

**Operational Management CEU Training Course \$100.00  
48 HOUR RUSH ORDER PROCESSING FEE ADDITIONAL \$40.00**

Start and Finish Dates: \_\_\_\_\_ *You will have 90 days from this date in order to complete this course*

Name \_\_\_\_\_ Signature \_\_\_\_\_  
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## Operational Management Assignment

1. Tell your former co-workers you intend to treat everyone in the unit alike – and all rules and policies will apply to all equally.

How hard will this task be for you to complete? List some of the pitfalls or problems you may encounter.

**Assignment begins here.**

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**Strive to establish positive relationships with everybody in your unit – especially those with whom you have not enjoyed a good rapport with in the past.**

2. Is there someone that works for you now that you can think of that you have not had a good relationship with in the past? As you think of this person, list the ways that you can create an environment for a change in that relationship.

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3. Create a sense of team spirit – share your unit and departmental goals with your people and ask for their assistance in meeting those goals.

**How can you foster a sense of team spirit among your employees?**

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4. What ways can you bring together the ideas and suggestions of your employees?

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***Always Remember....***

**You are now the person in charge.** If workers think you are still a worker at their level, they will not take your words or actions serious. On the other hand, if you choose to deal with workers on a strict business level only, you will end up alienating many of your workers.

Avoid being one of the gang, but do not neglect the importance of asking for positive feedback and reinforcement from workers and other supervisors. Keeping an open door policy and honoring that whenever possible will encourage your employees to share their ideas with you.

Finding a peer you can trust to bounce ideas off of can be a great asset. You can also use them as a sounding board in the beginning as you strive to be the best manager or supervisor you can be.

5. Identify a mentor or a person that you can bounce ideas off of and describe why this person is important to you.

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6. **Scenario:** Mary has an idea of changing an office procedure to improve customer service. You do not think that her idea will work in your area. Mary is an excellent employee and is very sharp. Her last idea was that you should apply for the supervisor's position and she supported you. How would you handle this situation?

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7. **Scenario:** You have come to find out that the other departments have implemented Mary's idea and have excelled in customer service. Mary knows that she was correct in her idea and that you should have accepted this idea. Mary feels that you do not like her as an employee any longer. You have been very busy in meetings and it appears that you have avoided her for the last week, but she has noticed that you have been talking to Mary's co-worker Pat more than usual.

Pat has been complaining to you about a personal problem at home that is starting to affect her job performance. As soon as Pat walks out of your office, Mary comes in to ask why you have rejected or been avoiding her. **How do you respond?**

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**8. Scenario:** You have been leaving 1 hour early each and every Friday to deliver records to the main office and will usually spend an additional 2-3 hours late because of procedures. One Friday, you left early as usual and realized that you had forgotten an item at the office. You return to your office and realize that Pat and Mary have left also.

Monday morning you ask both of them why they left work early on Friday and they reply "**they follow your lead and leave early on Friday too**". How do you respond?

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**9 Scenario:** After 5 years of service Bill tells you that Pat is stealing supplies, but he doesn't want you to expose his name. You believe that Pat is an honest employee and do not follow through or say anything to Pat.

A week later, your supervisor tells of an anonymous tip and that you must terminate Pat for stealing supplies. You call Pat in the office and shut the door. You ask her if she is involved in any wrongdoing. She says "**yes**", she was dating Bill but broke the relationship off because it was affecting her job performance. She explained that Bill was trying to get even with her, but didn't know what activity he was up to. Your supervisor wants a response from you.

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**Communicate Honestly with Your Boss.** Be willing to accept responsibility for your actions. If you goof, admit it. Do not be afraid of failures. The most successful supervisors have all had failures, but they used them as learning experiences.

There is truth in the adage that if you have not been a failure: you have not been trying hard.

**10. Scenario:** After defending Pat against the theft charges to your Supervisor, the Supervisor wants you to describe a past failure of yours and how that failure has made you a better supervisor.

Your supervisor wants to form an opinion whether a supervisor can make decisions and make mistakes or if it is a better policy that all supervisors' decisions should be made at the executive level instead.

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**11.** What happens when the supervisor leaves the work site?

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**12.** How do the employees react while this supervisor is at the job site?

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## Participative

The Participative style will allow the employees to help make the decisions but the supervisor remains responsible for the decisions.

***“These are our options in getting the job completed on time”***, said the supervisor.

***“I believe this is the best option”***, said one employee and the others agreed.

***“Well, let’s do it that way”***, said the supervisor.

14. What happens if the employee disagrees?

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## Laissez Faire

The Laissez Faire style will allow the employees to do their own thing and they may or may not accept responsibility for the action.

***“We need to lift it and move it to the right”***, said one employee. ***“Slide it to the left”***, said another.

***“Any way you want to do it, just don’t hurt the machine”***, said the supervisor.

A new supervisor may not know which leadership style he or she may be expressing or which style may be best to fit the job situation. It is often a good idea to model your behavior after a successful supervisor you know and respect.

15. Identify a supervisor that you respect and the management style or styles this person uses to supervise.

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16. What other supervisory actions have you observed in successful supervisors?

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17. What are some of the unexpected things that you are likely to encounter in your current job?

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18. What are some of the unexpected things that you are likely to encounter in you current job?

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Thinking things through before we make a decision or react to a situation will aid in a favorable outcome. Think of things that you put on the list you just made. How can you plan now for these things that “**may**” occur? Planning will save you time and worry in the future.

19. What are some things that you can do to plan for those unexpected things on your list?

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20. What are some things that you can think of in your work life that need to be better organized?

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21. Are there some things that you have been putting off doing? If so, list some of them below:

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What do the answers to these questions tell you? They will probably tell you many things if you look at them objectively. They could tell you that you are a passive type of supervisor, or a very aggressive one. For example, they may tell you that you empower your employees to do their job and motivate them along the way, or you tell them what to do every step of the way or leave them out on their own.

Take another look at your responses to these questions. Do you see room for improvement?

22. What steps do you need to take personally after looking at these questions?

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**Step 1: Make a list of all the possible courses of action.**

23. List all of the things that are possible with the of the decision-making process even if they seem ridiculous now, put them down on paper.

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**Step 2: Review the reasons you are making this decision.**

24. As you review the reasons for making this decision, do so objectively. Try not to rationalize and defend your own point of view. Look at all your options first and then make your decision.

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**Step 3: Weigh the good and bad consequences that can happen because of each possible action.**

25. The outcome, although it is the proper thing to do at the time, may not always be positive. Think of ways to curb the lack of buy-in from your employees before you announce the decision.

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**Step 4: Add any new actions that may have come as a result of Steps 2 and 3.**

26. After you have made any changes because of this process, make sure the **Do Nothing** choice is one possible action. Sometimes the solution to a problem is to do nothing. Some things are a result of the natural interaction between people and they will work themselves out of it if left alone. What are some things that you thought of in this process that you would need to add now?

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**Step 5: Now, make the decision and make plans to reduce the risks that may show up because of the decision.**

27. What are some of the risks that may show up after the decision is made and announced to your employees?

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28. What is the problem and who are the players or those affected by the problem? Think of a current problem and write it below.

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29. What are the possible solutions for this problem? Often times there are more than one proper solution to a given problem.

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30. Which one would you select and why?

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31. Again, what are some of the obstacles to putting the action in place? How would you put the solution into action?

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32. Evaluation is the only way to determine if something is working or not. Think of the following as you evaluate something new.

- A. Is it a *positive outcome*?
- B. Is it a *negative outcome*?

Has the outcome to this point been a positive or negative one?

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## Steps in Decision Making

33. Make a list of all possible courses of problem solving action. **Step 1**

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34. Review the reason you are making this decision. **Step 2 (*Be objective*)**

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35. Weigh the good and bad consequences that can happen because of each possible action. **Step 3**

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36. Add any new actions that may have come up because of Step 2 and 3. Then review the total list including the *Do Nothing* choice. **Step 4**

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37. Now, make the decision and plans to reduce the risks that may show up as a result of the decision. **Step 5**

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## **Guides to Problem Solving**

38. Define the problem.

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39. Think of all possible solutions and make a list.

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40. Consider all the possible solutions and select the best one.

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41. Put the solution into action.

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42. Evaluate the outcome.

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43. Positive Outcome.

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44. Negative Outcome.

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45. Can you think of other barriers?

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46. "This job is boring and I am tired of working for peanuts."

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47. "Why does she get all the good jobs?"

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48. "I feel confused by your constant changing of job priorities."

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49. "Listen to me, this will never work."

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50. What things are your employees doing, or are they about to do, that you need to learn when you get back to the office?

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What can happen when we do not express our thoughts, ideas, and feelings about a situation during the discussion process? Think of some of the situations that you have faced in the past that have turned out badly because those involved failed to be honest with their feelings.

51. Write down these thoughts below.

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52. How did things turn out in this situation?

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**53. With these team characteristics in mind, how well can you function in a team:**

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**54. Would your employees say that they function as a group or a team:**

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**55. Why?**

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**56. If they would say that they function as a group, what things could you do as the supervisor to change this?**

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**Two characteristics that are essential for building relations**

\_\_\_\_\_ + \_\_\_\_\_ = **Good Relations**

**Two characteristics that cause us to experience pressure when dealing with ethics**

\_\_\_\_\_ + \_\_\_\_\_ = **Pressure**

**Please fax the answer key to TLC Western Campus Fax (928) 272-0747.**

**Rush Grading Service**

**If you need this assignment graded and the results mailed to you within a 48-hour period, prepare to pay an additional rush service handling fee of \$40.00. This fee may not cover postage costs. If you need this service, simply write RUSH on the top of your Registration Form. We will place you in the front of the grading and processing line.**

**Always call us after faxing the paperwork to ensure that we've received it.**

**Thank you...**

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# Operational Management CEU Training Course

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1. Please rate the difficulty of your course.  
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2. Please rate the difficulty of the testing process.  
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3. Please rate the subject matter on the exam to your actual field or work.  
Very Similar   0   1   2   3   4   5   Very Different
4. How did you hear about this Course? \_\_\_\_\_
5. What would you do to improve the Course?

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Any other concerns or comments.

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