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| Title: | **Solving problems by making effective decisions in the workplace**  |
| Level: | 4 |
| Credit value: | 3 |
| Unit guided learning hours | 14 |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Be able to analyse a complex problem in the context of the workplace
 | 1.11.2 | Define a complex problem in the workplace including its scope and impactAnalyse information on the identified problem, to help inform the decision making process |
| 1. Be able to apply decision making techniques when assessing possible solutions
 | 2.12.2 | Propose a range of alternative solutions to the problemUsing a decision making technique, evaluate a range of solutions to identify the most appropriate option |
| 1. Be able to plan how you will implement the solution
 | 3.13.23.3 | Develop a detailed plan for implementing the solutionCommunicate the plan to relevant stakeholdersAssess appropriate monitoring and review techniques to ensure successful implementation of solution |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To enable candidates to make effective decisions to solve complex problems in the workplace. |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to Management & Leadership 2004 NOS: C2, C5, C6, F6 |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) | Council for Administration (CfA) |
| Equivalencies agreed for the unit (if required) | M4.08 solving problems by making effective decisions |
| Location of the unit within the subject/sector classification system | 15.3 Business Management |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Complex problems with multiple possible solutions as a challenge and an opportunity for improvement
* Ways to recognise, investigate, and analyse complex problems such as Root Cause Analysis (RCA), Cause and Effect, Ishikawa, Why-Why, and brainstorming and a range of other creative thinking techniques
* Framing and scoping problems with a ‘Problem Definition’
* Setting objectives in relation to problems
* Collecting primary and secondary data for decision making
* **Data analysis techniques for quantitative and qualitative data**
* Differences between ‘data’ and ‘information’
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| 2 | * Conditions under which decisions are made (certainty, uncertainty)
* Creative and rational decision-making
* Techniques for generating creative solutions and rational solutions in decision-making
* Establishing criteria for decision-making
* Setting priorities
* Evaluating options
* Rational decision making models and techniques such as grid analysis, paired comparison analysis, decision trees, ‘pros and cons’
* Creative decision-making using brainstorming and a range of other creative thinking techniques
* Types of decisions (routine, adaptive, innovative etc)
* Decision making in relation to goals which specify the quality or quantity of the desired results
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| 3 | * Implementation planning (for example – human resources, finance, marketing, operations, health and safety)
* Resource allocation (money, people, facilities, equipment etc)
* Implementation planning tools and techniques such as GANTT charts, PDCA Cycle (plan-do-check-act), PDSA (plan-do-study-act)
* SMART objectives
* Communication plans
* Monitoring and review techniques such as Critical Path Analysis (CPA), Programme Evaluation and Review (PERT)
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