NETCOACH

Internet Based Business Coach for SME Managers

Creation of a common analysis tool

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WEBSITE URL as follows

Assessment tools: http://www.netcoach.eu.com/assessment/Instrument_EN/p2.php

Interactive tool detailed scenario and dialogues

Interactive tool comprises 4 main parts:
- Introduction part
- Business situations
- Assessment part
- Conclusions

The end-user is represented by a character – Mr. Peterson, who is owner and manager of SME. In the scenario below, he needs specific business advice and that is why he meets Mr. Johnson – business coach. Mr. Johnson tries to identify specific business situation and after that organizes several meetings with different domain experts. All topics are related to the topics in the NETCOACH web platform.

After meeting the expert, Mr. Peterson will make some assessments, based on the questionnaires in the NETCOACH. Finally Mr. Johnson will make conclusions and recommendations.

Scene ID	Actors	Dialogues
Scene1	Business coach- Mr. Johnson	- Good morning, nice to see you! How do you do? What can I do for you?
	Mr. Peterson - client	- Good morning, Mr. Johnson! How do you do? Well, my company needs your competent advice. I'm afraid that we are now in a specific situation and we want to take the best of it.
		- I'll do my best based on my skills, knowledge and expertise to help you to resolve your problem. We will focus to achieve specific results and outcomes for your business.

		- The problem is complex and I don't know how to start.
		- I understand. I propose you to ask you some questions and according to your answers, we will make a plan.
		- I agree with you!
		- How can you describe the business situation of you company?
		    o We want to expand our activity. A
		    o We are in situation to restructure our activity. B
		    o We are in situation to search for new business opportunities. C
		- Well, and how do you see the actions that you need to undertake?
		A.
		
		    o We think to develop and launch new product and/or service.
		    o We want to expand our activity on new markets.
		    o We want to identify new strategic partnerships.
		  B.
		    o We think to adopt integrated management systems.
		    o We need to launch new integrated IT systems.
		    o We want to hire expert staff and conduct more structured HR policy.
		C.
		
		    o We want to identify how to launch new product or service.
		    o We want to develop an e-commerce and e-marketing solution to find new clients.
		    o We want to start new business activity.
		
		Excellent! I would propose to meet with some experts in the field and after that we will come back to discuss the situation again.

Scene 2	Domain Expert - Innovations and creativity Mr. Peterson	- Hello! Mr. Peterson? Mr. Johnson called me that you will visit me. I'll be glad to answer to your questions. - Hello, nice to meet you! - Good… So what would you like to discuss? - I was wondering how to structure the innovation process – for example how to build a new product or service. What would you recommend me based on your experience? - There are several steps. First you need to understand your

		strengths and opportunities, but as well to take a look on your target market and on the competitors there. It would be good to start with some instruments as: Innovation audit, SWOT analysis or technical ability audit tools. These will provide you with an overall understanding for your capacity for innovation.
		- This is good idea. And what will be the next step?
		- When you think about ideas for your new product and/or service, it will be good to use some group creativity techniques. There are good examples and references on the NETCOACH web site how to organize it. You can use for example, brainstorming sessions, attribute listening, mind map techniques or force fields techniques.
		- Your suggestions are quite interesting…
		- Then you need to evaluate different business ideas and conduct a feasibility study. Here you can apply a point rating system or benchmarking analysis.
		- Yes, you're right. It will be difficult simply to select one of all these ideas.
		- Finally, you should think about how to protect your IP. You should keep an eye on the IP, this is quite important topic today.
		- Thank you very much! Your advices are really useful. I'll look for more information on the NETCOACH web site.
Scene 3	Domain Expert Internet, Marketing Mr. Peterson	- Hello, please come in! I'm an old friend of Mr. Johnson. He told me about your situation and I'll be happy to help you!
		- Hello, it was really kind from your side to organize this meeting!
		- So, what would you like to discuss?
		- I would like to expand my market – to enter on new markets and perhaps to find some strategic partnerships.

		- Oh, this is a quite complex problem. I can recommend you several things. First it will be good to identify your final goals. What would you like to achieve?
		- I'm not sure yet. I just want to see what could be the opportunities.
		- You know, we live in quite globalized market. You should identify where you would like to expand – nationally or internationally. Do you plan to sell to EU or to other markets? There are so many opportunities.
		- Yes, you're right.
		- Have you thought about adopting an e-commerce strategy? This could provide you with good starting point to expand globally your market.
		- I'm not sure how to approach it? Could you recommend me a specific strategy?
		- There are several issues. First you should develop some Internet marketing strategy. This is a powerful tool to boost your sales, to improve your visibility and to provide your customers with more information about your products, your company and your references. And don't forget mobile marketing! There are good materials on the NETCOACH web site.
		- Should I use social networks as facebook, twitter and others? I'm not quite sure how to use them.
		- It is up to you what type of information or tools you would like to use or how would you like to set up your Internet strategy. You can use web 2.0 tools, or just a company web site, or selling via popular internet auction. This is an expanding sector with many new applications and opportunities appearing every day.
		- And how to make online sales? Can I receive online payments?

		- Well. You can organize online sales from your own web site or from another web site – internet auction, or internet site of affiliate companies. You can take part as well in e-tendering procedures, where you can find new business opportunities. There are plenty of materials that you can consult. - Thank you very much. I appreciate very much your advice.
Scene 4	Domain expert IT Mr. Peterson	Hello! Nice to meet you, Mr. Peterson! Mr. Johnson introduced me to your situation. It would be interesting to discuss about it. Hello, thank you very much for your time. Well, I'm now in a situation where I need to expand my business operations. Well, I'm losing control, business operations become more complex and more often I have to make decisions ad-hoc because I lack information! Information flow is increasing tremendously, who is meeting with whom, who is promising what... I'm afraid that my company will soon lose clients, if we continue without making something about this. I see. Do you have in place some business software solutions? Like ERP or CRM systems? Oh, no. I don't understand from IT, but anyway, I think that business software is just for big companies. And I'm not sure that I can afford it now, with all these problems. Well, you can find some information about these systems on the NETCOACH platform. ERP systems can be very useful to structure your business information in a suitable way that will help you to get a general overview of your business in real time. CRM systems can structure all information related to your clients. There are very good options for small companies – you can see examples about it! This was really good! Thank you very much, I will think about it…
Scene 5	Domain expert IMS	Hello! It is nice to meet you. How can I help you? Well, I'm now in a situation where I need to expand my

	Mr. Peterson	business operations. My business partners insist that my company should adopt some quality and environmental standards and procedures, to structure its business operations and to apply specific rules... I don't know how to start!
		I understand what you mean, actually. You have to adopt some sort of Integrated management systems. Is this what you have to do?
		Please help me to understand more about these Integrated management systems. Isn't this for information technologies?
		- Oh, no! These systems are quite different! Basically we can differentiate 3 main groups of systems – quality management systems related to customers, environment management systems, dealing with environment and society as a whole and occupational health and safety management systems that concern employees of your company.
		Why should I adopt all these complicated systems in my company? However, I'm a small company!
		Well, you can have very positive short-term and long-term effects adopting these quality systems. This is good not only for your image, but as well for your clients and for your market. In fact this will increase operational efficiency, will reduce risks, costs and increase responsibility in your company.
		And are these systems somehow related to some standards?
		Well, for quality management systems you can have ISO 9001 standards, for environment – ISO 14001, for occupational health and safety management – OHSAS 18001.
		Good, it sounds interesting. I should read more details about it.
		You know, on the NETCOACH website, you can find more information about integrated management systems, how to adopt it and how to improve business

		processes and process-based systems. Well, thank you very much for your time!
Scene 6	Domain expert KM Mr. Peterson	Hello, please come in! Hello, nice to see you! How can I help you? Well, our company is operating in highly innovative and competitive market. We need somehow to structure and identify our knowledge and to organize somehow our knowledge management strategy and policy. May be we are a small company, but knowledge is our main asset. You're absolutely right to adopt a knowledge management strategy. Even small companies need to manage its knowledge assets and processes. Can you recommend me specific actions? How should I start? On the NETCOACH web site you can find very good materials about knowledge management. First you need to understand the basics about knowledge – tacit and explicit knowledge, and you need to identify what type is prevailing in your company. Then, you can specify a knowledge management strategy that will be appropriate for your company. What do you mean by specific knowledge management strategy? In fact you can apply two main approaches – people-based or technology-based strategy. There are some specific differences concerning what type of knowledge is prevailing in your company. Well, and are there some specific instruments that I can use to improve my KM processes?

		Oh, yes, there is provided a very good range of tools and instruments on the NETCOACH platform. You can see there more information about IT tools as Knowledge portals, KM tools, data mining tools, content management systems. There are described soft tools as well as yellow pages, knowledge maps, social network analysis and others. And I need to structure my HR policy. We need to expand our expert staff and to improve knowledge sharing culture. All my employees have to be motivated to cooperate and share knowledge. Can you recommend me some steps? You have to consider organizational culture and its impact on your KM strategy. Culture is very important not only for general KM processes in your company, but as well for recruitment process, staff development and motivation process. Well, I understand. Can you recommend me some tools for measuring knowledge management? Are there some practices, adopted in business? Yes, but as you see this is not a simple topic. On the NETCOACH platform you can identify some of the basic approaches for measuring KM applied in this business domain. This site will definitively propose a good start. Thank you very much! You helped me a lot how to start my research.
Scene 7	Assessment tool and questionnaires	Text to be defined later
Scene 8 Conclusions and recommendations	Mr. Johnson Mr. Peterson	Text to be defined later.

Assessment tests

Assessment part is divided on two sub-modules – pre-assessment and post-assessment part.

The pre-assessment module aims to pose some specific general questions to the end-user, in order to provide an evaluation of his preliminary knowledge on the topic. Moreover, the pre-assessment test aims to raise the awareness and to indicate to the end-user some examples of questions and advices, provided in the learning materials.

The post-assessment test includes questions, discussed in the learning modules. It aims to show how well the learner understands the topics and problems described within the learning materials. The assessment test aims to provide feedback of the learning outcomes.

There will be organized 4 sections – pre-tests and 4 sections post-assessment.

The pre-assessment questionnaires will be available:

1. in the beginning of every module – C&I, KM, eB, IMS.
2. as part of the interactive tool – after meeting the domain experts.

The post assessment tool will be available after every module.

Pre-assessment part will comprise 5 questions that can be randomly selected. At the end, the total score of the end-users will be displayed.

Assessment part will combine 5 questions that can be randomly selected from available options. The feedback will give the references to correct answers and links to NETCOACH web modules.

Pre-assessment test – C&I

1. Which of the following can be clearly classified as innovation:

A – Any kind of invention

B – Ceasing to use a certain marketing or organisational method

C – The implementation of a new or significantly improved product or process

D – A change in the price of a product or in the productivity of a process resulting exclusively from changes in the price of factors of production

6
During an innovation audit the following area/s should be investigated:
A – Organisational infrastructure
B – Quality of work life
C – Leadership
D – All the above

8

An important rule for conducting a successful SWOT analysis is:

A – Be realistic about the strengths and weaknesses of your organisation.

B – The analysis should not distinguish between where your organisation is today, and where it could be in the future.

C – Be vague and imprecise.

D – Never analyse in relation to your competition i.e. better than or worse than your competitors.

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Which of the following is <u>not</u> an intellectual property protection tool?
A – Patent
B – Word-of-mouth advertising
C – Trademark
D – Copyright

Post-assessment test – C&I - 5 questions randomly selected among:

3

The four main types of innovation are: organisational innovation, product innovation, process innovation, marketing innovation.

A – True

B – False

4

What kind of innovation is the following: In 1982 Canon instructed a high-level project team to reconceptualise the plain-paper copier business and investigated the opportunities for lightweight compact copiers.
A – Top-down innovation
B – Bottom-up innovation

6.
During an innovation audit the following area/s should be investigated:
A – Organisational infrastructure
B – Quality of work life
C – Leadership

D – All the above

9

The following tool is not suitable for developing innovative solutions to a larger extent:

A – Brainstorming

B – Cost Accounting

C – Attribute Listing

D – Mind Mapping

The Black Box Method is used to explore the dynamic management structures through their inputs and outputs, without bothering about their internal structure. This is:
A – True
B – False

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The following rule is not part of the four rules about Brainstorming:

A – Achieve quantity.

B – Welcome unusual ideas.

C – Combine ideas.

D – Criticise the ideas of the other participants.

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Additional Brainstorming Techniques are:

A –Brain Writing

B – Brain Jogging

C – Electronic Brainstorming

D – Team Idea Mapping Method

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A mistake to avoid with Mind Mapping is:

A – Also include images in your maps.

B – Consider presenting information in both mapped and linear formats to avoid overwhelming your audience.

C – Include as much detail in your mind maps as you can.

D – Keep your topic names short –one to three words maximum.

15

The Force Field Analysis is a useful technique for looking at all the forces for and against a decision.

A – True

B – False

16

In general a Point Rating System is most appropriately used to:

A – give a general indication of the development of a product.

B – serve as an indication of the progress of the project.

C – make a choice between several options.

D – A, B and C.

17

Benchmarking should not be considered a one-off exercise. To be effective, it must become an on-going, integral part of an on-going improvement process with the goal of keeping abreast of ever-improving best practice.

A – True.

B – False.

18

European patent applications may not be filed at:
A – The National Patent Office's only.
B – The European Patent Office at its Munich branch.

C – The European Patent Office at its The Hague branch.

D – The European Patent Office at its Berlin branch.

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While developing an Intellectual Property Strategy you should <u>not</u>:

A – create awareness in your organisation of the importance of an Intellectual Property Strategy.

B – preserve confidentiality of a new technology until professional advice has been sought.

C – check trademark databases to avoid using an existing trademark.

D – Disregard patent information available in patent databases to develop your business strategies.

KM- pre-assessment

1. **What is the main objective of knowledge management?**
   A. Knowledge management is just a non-sense – it is evident that knowledge cannot be measured and managed.
   B. Knowledge management is for big enterprises, a small company don't need to do something specific for it.
   C. Knowledge management is focused on capturing and applying expertise of company employees in order to maximize the benefits from knowledge assets.

2. **Approaches to Knowledge strategy**
   A. Only big companies should worry about strategic thinking. Small businesses have to respond on everyday challenges.
   B. Knowledge management strategy is part of the general company strategy.
   C. Knowledge management strategy gives the general focus of company KM efforts - combining system-based and human- based approach.

3. **How does knowledge provide a company with long-term sustainable advantages, when compared to other resources?**
   A. Because knowledge support innovations.
   B. The more knowledge is used, the more it increases its value.
   C. Typically competitors need more time to accumulate knowledge resources, compared to other resources.

4. **Measuring knowledge management initiatives**
   A. I don't think that we need to measure knowledge management.
   B. I try to incorporate financial measures to KM initiatives, although some of the results may be not financial.
   C. I adopted a method to measure both financial and not financial indicators for my KM policy.

1. **Obtaining new knowledge**

A. I am not aware where and how to find new knowledge if needed.

B. If I need urgently new knowledge I try to find experts.

C. I have in place an explicit strategy for knowledge acquisition (e.g. recruitment, training, partnerships, mergers and acquisitions) and development (e.g. research and development).

KM- assessment – randomly selected 5 questions of these:

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5. Explicit and Tacit Knowledge
    a. There is not a big difference between explicit and tacit knowledge. Knowledge is the same.
    b. It is impossible to access or assess tacit knowledge, so it is not possible to manage it.
    c. Both explicit and tacit knowledge are useful for my organization and take part in my KM strategy.

1. **Knowledge processes**
    a. KM processes are specific business processes, supported by sophisticated software programs.
    b. Knowledge processes provide a general idea about knowledge in my company.
    c. Knowledge processes illustrate on practice how knowledge is created, transferred and used within my organization.

1. **KM portals**
    a. Small companies don't need a KM portal.
    b. Knowledge portal can be a good source of information for company clients.
    c. Knowledge portal provides many advantages to share knowledge internally within the company, and externally with the environment.

2. **Staff yellow pages**
    a. Staff yellow pages is only for big companies, in a small company all employees know themselves.
    b. We have a business directory with few key experts, in case we need specific help.
    c. I use staff yellow pages to localize the areas of knowledge resources in my company, regularly up-dating it with relevant information – who knows what and who knows who.

3. Knowledge maps

A. I do not understand what is the idea of knowledge map.

B. I understand the concept of knowledge map but it seems to me that it would be difficult to build a knowledge map for my business.

C. I have prepared a visual map to easily identify available knowledge assets in my company.

4. Staffing tools

A. I organize my staff policy on the base of recommendations and advices from my relatives.

B. I use external services of HR agency and they help me with the recruitment process.

C. Knowledge is a social construct and therefore a good culture, communication skills and team experience are very important for job candidates along with experience and education.

5. Social Network Analysis

A. Social networks are instruments to share with relatives.

B. Social network analysis is a method to identify who is connected to whom in social network sites.

C. Social network analysis is a diagnostic tool that enables company to visualize the actual relationships and knowledge flows between the employees.

6. **Quality circles**

A. Quality circles are instruments for large companies.

B. Quality circles can be used as interdisciplinary teams to solve specific problems.

C. My organisation has integrated a quality circle as part of its efforts to solve general operational problems.

7. Job rotation program

I do not understand what the idea of the job rotation program is.
Job rotation is an interesting technique in general, but I don't approve it for my business.
My company applies job rotation program to stimulate knowledge exchange between employees.

8. In-house training

We don't provide in-house training options.
Employees look for training options and if they want to take part in a suitable training and the funds are available, I decide ad-hoc.
For me in-house training is a complex issue, combining both lectures, and seminars, but involve as well learning-by doing, learning by example, mentoring, coaching and others.

9. **Corporate culture**

Corporate culture is in general what happens and how it happens.
Corporate culture is substantial factor for knowledge management.
Corporate culture can be influenced by small things as for example prevailing measurements of the form over the substance.

10. Motivation to sharing knowledge

I don't think that employees should be additionally motivated to share knowledge they have to do this because this is part of their job.
I know what my employees value at most and therefore I provide a financial compensation to motivate them.
I try to apply different forms of awards – both financial and non-financial to motivate my employees.

11. **Motivation policy**

In my company there is not organized a fixed motivation policy.
Sometimes we apply individual motivation actions that are in general and are not related to KS.
In my company we have adopted motivation policy that assumes various activities for knowledge sharing.

12. **Key factors for managing knowledge.**

The key factors for managing knowledge are related only to big companies.
In my company, the key factors for managing knowledge include people and technologies.
I know that some of the most significant factors for managing the firms knowledge include: people, organizational structure, organizational culture, technology and budgetary control.

Pre-assessment test – eB

1. Can small companies benefit from adoption of e-business solutions?
    a. Yes, information technologies and specific e-business solutions can be very useful and appropriate for business operations in SMEs.
    b. No, e-business solutions are very expensive and are appropriate only for big companies.
    c. The only useful information technologies for SME are office applications and Internet.

2. What is NOT a specific benefit from adopting e-commerce solutions?
   a. Better, innovative products and services.
   b. Access to information and sales globally, 24/7 framework, improved service and accessibility.
   c. Improve and automate transactions- organize, route, process, track transaction.

3. What means Web 2.0 term?
   a. Web 2.0 is an umbrella term, indicating various technologies for involving end-users in the content creation process.
   b. Web 2.0 means in general Internet and social networks technologies.
   c. Web 2.0 is used to indicate the social effects of Internet technologies.

2. What is the logic behind operations of integrated information systems?
   a. Integrated information systems organize company information in a single database that can be accessed from different applications and modules from different parts in the organization.
   b. Integrated information systems are installed in one company location and are accessible from everywhere.
   c. Integrated information systems process company information and provide business analysis and forecasts.

3. What are the benefits of SMEs for adopting ERP systems?
   a. ERP systems provide integration of data within the company, improve access to information, enhance business process optimization and increase overall company productivity.
   b. ERP systems are appropriate only for big companies, because business operations in SMEs are not so complicated and business processes are simpler.
   c. ERP systems provide good opportunity for business processes reengineering and adoption of quality standards.

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eBusiness - assessment test – randomly selected 5 questions of these:

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4. What is the meaning of e-business and e-commerce? Is there any difference?
   a. E-business is the same as e-commerce, and it means how to organize on-line business transactions.
   b. E-business is part of the e-commerce. E-business is about technology and documentation of different business operations, and e-commerce is how to sell on-line.

   c. E-business is an umbrella term, comprising different aspects of business transactions - e-commerce, e-procurement, business information systems and social systems. E-commerce describes how to organize on-line sales.

5. What is the first step for developing a company web site?
    a. Develop a vision and strategy for company web site mission and objectives.
    b. Identify basic visual elements that should be displayed on the web site.
    c. Identify competitors' web sites and describe specific functions that your web site needs to have.

6. What are the main stages of Internet Marketing Strategy?
    a. Improve visibility of the business, attract interest and increase sales.
    b. Improve business operations and improve company contacts with customers.
    c. Increase contacts and feedback from customers.

7. How Web 2.0 can be useful for SMEs?
    a. Web 2.0 instruments can be useful mainly for company promotion, marketing and sales support.
    b. Web 2.0 can be useful both for promotion and marketing, but as well for collaboration and group work.
    c. Web 2.0 technologies cannot be applied properly for business purposes.

8. What strategy should be applied to convert web site visitors to on-line buyers?
    a. Make web site sophisticated, implement innovative design.
    b. Increase trust and confidence, provide stimulus for buying on-line.
    c. Make good Internet campaign and increase visibility of the web site.

9. How can CRM systems help SMEs to serve its customers?
    a. CRM collects specific information, focused on how to attract new customers.
    b. CRM systems allow companies to keep track on different kind of relationships with customers, and help them to organize better promotional campaigns.
    c. CRM systems collect information about business transactions with customers and their status in the company.

10. What are the SCM systems?
    a. Supply Chain Management (SCM) systems support the management and organization of a network of interconnected businesses involved in the ultimate provision of product and services.
    b. Supply Chain management systems are just about organizing company logistic chains.
    c. SCM is combining marketing, distribution, planning, manufacturing and the purchasing information from different organizations that operate independently.

Pre-assessment test – IMS

1

Why are management systems important?

A - To achieve credibility an organization must achieve ISO accreditation

B – Because streamlining internal systems is more important than trying to accommodate every customers needs

C - Organizations benefit from improved control and efficiency in key areas

D – Because it is a legal requirement

4

Internal auditing is a basic instrument in any management system. The purpose of auditing is to ...

A – Try and catch out those who are not following proper procedure

B – Discover if the system it is effective in complying with the policy and objectives set

C – To produce files and reports to show the customer

D – To try and find sub-standard products or services before they are delivered to the customer

6

Business functional areas include the following;

A – Workshops, office space and company vehicles

B – Production & operations, finance & accounting and human resources

C – A & B above

D – None of the above

10

1.1.1.   For a process to be effective it must be based on reliable objective data, therefore, structured methods for monitoring and measurement are fundamental to success.

A – True

B – False

11

1.1.2. When indicators are defined for monitoring of a process, the method of measurement and of acquiring the data is not important?

A – True

B – False

Assessment test – IMS

2

Process can be defined as "A set of interrelated or interacting activities which transforms inputs into outputs"

A – True

B – False

3

An integrated management system may be considered as a set of interrelated elements that make it possible to establish...

A - The policy to be followed

B - The objectives to be met

C - The activities to be performed to achieve desired results

D – All the above

5

To prepare a Process Map for the organization follow these steps;

A - Identify all the organizations processes, select the key processes and group the processes

B – Plan, Do, Check, Act

C – Conduct an internal systems audit

D – Hire a consultant

7

Only the critical processes, including those that are relevant to customer satisfaction, legal & regulatory compliance and accomplishing the organizations objectives, appear in the process map.

A – True

B – False

The steps to constructing a process diagram do <u>not</u> include the following;

A - Determine where the process begins and ends

B - List and sequence steps or activities that make up the process

C - Included the information that is necessary to enable management of the process on a process sheet

D - Finalize the flowchart and gain consensus

9

1.1.3.   Which of the following pieces of information is <u>not</u> usually found on a Process Sheet?
1.1.4.   A - The name and/or position of the 'Process owner'

B - The indicators that make it possible to measure and monitor how the process is performing

C - Details of the systematic inspections that are done in order to control the process

D - Details of the cost of materials, labor and overheads inputted into the system

12

The data gathered from monitoring and measuring the processes must be analyzed to find out...

A - Which processes are not achieving the planned results

B - Where there is opportunity for improvement

C – A & B above

D – None of the above

13

1.1.5. The continual improvement cycle is sometimes known as the PDCA cycle. PDCA stands for...

A - Pile Driving Contractors Association

B – Plan-Do-Check-Act

C – Print-Delete-Control-Adjust

D - Painting and Decorating Covers All

14

1.1.6. An ISO 14001 certificate proves that your Environmental Management System has been measured against a best practice standard and found compliant.

A – True

B – False

15

1.1.7. An ISO 9001 certificate proves that your Health & Safety Management System has been measured against a best practice standard and found compliant.

A – True

B – False

*(ISO 9001 refers to Quality management)

1.1.8.   16

1.1.9.   OHSAS 18001 is an internationally recognised standard and is recognised as the benchmark for Health & Safety Management Systems certification.

A – True

B – False

1.1.10. 17

1.1.11. Product realisation processes include which of the following?

1.1.12. A - The production processes / services

1.1.13. B – Planning activities

1.1.14. C – Resource management

1.1.15. D – System auditing

1.1.16. 18

1.1.17. Control of non-conformances & incidents is important...

1.1.18. A – Because is necessary to identify and punish those who make mistakes

B – To try and find sub-standard products or services before they are delivered to the customer

C - To guarantee that all the non-conformances are detected and controlled in an appropriate way

D – All of the above

1.1.19. 19

1.1.20. The documentation of an integrated management system follows a pyramid structure where the more general documents are at the top and more specific documents at the bottom.

A – True

B – False

1.1.21. 20

1.1.22. An IMS is not separate systems joined together, rather they are integrated with linkages so that similar processes are seamlessly managed and executed without duplication.
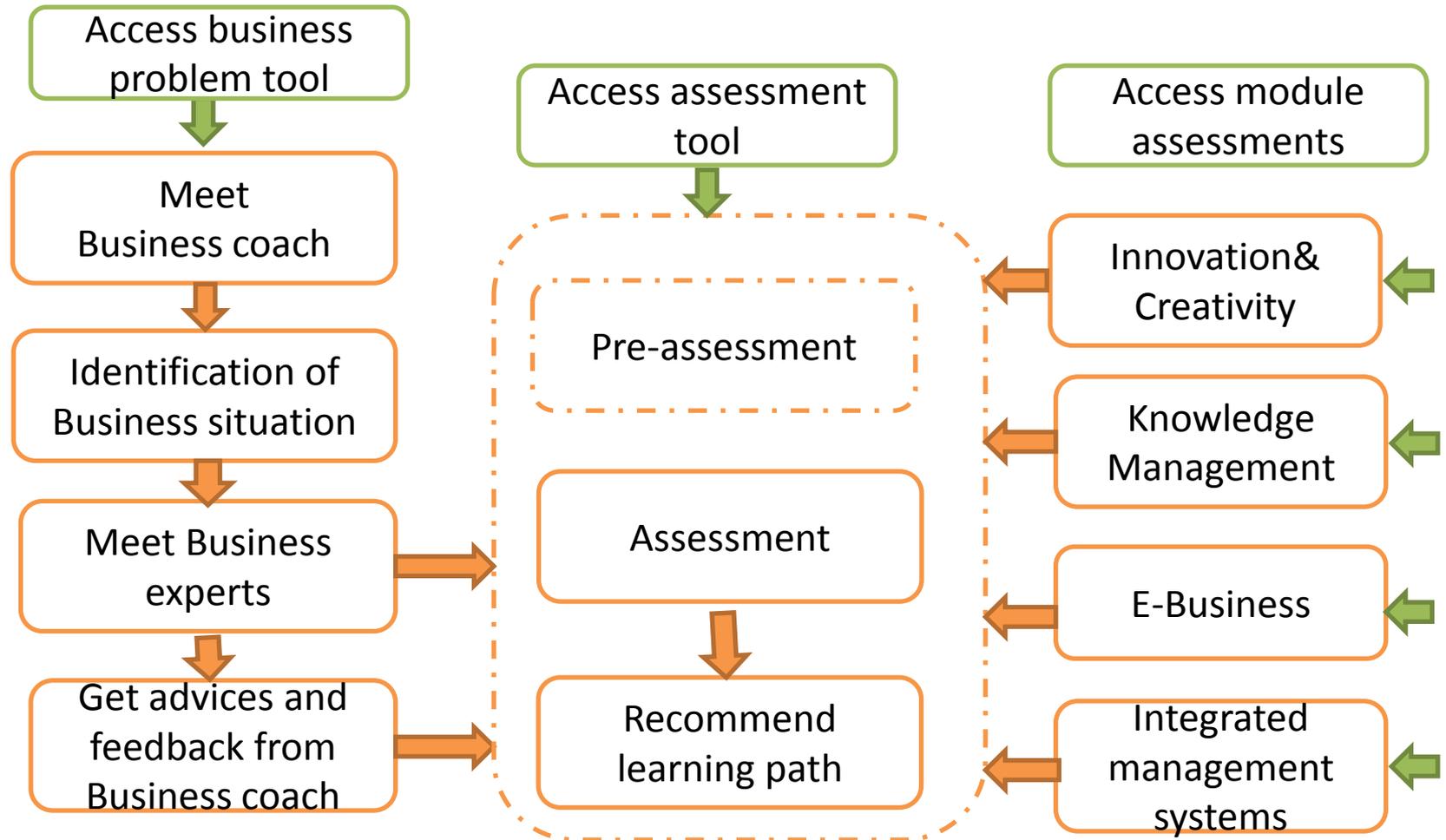
A – True

B – False

Interactive Tool Scenario Proposal NETCOACH

Virtech ltd.

27 April 2012

Netcoach Interactive tool structure

```
Access business          Access assessment         Access module
problem tool                   tool                 assessments
      │                         │
      ▼                         ▼
Meet                     ┌─────────────────┐       Innovation&
Business coach           │  Pre-assessment │  ◄──   Creativity     ◄──
      │                  └─────────────────┘
      ▼
Identification of                                   Knowledge
Business situation                             ◄──  Management      ◄──
      │
      ▼                       Assessment
Meet Business        ──►                            E-Business      ◄──
experts                          │
      │                          ▼
      ▼                     Recommend              Integrated
Get advices and      ──►   learning path      ◄──  management       ◄──
feedback from                                       systems
Business coach
```

1st phase

- Visit Business coach
  - Identify business problem and problem situation
  - Make recommendations for action plan
  - Recommend experts in the field

2nd phase

- Visit experts in 4 fields (one visit, or one-after-another):
  - Quality management expert
  - ICT and e-business expert
  - Marketing expert
  - HR management expert

- Discuss predefined complex business problems

3rd Phase

- Experts suggest:
  - What questions need to be discussed to solve specific problem situation
  - What is the specific process for resolving the situation
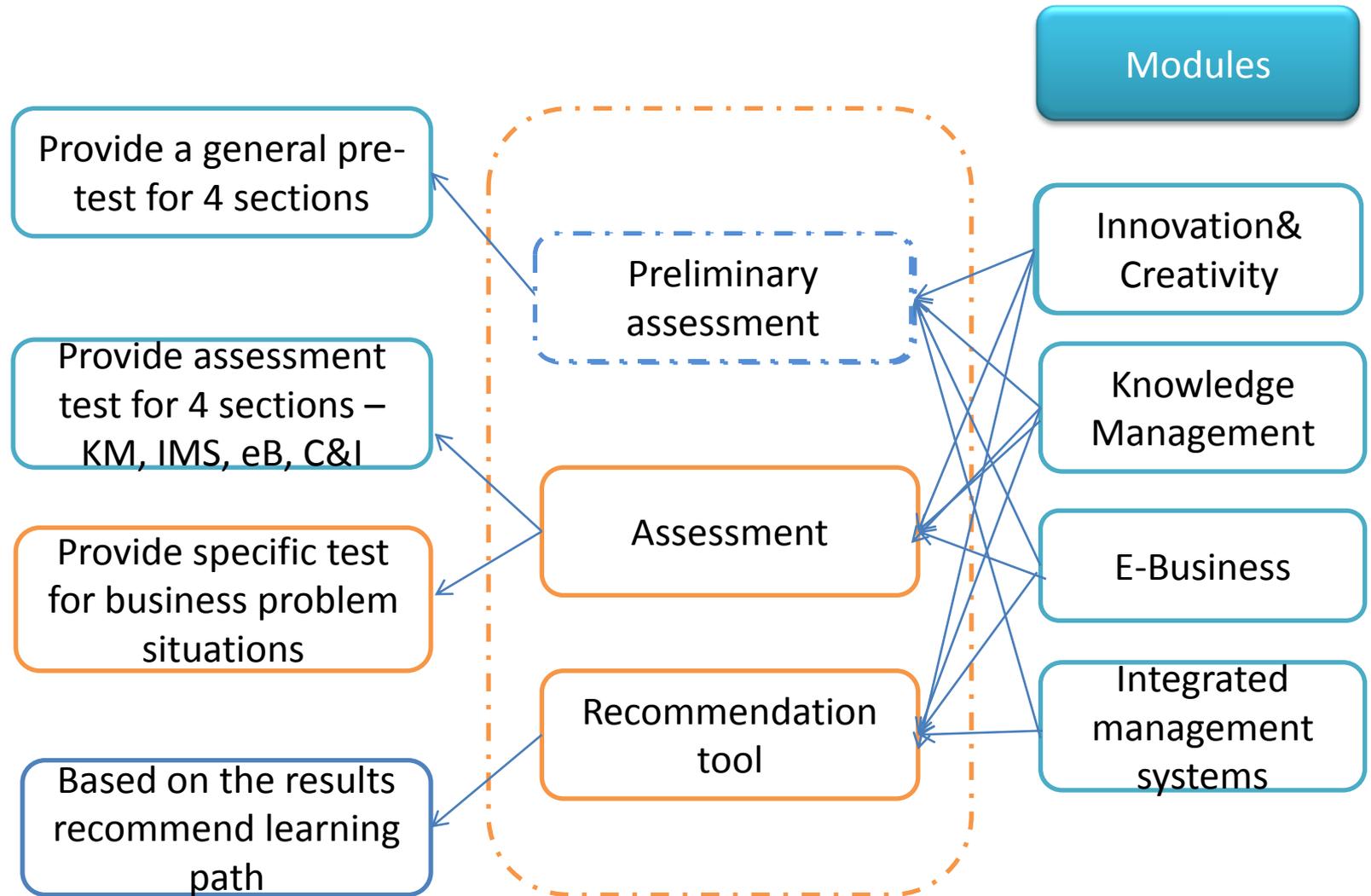 - Recommendations for learning

4ᵗʰ Phase

Assessment tool

- After meeting the expert, the learner will have to complete a test:

  – How much knowledge has and how ready is the learner to solve the specific problem?

  – Get feedback

  – Identify further learning opportunities

5th Phase

- Finally, the learner will meet the Business coach and will get:
  - Advice and summary about the business problem
  - Conclusions
  - Recommendation for NETCOACH tools;

Structure

Modules

Provide a general pre-test for 4 sections

Provide assessment test for 4 sections – KM, IMS, eB, C&I

Provide specific test for business problem situations

Based on the results recommend learning path

Preliminary assessment

Assessment

Recommendation tool

Innovation& Creativity

Knowledge Management

E-Business

Integrated management systems

Assessment tools for modules

- For every learning module, there will be provided access to:
  - Preliminary assessment test
  - Assessment test
  - Learning recommendation path

Test structure

- 4 Preliminary tests – Creativity and Innovations, KM, eBusiness, IMS;

- 4 Final tests - Creativity and Innovations, KM, eBusiness, IMS;

- Tests on business situations (according to business problem set)

- Learning recommendation – provide feedback, where the users will need to improve learning;