of a serious or a minor nature.
 - iii)** what redress the customer is seeking, and what avenues may be available to satisfy the customer's grievance if that grievance is real and substantial.
 - iv)** if the grievance is real and substantial, whether it is practical in the circumstances to provide re-training to the employee(s).
- f)** Procedures will be implemented to avoid (or minimise) the complaint recurring.
- g)** A record of complaints and procedures to rectify the matter will be maintained by the organisation.

5.2 If an employee makes a complaint about a customer, the complaint in the first instance will be referred to the Staff Supervisor and responsible Manager.

- a)** The employee will be immediately informed of the estimated time frame for consideration of the complaint.

- b)** The Staff Supervisor will endeavour to resolve the matter between the employee and the customer.
- c)** In determining a complaint, regard will be given to:
 - i)** whether the complaint is proved.
 - ii)** whether the complaint is of a serious or a minor nature.
 - iii)** what redress the employee is seeking, and what avenues may be available to satisfy the employee's grievance if that grievance is real and substantial.
- d)** Procedures will be implemented to avoid (or minimise) the complaint recurring.
- e)** A record of complaints and procedures to rectify the matter will be maintained by the organisation.

5.3 If an employee makes a complaint about another employee, the complaint in the first instance will be referred to the Staff Supervisor of the staff member who is the subject of the complaint and responsible Manager.

- a)** The employee will be immediately informed of the estimated time frame for consideration of the complaint.
- b)** The employee(s) about whom the complaint is made will be given an opportunity, as quickly as possible, to respond to the complaint by way of a meeting between the employee(s), the Staff Supervisor, and the responsible Manager.
- c)** The employee making the complaint may request, depending upon the circumstances which will be taken into account by the Staff Supervisor that his/her identity be kept confidential.
- d)** The Staff Supervisor and the responsible Manager, as the case may be, will determine the complaint fairly and decide whether the employee(s) is to be censured or reprimanded or in a serious case have his/her employment terminated; or whether the complaint is unwarranted or of a minor nature.
- e)** The decision of the Staff Supervisor and the responsible Manager or Director, as the case may be, will be promptly communicated to the complainant and the employee(s), and the employee(s) will be informed of any legislative rights the employee(s) has.

- f)** In determining a complaint, regard will be had to:
 - i)** whether the complaint is proved.
 - ii)** whether the complaint is of a serious or a minor nature.
 - iii)** what redress the complainant is seeking, and what avenues may be available to satisfy the complainant's grievance if that grievance is real and substantial.
 - iv)** If the grievance is real and substantial whether it is practical in the circumstances to provide re-training to the employee(s).
- g)** Procedures will be implemented to avoid (or minimise) the complaint recurring.
- h)** A record of complaints and procedures to rectify the matter will be maintained by the organisation.

5.4 All complaints made by customers about products will be referred to the Retail Manager. The Retail Manager must check the evidence supplied about the faulty product and check all warranty provisions.

- a)** The customer will be immediately informed of the estimated time frame for consideration of the complaint.
- b)** The Retail Manager and the Product Trainer will determine the complaint fairly and decide whether the customer is to be reimbursed or whether a replacement product will be supplied.
- c)** The decision of the Retail Manager be promptly communicated to the consumer and the consumer will be informed of any legislative rights the consumer has.
- d)** In determining a complaint, regard will be had to:
 - i)** whether the complaint is proved.
 - ii)** whether the complaint is of a serious or a minor nature.
 - iii)** what redress the complainant is seeking, and what avenues may be available to satisfy the complainant's grievance if that grievance is real and substantial.
- e)** Procedures will be implemented to avoid (or minimise) the complaint recurring.
- f)** A record of complaints and procedures to rectify the matter will be maintained by the organisation.

General organisational requirements:

- 6.1** All correspondence and documentation must be prepared in a clear and concise manner, using plain English or other language with which the customer and all employees are conversant.
- 6.2** All employee records shall be kept in confidence by the Human Resources Officer, apart from information which is relevant to the employee's supervisor and/or responsible Manager such as in relation to training and educational matters.
- 6.3** All customer records will be kept in confidence by the Chief Financial Officer, who will ensure that customer details such as credit card or banking particulars are protected by password access.
- 6.4** The Retail Manager will maintain a data base of customers of the organisation, and ensure that records are maintained as to whether the customer does or does not wish to receive promotional materials from the organisation.
- 6.5** All cheques or cash or credit card payments received from customers by any employee will immediately be handed to the Chief Financial Officer.
- 6.6** Not with standing the above, the General Manager has access to all of the organisation's records.



Appendix 2

Job description – retail assistant manager.

As an assistant manager in our retail outlet, you will be required to provide support to the manager and also focus and direction for your team.

Your duties will vary. However, it's likely your role will involve:

- Applying commercial skills to meet sales and cost budgets.
- Recruiting, developing and retaining staff.
- Ensuring your team deliver good customer service.
- Meeting operational expectations by implementing and maintaining high retail standards.
- Motivating staff.
- Dealing with enquiries and complaints.
- Serving customers.
- Effective store merchandising.
- Helping organise promotions.
- Managing deliveries from suppliers.

Hours and environment:

You will work 35 hours a week, which is likely to include weekends and possibly evenings, depending on your store's opening hours.

You will have an office base in the store, but will spend much of your time on the shop floor.

Skills and interests:

You'll need a range of skills, notably:

- The ability to work as part of a team.
- The ability to lead and motivate when necessary.
- Excellent communication and 'people' skills.
- A strong commitment to customer service.

- The ability to work under pressure and handle challenging situations.
- Confidence, drive and enthusiasm.
- Decision-making ability and a sense of responsibility.

Qualifications and experience:

To become an assistant retail manager, you will need to be competent in maths and IT. You will also need to demonstrate three to five years' experience in a retail environment.

Income:

Monthly income will depend upon qualifications and experience. However the following is a guide as to what salary you can expect to earn.

- Starting salaries are usually between QR 14,000 and QR 20,000 a month.
- With experience, typical earnings can rise to between QR 21,000 and QR 25,000.
- Some senior store managers can earn QR 40,000 a year or more.
- You may also earn extra bonuses and commission for meeting sales targets.



Code of conduct

Punctuality:

All employees will complete tasks according to the timelines stated for the task.
All employees will report for duty punctually.

Appearance:

All employees will maintain a well-groomed, neat and professional appearance.
They will wear their uniform according to the dress code and have their hair neat and tidy at all times.

Courtesy:

Employees will address all customers, clients and other employees using polite language and a friendly but well-mannered language.

Quality and efficiency:

All tasks will be completed efficiently and to the expected standard as described by the supervisor.

Three Rs:

Employees are reminded of the three Rs of customer service.

- Responsive.
- Reliable.
- Respectful.

Team and group contributions:

Employees should positively contribute to the teams and groups by demonstrating:

- | | |
|--------------------|---------------------------|
| ➤ Courtesy. | ➤ Active listening. |
| ➤ Encouragement. | ➤ Respect. |
| ➤ Acknowledgement. | ➤ Sharing of information. |



Student Activities

Business Environment

Activity 1

A What is an organization?

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B List three characteristics of an organization?

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Activity 2

State "True" or "False" for each of the following statements:

- A** Organizations that work in public sector don't have an organizational Structure. (.....).
- B** The people who work in an organization having a specific tasks, is one of the organization characteristics (.....).

Activity 3

► Complete the following table:

Basis for Comparison	Public Sector	Private Sector
Meaning
Basic objective
Areas
Benefits of working
Job Stability

Activity 4

A What are the factors that affect the structure of an organization?

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B State "True" or "False" for each of the following statements:

1. Organizational chart consists of a series of levels. (.....)
2. The positions at the bottom level in an organizational chart have the greater authority and responsibility. (.....)
3. The organization chart can also be used by employees to identify the most appropriate person to answer any question they may have. (.....)
4. An organization structure shows who is responsible for tasks. (.....)

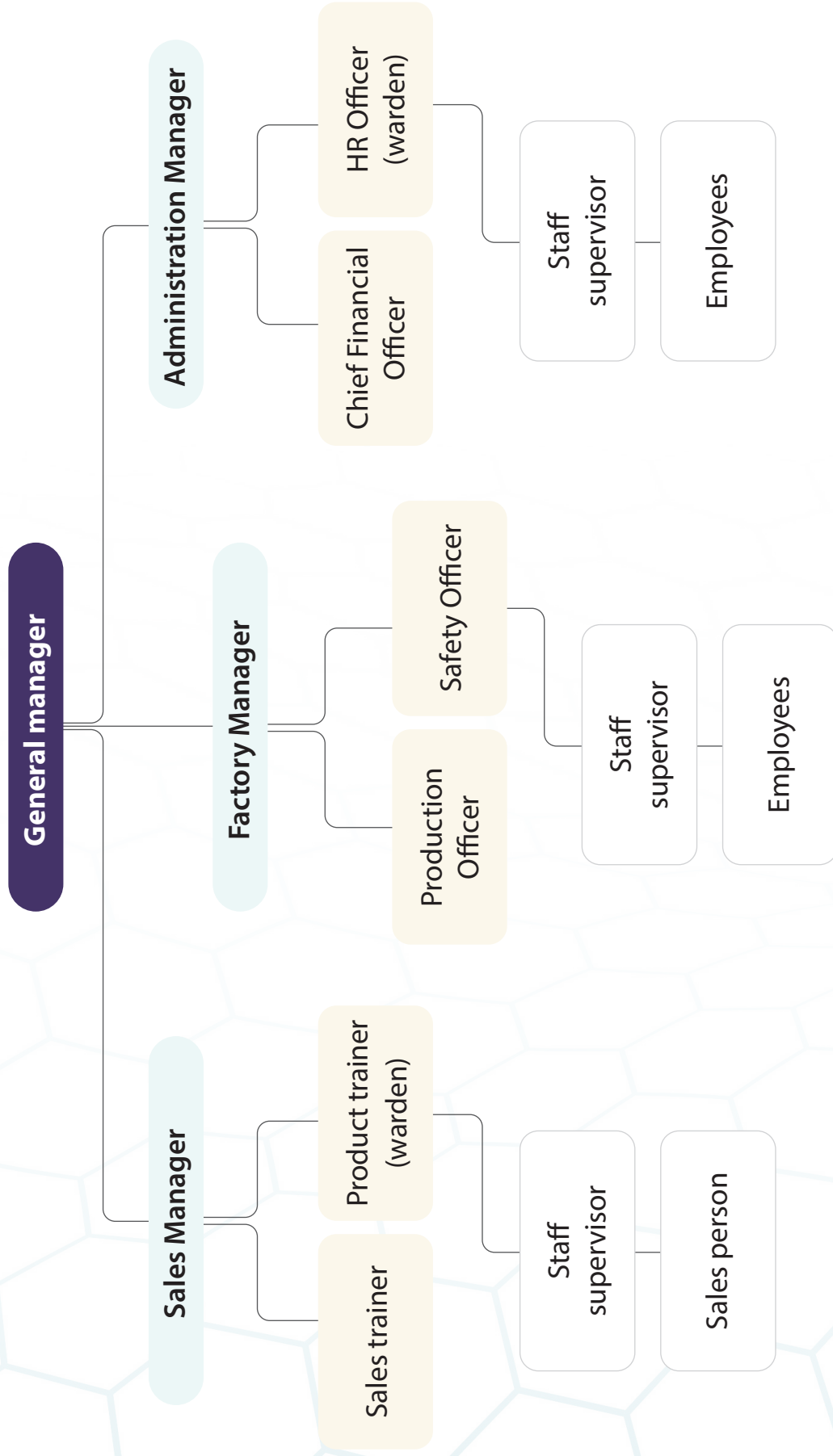
Activity 5

Look at the sample Organizational structure for Qatar Connect and consider the following scenario.

- You have just been employed by Qatar Connect as a Salesperson in the Sales Department.
- Who or what department in the organizational structure is responsible for:

1.	<i>Your day-to-day work.</i>	
2.	<i>The work of all staff within the sales division.</i>	
3.	<i>Your employment conditions and salary.</i>	
4.	<i>Occupational health & safety requirements of all employees within the organization.</i>	
5.	<i>Which manager is responsible for producing products for sale?</i>	
6.	<i>Who is responsible for training staff in how to use new products?</i>	
7.	<i>How many wardens are there in the organization?</i>	

Organisational structure:



Activity 6

Choose the correct answer:

1 The target group of induction program is:

- A. New employees.
- B. Old employees.
- C. Managers.
- D. Supervisors.

2 An organization's policy and procedures manual could include all the following except?

- A. OHS policies, procedures, and programs.
- B. Ethical standards.
- C. Salaries and bonus of all workers.
- D. Goals and objectives, strategic plans, systems, and processes.

3 In your opinion what is the importance of induction program?

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4 What is the importance of a company's policies and procedures?

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Activity 7

A Select the correct words to complete the sentences.

[Instructions](#)
[Reset](#)

Induction

Select the correct words to complete the sentences.

An program should be given to employees. It usually takes place either just to employment commencing or at the of employment.

Induction may be a brief process of introductions to other employees, an overview of the job and specific workplace health and safety instructions.

More inductions may take several days and provide new employees with a more thorough of the organisation, its vision, mission, goals, objectives and structure. Formal inductions may also cover industry and organisational of conduct and company policies and procedures.

[Check answer](#)

<i>New</i>	<i>Formal</i>	<i>Beginning</i>	<i>Induction</i>
<i>Prior</i>	<i>Informal</i>	<i>Knowledge</i>	<i>Codes</i>

B True or false:

1. An induction program is provided to new employees in the organization. (.....)
2. It is not important for employees to attend the induction program in the organization. (.....)

Activity 8

A What are the basic rights for employees?

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B What are the main responsibilities for employees?

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Activity 9

A What are the things that the employers must provide to the employees?

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B What are the things that the employers must maintain?

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Activity 10

1 Who has rights and responsibilities in the workplace?

- A.** Employees.
- B.** Employers.
- C.** Both employees and employers.
- D.** Both managers and employers.

2 Which of the following items are not included in an employment contract?

- A.** Working hours.
- B.** What to say when you answer the phone.
- C.** Sick leave.
- D.** Wages.

Activity 11

1 What is a right?

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2 What is a responsibility?

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3 Why should employees and employers know their rights and responsibilities?

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Activity 12

1 What is the definition of “Organization’s goals”?

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2 Why is it important for an organization to set goals?

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Activity 13

What are the types of organization's goals?

Type	Period	Example

Activity 14

1 What is the definition of the job description?

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2 A job description may also include the following:

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Activity 15

Use the following concepts to complete the table below?

► *concepts (Goal, Mission, Vision, and value)*

	Statement	Concept
1.	<i>Two new offices to be opened in Europe within the next 12 months.</i>	
2.	<i>Respect of individuals for all levels in the organization.</i>	
3.	<i>Aim to become a leading manufacturer of luxury performance vehicles in middle east and Europe.</i>	
4.	<i>Provide the fastest and most luxurious custom-built cars that support current regulatory and electrical practices.</i>	

Activity 16

► *It is important you understand the difference between these three terms. Complete the summary below in your own words.*

Term	Definition	Example
<i>Vision</i>		
<i>Mission</i>		
<i>Goals</i>		

Activity 17

A What is the definition of Legal responsibilities for a business/ a company?

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B Write two examples for a business's legal responsibilities?

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Activity 18

► Match the following terminologies with their definitions:

<i>Informal induction program</i>	<i>vision</i>	<i>Core values</i>	<i>responsibilities</i>	<i>Organizational structure</i>
<i>Policy</i>	<i>organization</i>	<i>Code of conduct</i>	<i>Qatar Labor law</i>	<i>procedures</i>
<i>A standard</i>	<i>Legal responsibilities</i>	<i>right</i>	<i>Public organization</i>	<i>Mission statement</i>
<i>A value or value system</i>	<i>A goal or an objective</i>		<i>Job description</i>	<i>Formal induction program</i>

Terms	Definition
	<i>whereby the new employee will be shown around the workplace, introduced to other employees, provided with an overview of what their tasks will be and given any specific OHS instructions.</i>
	<i>refers to broad statements about how an organization can achieve its objectives.</i>
	<i>support the vision and will generally provide more information as to how the vision can be achieved.</i>
	<i>exists where a group of two or more people work together to achieve a common set of goals and objectives.</i>
	<i>are more specific instructions designed to inform employees how a task is to be completed.</i>
	<i>Organization exists within government departments. Organizations that are owned and operated by the government and exist to provide services for its citizens.</i>
	<i>can take several days and provide employees with a comprehensive knowledge of the goals and objectives of the organization, organizational structure, company vision and mission statement, complete OHS processes, industry and organizational codes of conduct, company policies and procedures manual etc.</i>

Terms	Definition
	<i>a duty or obligation that one party has to another.</i>
	<i>designed to enable employees to be able to work together to achieve the goals and objectives of the organization and depend on the size of the organization, the type of ownership, number of employees, industry sector and goods produced, or services provided etc.</i>
	<i>a very general statement outlining why the organization exists and what it plans to achieve.</i>
	<i>is something which is due to a person by law or tradition or nature.</i>
	<i>the legislation covering the rights and responsibilities of employers and employees.</i>
	<i>is a statement indicating intent or purpose and it should be measurable and indicates the point at which a person or organization must reach in order to be successful.</i>
	<i>There are many laws and regulations a business has to satisfy. These add up to a lot of regulations and expenses for a business, but these are part of the costs of doing business.</i>
	<i>indicate to the person performing the role or being recruited for the role, what the purpose of the job is and what tasks are required of the job to fulfil the requirements for the role.</i>
	<i>is a set of consistent values and measures used for the purpose of personal integrity and within the business environment, it sets the parameters for employer and employee behavior and relationships within the workplace.</i>
	<i>is a specification that is an explicit set of requirements for an item, material, component, system or service.</i>
	<i>It is included within the policy and procedures manual, and it describes the rules about how an organization's employees are expected to deal with each other and with its customers.</i>
	<i>An important mean of achieving goals and objectives established by many organizations such as honesty, integrity, professionalism, accountability etc inspires trust in the organization.</i>

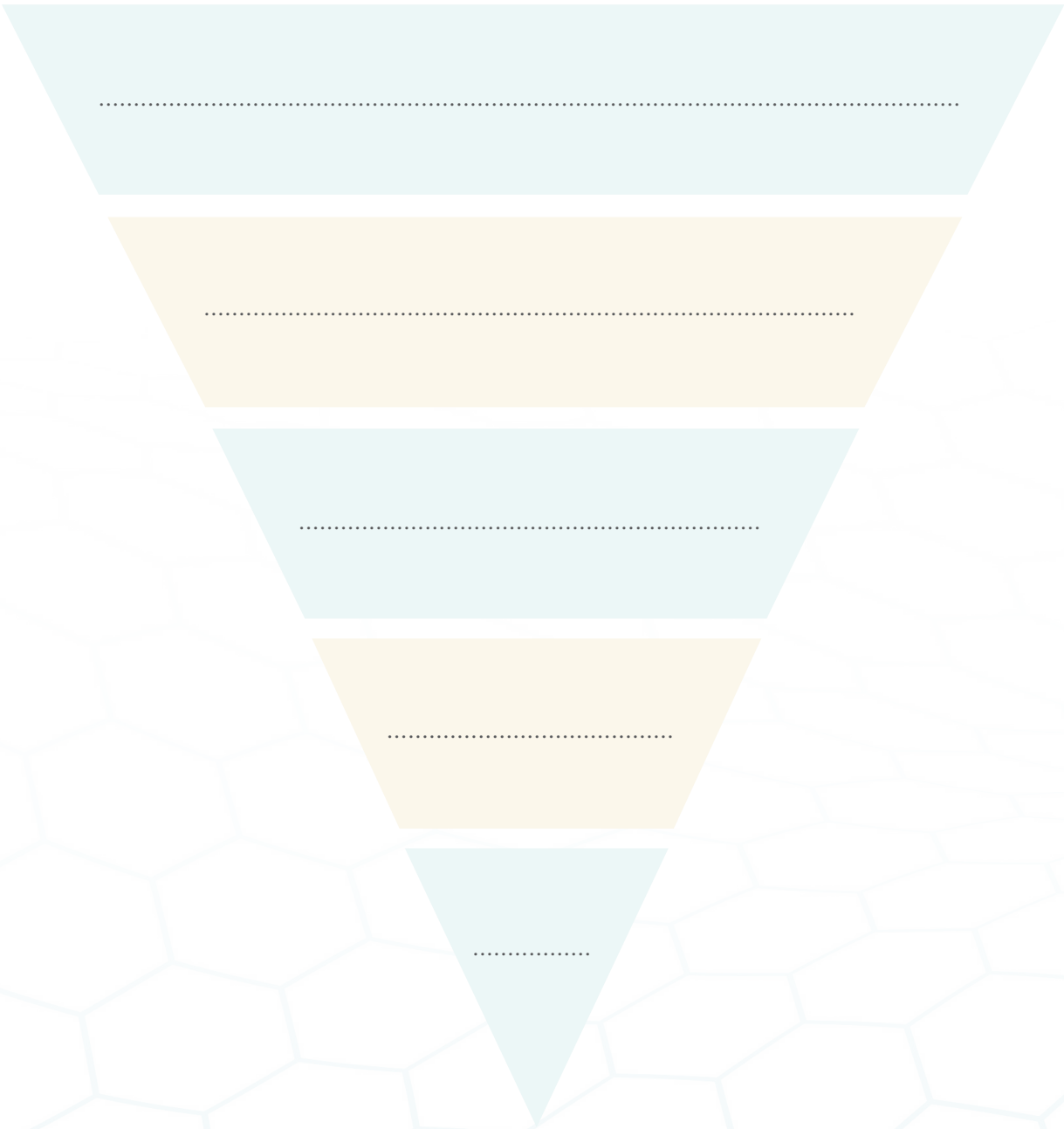
Activity 19

- *Classify the following responsibilities whether they are responsibilities of the employers or employees.*

	Responsibilities	Employer	Employee
1.	<i>Knowing workplace hazards and OHS issues that you are likely to be exposed to.</i>		
2.	<i>Consulting with employees to develop safe work practices, policies and procedures.</i>		
3.	<i>Ensuring that hazards in the workplace are assessed and appropriate measures taken to eliminate or reduce the hazard.</i>		
4.	<i>Understanding OHS signs and symbols in the workplace.</i>		
5.	<i>Knowing who in your organization is responsible for WHS.</i>		
6.	<i>Taking reasonable care for your own, as well as others health and safety.</i>		
7.	<i>Educating employees about OHS in the workplace, including how to identify and report health and safety hazards, training and providing information.</i>		
8.	<i>Ensuring the workplace is safe and work practices are carried out safely.</i>		
9.	<i>Identifying and reporting hazards and OHS issues.</i>		
10.	<i>Providing suitable policies and procedures for managing OHS in the workplace.</i>		
11.	<i>Contributing to a safe and healthy workforce.</i>		
12.	<i>Knowing and following your organization's prescribed OHS policies, practices and procedures and seeking help if you not understand it.</i>		
13.	<i>Ensuring your work practices are safe to yourself and others.</i>		
14.	<i>Being aware of your legal rights and responsibilities for OHS.</i>		

Activity 20

► *List the hierarchy of risk controls on the pyramid below.*



Topic: Work in a team

Activity 1

A What is meant by teamwork?

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B What are the factors that Successful teams are based around?

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C What are the team characteristics?

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Activity 2

A What are the benefits of courteous behavior?

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B Indicate whether each of the following statement is True (T) or False (F):

	Statement	True	False
1.	<i>Teamwork is defined as random effort done by a group of people acting together as a team to achieve a common goal.</i>		
2.	<i>Complementary skills represent one of team characteristics.</i>		
3.	<i>People like dealing with others who are courteous and helpful.</i>		
4.	<i>While it is not always possible to be courteous, it is always possible to be helpful.</i>		

Activity 3

- A** If you work within a team, how do you behave if you have difficulty completing the tasks assigned to you?

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- B** Sometimes the employee needs help from others, who are the most able to help?

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- C** Complete the following comparison table that compares open and closed questions:

Criteria	Open Questions	Closed Questions
<i>Definition</i>		
<i>Type of Answers</i>		
<i>Beginnings</i>		
<i>Time</i>		

Activity 4

- A** What are the key points that team members must recognize to treat each other with respect?

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- B** What are the Three Rs customer service?

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- C** State “True” or “False” for each of the following statements.

- 1.** Closed questions begin with words like is, would, do, what, etc. (.....)
- 2.** More companies are now using individual managers instead of teams to increase productivity in the workplace. (.....)
- 3.** Rotating team roles is a good way to keep all members involved. (.....)
- 4.** Working in a team can often cause tension and conflict. (.....)
- 5.** Punctuality means all employees will complete tasks according to the timelines stated for the task. (.....)

Activity 5

A How to support a team when it does not achieve the desired goals?

B What are the purposes to conduct team meetings?

C Once the goals have been established and agreed upon, work tasks will be allocated according to:

C Active participation by team members includes:

Activity 6

Choose the correct answer:

1 What is a Team?

- A. A group of people working on different things.
- B. A group of people where one member does all the work.
- C. A group of people where one member makes all the decisions.
- D. A team is a small group of people working together for a common purpose.

2 It is always important to yourself, others and the place where you work.

- A. Respect.
- B. Love.
- C. Wash.
- D. Fear.

3 With “teamwork”, members create a strong sense of mutual

- A. Honesty.
- B. Hygiene.
- C. Commitment.
- D. Friendship.

4 skills such as writing, speaking and body language are important work ethics so that you can be clear in your messages to others.

- A. Communication.
- B. Catching.
- C. Performance.
- D. Mental.

5 is important at work because you must be able to work with others, especially if you do not always agree with them.

- A. Honesty.
- B. Teamwork.
- C. Appearance.
- D. Caring.

6 Poor communication

- A. Has little effect on teams.
- B. Is the main reason a team fails.
- C. Is easily corrected.
- D. Does not matter.

7 What is the main attribute that bonds members of a team together?

- A.** Skills.
- B.** Happiness.
- C.** Trust.
- D.** Cake.

8 Benefits of teamwork include

- A.** Increased productivity, motivation, and morale.
- B.** Improved product quality and customer service.
- C.** A & B.
- D.** Neither of the above statements.

9 Cooperative action of a group of people in order to achieve a goal.

- A.** Teamwork.
- B.** Talents.
- C.** Collaboration.
- D.** Emotional Intelligence.

10 Designated roles which depend on the goals of the group.

- A.** Autocratic Leadership.
- B.** Transformational Leadership.
- C.** Transactional Leadership.
- D.** Team Roles.

Topic: Develop effective work habits

Activity 1

- A** Mention five tips those may assist employees at work to balance competing priorities.

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- B** Using effective time management techniques is essential for managing competing obligations, list five of these techniques?

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- C** Classify and write the following tasks and activities into the appropriate quadrants below.

1. Update the manual handling policy and procedures.
2. Book your car in for a service. It is 6 months overdue.
3. Check your emails.
4. Complete a media release due after lunch.
5. Attend a seminar on privacy legislation in Qatar.
6. Your personal assistant has fallen down the steps and appears to have injured herself.
7. Go on vacation to Italy.

	Urgent	Not Urgent
Important	<div>➡</div> <div>➡</div> <div>1</div>	<div>➡</div> <div>➡</div> <div>2</div>
Not Important	<div>➡</div> <div>➡</div> <div>3</div>	<div>➡</div> <div>➡</div> <div>4</div>

Activity 2

A What are the benefits of a corporate uniform for the employer?

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B What are the benefits of a corporate uniform for the employees?

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C In your own words write down the meaning of procrastination and courtesy?

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D What is the difference between important and urgent tasks?

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Activity 3

A The following tasks must be completed today. Prepare a list in order of priority.

1. Minutes of a monthly meeting held yesterday.
2. Draft copy of an invitation to attend a product launch in 3 weeks. Invitations to be issued 2 weeks prior to the launch.
3. One-to-one meeting with your supervisor to get permission to attend a medical appointment this day after 2 hours.
4. Visit the storeroom to obtain more photocopy paper. You have enough papers in printer to complete all day tasks.
5. Inform the OH&S officer about broken glass on the floor.

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B State whether the following statements are true or false:

1. You can ask your supervisor questions if you are having difficulties in completing a task. (.....)
2. For a good work environment, you should stereotype and label people. (.....)
3. All organizations require employees to wear a corporate uniform. (.....)
4. Quadrant 2 are activities that are less important but urgent. These tasks have less priority. (.....)
5. Quadrant 4 are activities that are less important as well as less urgent. These tasks have low priority. (.....)

Activity 4

Choose the correct answer:

- 1** Failing to manage your time can lead to some consequences, like
 - A. Less stress.
 - B. Greater productivity and efficiency.
 - C. Missed deadlines.
 - D. A better professional reputation.

- 2** What is one common time management mistake?
 - A. Procrastination.
 - B. Taking breaks.
 - C. Manage distractions.
 - D. Scheduling tasks.

- 3** Time management is important to...
 - A. Students only.
 - B. Employees only.
 - C. Everyone.
 - D. No one.

- 4** One of the following things is not a scheduling method
 - A. Diary.
 - B. Time tables.
 - C. To do lists.
 - D. Social media.

- 5** Which of the following is a true statement?
 - A. Time management means always doing more than one task at the same time.
 - B. Good time management means never taking breaks.
 - C. Time management is about planning to get tasks done and doing them.
 - D. One way to manage your time well is to ignore deadlines and focus on doing the most fun activities.

- 6** To spend your time productively, you need to have set some
 - A. Possibilities.
 - B. Ideas.
 - C. Boundaries.
 - D. Goals.

- 7** Zeina is following the time management steps. She just made a list of her tasks and estimated how much time they will take. What should she do next?
- A.** She should take a break and eat a snack.
 - B.** She should organize her tasks alphabetically.
 - C.** She should cross off tasks that she does not want to do right away.
 - D.** She should prioritize her tasks or put them in order of importance.
- 8** If you are not sure how long a task will take, you should
- A.** Skip it.
 - B.** Do it last.
 - C.** Give yourself only 5 minutes to finish it.
 - D.** Give yourself extra time to finish it.
- 9** Which of the following is a good time management strategy?
- A.** Forgetting about deadlines.
 - B.** Thinking about the consequences of your actions when you prioritize your tasks.
 - C.** Never looking at a schedule or to-do list and just doing the tasks you remember.
 - D.** Keeping your phone next to you while you study.
- 10** Which word means the time by which something must be completed?
- A.** Chore.
 - B.** Deadline.
 - C.** Consequence.
 - D.** Goal.
- 11** Which word means determine the order for dealing with (a series of items or tasks) according to their relative importance?
- A.** Planner.
 - B.** Prioritize.
 - C.** Schedule.
 - D.** Task.

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