

**CAMBRIDGE MANAGEMENT AWARD**

**EXECUTIVE DIPLOMA**

**MODULE ASSIGNMENT**

**MODULE TITLE:**            **Advanced Decision Making**

**MODULE NUMBER:**        **4187/B**

**Valid between 1 January 2002 and 31 December 2002**

**INSTRUCTIONS TO CANDIDATES**

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be between 3000 and 4000 words.



UNIVERSITY *of* CAMBRIDGE  
Local Examinations Syndicate

## Executive Diploma Module 4187/B

### Advanced Decision Making – Option Module

#### Title: Decision Making to Gain Competitive Advantage

1. From information available in the public domain, gather information on two competitors of the organisation in which you work (if you work within the public sector or in a non-profit organisation, select two similar organisations). Consider in particular
  - their general performance over the past year
  - changes to their core business
  - any mergers and acquisitions
  - their comparative position in the market-place

Summarise your findings in a brief report on each organisation, showing any trends
2. Identify current legislation or economic trends, both nationally and more globally, which may have an effect upon the sector in which your organisation operates.
3. From this information, suggest a plan of action for your organisation which will help it take a competitive advantage or become more effective in its operations. Set out the plan as a series of actions, showing the relationships between the key activities and the expected outcomes.
4. From this plan, identify a key decision which needs to be made by you, your team or your manager in order to fully implement the plan. For this decision, detail the following in the form of a Case Study:
  - a) - the strategic, tactical and operational factors to take into account
    - the importance of the decision to the plan
    - the interdependencies and relationships with other parts of the plan
  - b) - the information required in order to make the decision
    - the consultative process options, their advantages and disadvantages
  - c) - a selection of decision-making models which you might apply, with your rationale for doing so.
    - the constraints which you believe would impact upon the quality and effectiveness of the decision, including a degree of risk-variance analysis

You must include in your assignment all documentation, notes and materials generated from each stage as shown above, as well as the summaries required.

You are not expected to include confidential material on your organisation, its personnel or performance.