



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

CertHE Skills for the Workplace

BMSK4004

Problem Solving and Decision Making

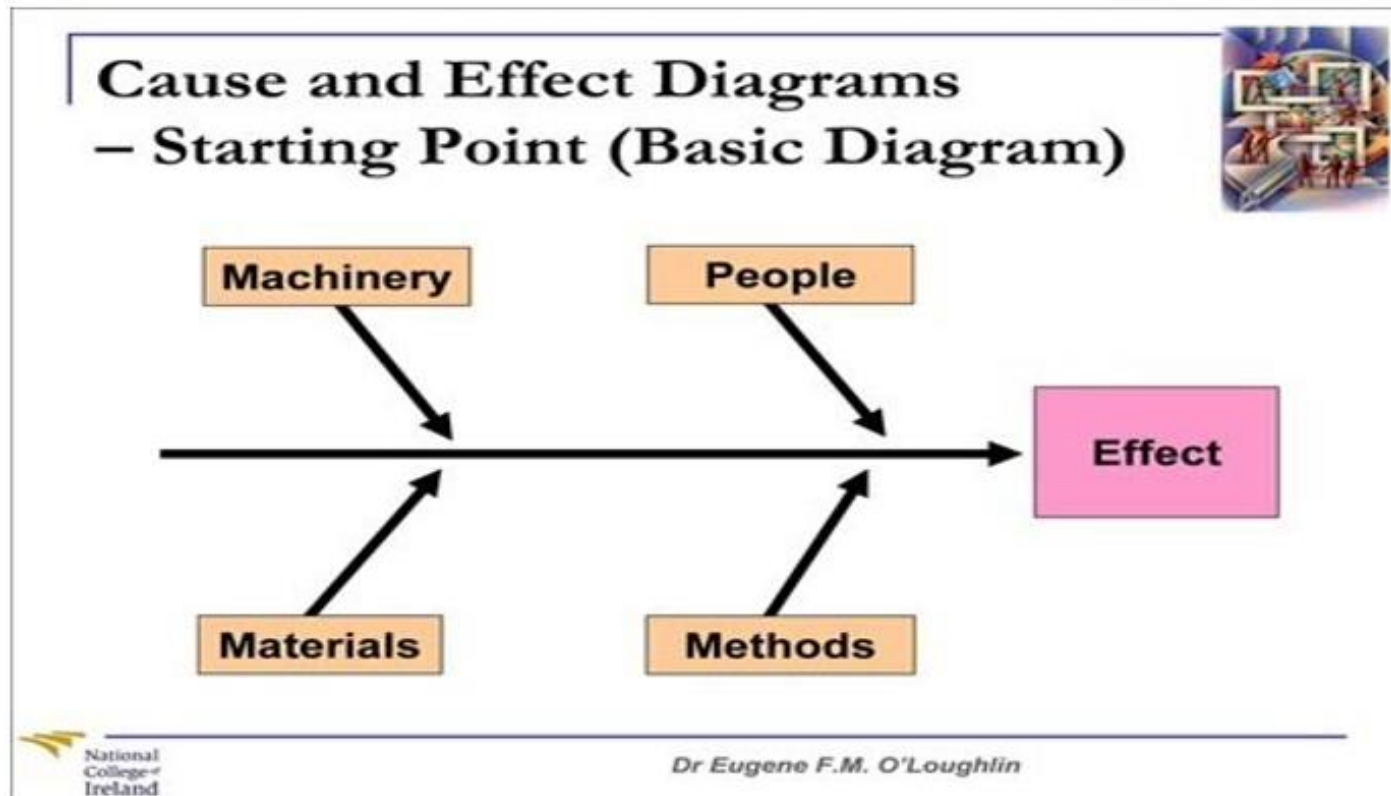
Problem Solving Techniques

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



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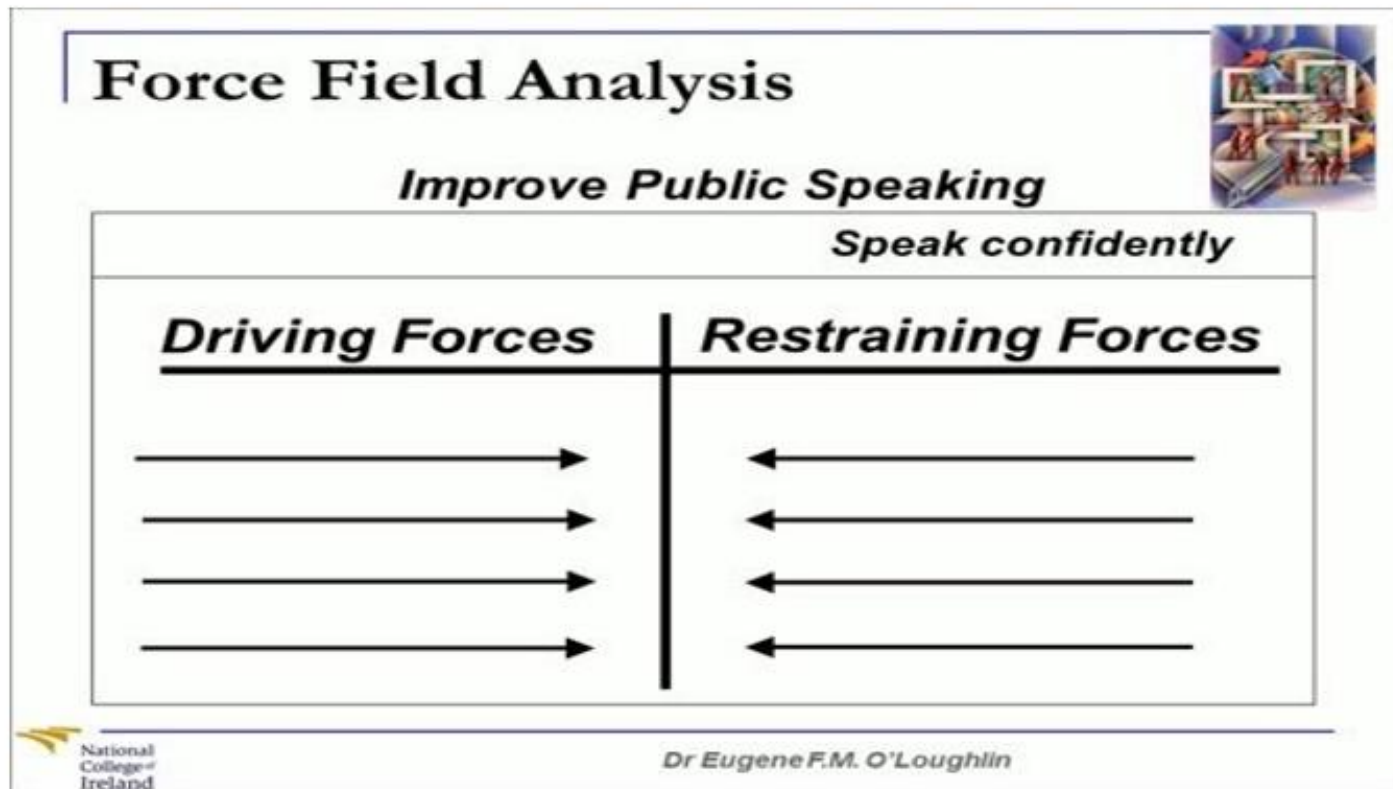
Cause and Effect Diagrams



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[Problem Solving Techniques #3](#) Cause and Effect Diagrams

Force Field Analysis



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[Problem Solving Techniques #17](#) Force Field Analysis

SWOT Analysis

SWOT Example

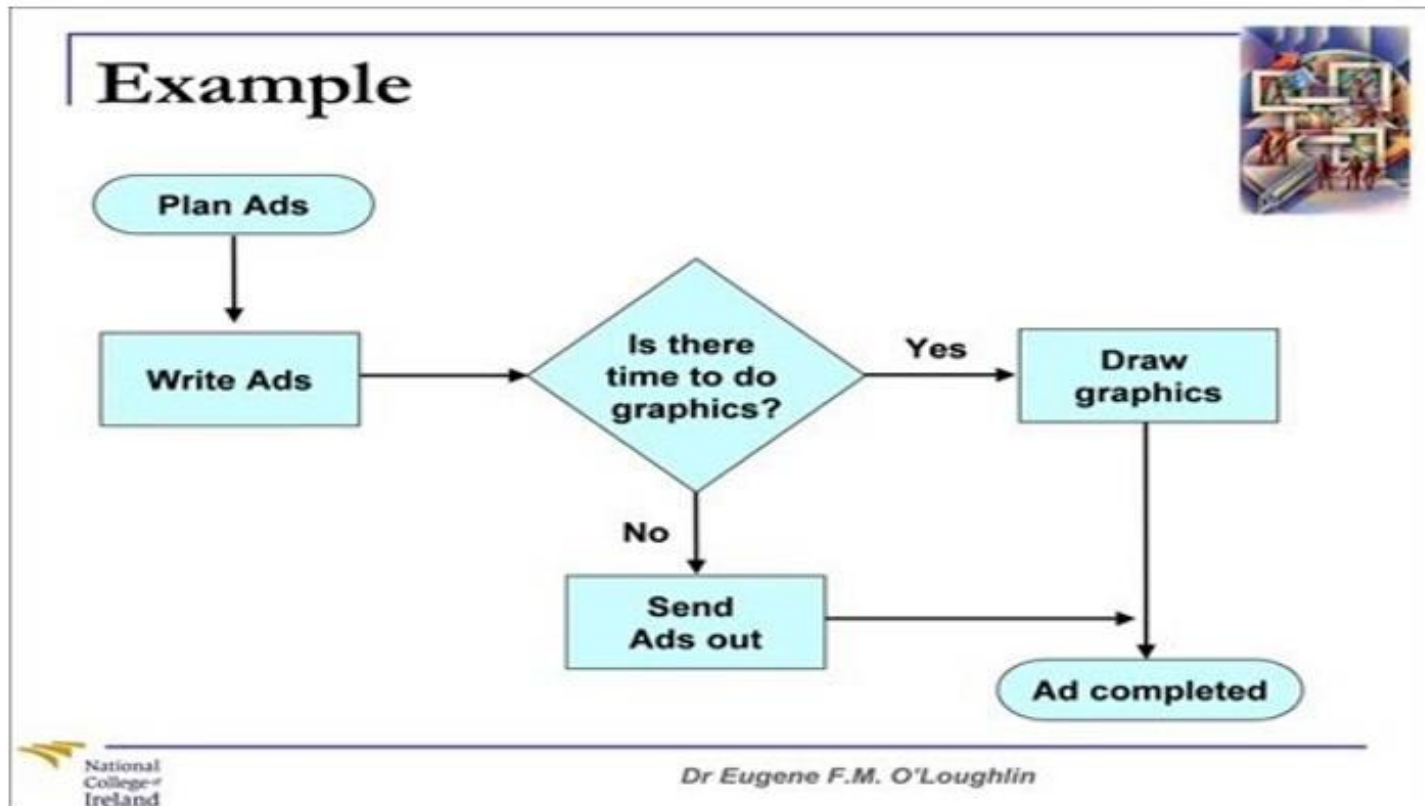


Strengths People Landscape/Heritage Music/Food Sport and outdoor activities High levels of investment Good access to island	Weaknesses Weather/Transport Infrastructure Internal access/traffic Lack of national conference centre Lack of iconic landmarks
Opportunities Increased access to the island Develop business from Eastern Europe, China and Asia Development of the conference market Development of products for age 55+ market	Threats Changes in consumer behaviour New EU accession states Changes in Irish lifestyle Continued growth in shorter stays

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[Problem Solving Techniques #5](#) SWOT Analysis

Flow Charts



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[Problem Solving Techniques #8](#) Flow Charts

Cost-Benefit Analysis

Cost-Benefit Analysis Example



	Solution A	Solution B	Solution C
Total Costs	€10,000	€15,000	€20,000
Total Benefits	€12,000	€19,000	€23,000
Cost-Benefit ratio	1.20	1.27	1.15

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[Problem Solving Techniques #7](#) Cost-Benefit Analysis

Grid Analysis

Example 2



Criteria	Weight	Requirement score				
		A	B	C	D	E
Value	20%	80	45	40	15	35
Risk	20%	60	85	30	20	75
Difficulty	15%	55	80	50	15	25
Success	10%	30	60	55	65	30
Compliance	5%	35	50	60	50	50
Relationships	5%	80	70	50	85	80
Stakeholder	15%	25	50	45	60	60
Urgency	10%	60	25	40	65	80
Weighted Scores	100%	54.8	60.0	43.3	38.0	52.3

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[Problem Solving Techniques #13 Weighted Scoring Model](#)