

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Management
Higher Professional Level

ADVANCED DECISION MAKING

4187/01

4263/01

Optional Module

Valid between 1 January 2004 and 31 December 2004

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 **3** printed pages.



Advanced Decision Making – Optional Module**Title: Management Decisions**

The assignment should be prepared in the form of a professional consultancy document that could be presented to the senior management of the organisation that the candidate works for. Candidates should **not** answer each section separately but rather present a coherent report encompassing all of the tasks given below.

Candidates are expected to draw on appropriate research, breadth of academic reading, application of theory to practice and presentation skills. The report should use the number of words as given on the front cover and have any necessary supplementary information attached in appendices.

1. Collect relevant information from a competitor organisation to help you identify:

- general performance over the past year
- any changes that have taken place with products, services or location
- any structural changes
- how the organisation is seen in the market place

Repeat the activity for your own organisation.

Compare and contrast your findings, highlighting any trends.

- 2.** Using a range of internal and external sources, identify any legal or economic influences or trends that could have an effect upon your organisation's sector over the next year.
- 3.** Consider your findings from stages 1 and 2, then suggest a plan of action for your organisation which will help it be more effective. Your plan should clearly show the steps to be taken, the expected outcomes and the responsibilities within the organisation for making decisions.

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4. Now identify a key decision which needs to be made by you, as your contribution to the plan. Clearly identify the following factors:

- the strategic, tactical and operational factors to take into account
- the importance of this decision to the overall plan
- the links between this decision and other parts of the plan
- the information required to make the decision
- the options for making group decisions, with benefits and drawbacks
- a selection of decision-making models which you might apply and techniques or tools you might use, with your rationale for doing so
- the constraints which could affect the quality and effectiveness of the decision and a risk analysis
- your managerial role within the decision-making process

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.