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Unit 3 - Critical problem-solving in progressive enterprises

Lesson 1: Decision-making context	
1.1 Introduction	-
1.2 Managerial thinking and decision-making	Analyse the concept of decision-making and judgement in the managerial role.
1.3 History of decision-making	Detail a brief history of the decision-making process.
1.4 The decision process	Define the steps in the decision-making process.
1.5 Decision stages and traps	Identify the stages of decision-making and analyse possible traps.
1.6 The decision-maker	Detail the role of the decision maker in coming to an optimal decision.
1.7 Uncertainty in decision-making	Define the impact of uncertainty in decision-making processes.
1.8 The role of information	Identify the role of information in the context of decision-making.

Lesson 2: Individual influences	
2.1 Introduction	-
2.2 Rationality and intuition	Define the importance of rationality and intuition in the context of managerial thinking and decision-making.
2.3 Cognitive Continuum Theory	Detail the impact of the Cognitive Continuum Theory on the decision-making process.
2.4 Personality and perception	Detail the impact of personality and perception on the decision-making process
2.5 Values and prior expectations	Detail the impact of values and prior expectations on the final decision.
2.6 Emotions	Explain the importance of emotions in guiding decision-making.
2.7 Stress	Analyse the impact stress has on the decision maker and the decision process.
2.8 Cognition	Analyse the human cognitive issues that impact judgements and decisions.
2.9 Agility	Explain the importance of personality agility as an attribute for managerial decision makers.

Lesson 3: Creativity and systems thinking	
3.1 Introduction	-
3.2 Creative thinking	Examine the impact of creative thinking on the managerial role.
3.3 Systems thinking	Identify the concept of systems thinking as a feature of managerial thinking and decision-making.

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Lesson 4: Decision frameworks	
4.1 Introduction	-
4.2 Decision theories	Classify decision theories and detail the features of each framework.
4.3 Complex systems approach	Critically examine the importance of a complex systems perspective in decision-making.
4.4 Prescriptive/Normative approach	Identify the Prescriptive/Normative approach and outline the related assumptions.
4.5 The Analytic Hierarchy Process	Discuss the features of the Analytic Hierarchy Process and identify its application to the decision-making process.
4.6 Descriptive and Naturalistic approaches	Discuss the features of the Descriptive and Naturalistic approaches to decision-making and identify their application to the process.
4.7 Decision trees	Analyse the application of decision trees as part of the decision analysis process and explore suitable software applications.
4.8 Multi-attribute decision matrices	Define the dimensions of decision matrices and explore their application to decision-making.

Lesson 5: Group decision-making	
5.1 Introduction	-
5.2 Contextual and dynamic group processes	Analyse suitable group decision-making processes and their dynamics and identify their role in the managerial role.
5.3 Ramifications of group decision processes	Identify negative impacts on the managerial role of group decision processes.
5.4 Managing group decision processes	Detail appropriate methods to deal with group decision-making issues and achieve congruence.

Lesson 6: Decision-making constraints	
6.1 Introduction	-
6.2 Organisational constraints	Identify the constraints on decision-making at the organisational level.
6.3 Cross-cultural constraints	Analyse the impact of cultural perspectives in the context of managerial decision-making.
6.4 Convergence of individual, group and organisational constraints	Identify the characteristics that govern individual, group and organisational decision-making to ensure a vigilant process.
6.5 Forecasting	Explain the importance of forecasting as part of strategic thinking and planning.

Lesson 7: Systems support	
7.1 Introduction	-
7.2 Systems support perspective	Define the concept of systems support and identify suitable applications for decision-making.
7.3 Developing thinking and decision-making skills	Detail education and training options suitable for enhancing thought processes and decision-making skills.
7.4 Procedural decision support systems	Identify and apply non-computer-managed procedures to support decision-making.
7.5 Technological decision support systems	Identify and apply technological systems and tools to support

	decision-making.