

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge Career Award in Management
Executive Diploma

ADVANCED DECISION MAKING

4187/01
4263/01

Optional Module

Valid between 1 January 2003 and 31 December 2003

READ THESE INSTRUCTIONS FIRST

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.

This document consists of **2** printed pages.



Executive Diploma Module 4187/C

Advanced Decision Making – Optional Module

Title: Getting it Right

1. Review the strategic decisions made in your organisation over the past 2 years and select one which had an impact upon the way in which the organisation operated. This may be in any area of the organisation, including, for example, operations, marketing, the strategic direction of the organisation, finance, finance management, staffing & HRM or information technology. As you are going to review how the decision was made and the effectiveness of the decision-making processes, it may help your research if you were part of the process itself.

Give a brief overview of the factors leading to the decision and the decision itself.

2. Gather and review the historical records about this decision, including copies of minutes from meetings, discussions with those involved, production records or historical financial data.

Summarise the way in which the process proceeded, commenting upon any issues which you believe were key to how effective the decision has proved to be.

You should consider, for example:

- If the right people were part of the process
 - If all the required information was available at the right time
 - If the decision was being made proactively or reactively
 - The importance of the decision to the organisation
 - The consultative process used and its effectiveness
 - The decision-making models, if any, which were applied
3. From the point of view of hindsight, suggest ways in which the process could have been improved. It is important to remain detached at this point, and focus on aspects of the process which were not as effective as they could have been. You should avoid any comments which blame individuals for shortfalls in the process or the decision.

You should consider:

- A selection of decision-making models which could have been applied, with your rationale for doing so.
- The constraints which you believe impacted upon the quality and effectiveness of the decision.
- The degree of risk-variance analysis which was used.

You must include in your assignment all documentation, notes and materials generated from each stage.

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