



UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

London Campus

Problem Solving and Decision Making
BMSW4004

MODULE CODE:	BMSW4004
TITLE:	Problem Solving and Decision Making
DATED:	21/03/2019
LEVEL:	4
CREDITS:	20

AIM(S)

- To be able to solve problems and make decisions in the workplace.
- To be able to manage and implement change in the workplace.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- describe a problem, its nature, scope and impact;
- gather and interpret information to solve a problem;
- evaluate options to make a decision;
- plan, monitor and review the implementation and communication of decisions.

INDICATIVE CONTENT

- Ways to recognise, define, investigate and analyse problems.
- Objective setting in relation to problem.
- Brainstorming, problem solving and creative thinking techniques.
- Difference between data and information.
- Interpretation of charts and diagrams.
- How to evaluate options.
- The importance of adequate and relevant information for effective decision-making.
- Decision making techniques.
- The use of simple planning techniques- action plans, Gantt charts.
- Effective presentation of a case – i.e. providing facts and evidence, not just opinion.
- Monitoring and review techniques to evaluate outcomes of problem solving activities.
- Reasons for organisational change such as changes in leadership, technology, business strategy, need to become more efficient.
- Environmental analysis technique, such as PESTLE.
- Organisational analysis, such as SWOT analysis.
- Having consideration of benefits and implications of change, principles of change management.
- Methods for planning for change and Use of tools for planning change.
- Feasibility and viability of the change for stakeholders.
- Identification of human and financial factors in the consideration of resistance to change.

- Clear communication of change and importance of involving people to facilitate effective change.
- Techniques for monitoring and evaluating outcomes of change.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	20%
Independent learning	160	80%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1 - Practical

Mode of assessment	Volume	Weighting
Practical exercise (e.g. based on a case study) supported by an individual written report or equivalent	5 to 10 minutes per person supported by 2000 words individual paper or equivalent	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	0%
Practical	100%
TOTAL	100%

READING LIST

Essential reading

Morgan, P. (2017). *Business student's guide to study and employability* . Sage Publications Ltd.

Tinkler, P. K., Schriek, M., & Maund, A. (Eds.). (2017a). *Certificate in higher education : skills for the workplace student yearbook* . Sage.

Tinkler, P. K., Schriek, M., & Maund, A. (Eds.). (2017b). *Certificate in higher education : skills for the workplace student yearbook* . Sage.

Ziegenfuss, J. T. (2002). *Organization and management problem solving [electronic resource] : a systems and consulting approach* . SAGE.

Further reading

Adair, J. E. (2016). *Decision making and problem solving* (Third edition). KoganPage.

Belton, V. (2002). *Multiple Criteria Decision Analysis [electronic resource] : An Integrated Approach* (T. Stewart, Ed.; 1st ed. 2002.). Imprint Springer; Springer US .

Cottrell, S. (2017). *Critical thinking skills : effective analysis, argument and reflection* (Third edition.). Macmillan Education/Palgrave.

Dean L. Gano. (2011). *RealityCharting: Seven Steps to Effective Problem-Solving & Strategies for Personal Success*. Apollonian Publications. https://www.amazon.co.uk/RealityCharting-Effective-Problem-Solving-Strategies-Personal/dp/1883677130/ref=sr_1_1?dchild=1&keywords=seven+steps+to+effective+problem+solving+and+strategies+for+personal+success&qid=1587976160&s=books&sr=1-1

Mayer, R. E. (1983). *Thinking, problem solving, cognition*. WH Freeman.

McClelland, D. C. (1987). *Human motivation* / [electronic resource]. Cambridge University Press.

Pizlo, Z. (2012). Human Problem Solving in 2010. In *Journal of Problem Solving* (Issue 1, pp. 52–62). Purdue University Press. <https://doi.org/10.7771/1932-6246.1120>

Proctor, T. (2014). *Creative problem solving for managers : developing skills for decision making and innovation* (Fourth edition.). Routledge.

Straus, D. (2002). *How to make collaboration work [electronic resource] : powerful ways to build consensus, solve problems, and make decisions*. Berrett-Koehler.

Professor Puzzler. (n.d.). *The Problem Site - Educational Games and Resources*. <https://www.theproblemsite.com/>

City, & Guilds Group business. (2019). *ILM*. <https://www.i-l-m.com/>

On the Cutting Edge. (2019). *Poster Presentation*. <https://serc.carleton.edu/NAGTWorkshops/assess/poster.html>

Project Smart. (2020). *SMART Goals*. <https://www.projectsmart.co.uk/smart-goals.php>