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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 | | | 1.1  1.2 | Define a complex problem in the workplace including its scope and impact  Analyse information on the identified problem, to help inform the decision making process |
| 1. Be able to apply decision making techniques when assessing possible solutions | | | 2.1  2.2 | Propose a range of alternative solutions to the problem  Using 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 | | | 3.1  3.2  3.3 | Develop a detailed plan for implementing the solution  Communicate the plan to relevant stakeholders  Assess 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’ | | | |
| 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 | | | |
| 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) | | | |