

PROBLEM-SOLVING AND DECISION MAKING

Student Name: Natalia-Antonia Baluta

Student ID: 1811783

University: University of Wales Trinity Saint David

Table of Contents

Introduction.....	3
Impact and scope of complex problems in the workplace	4
Impacts of complex problems	5
Identification of the problem to initiate the decision-making process.....	5
Solution for the identified problems	7
Decision-making technique for evaluating a range of solutions.....	8
Plan for implementing solutions to the problems	9
Maintaining a communicative circuit within the management and the stakeholders and communicating the plan to them.....	11
Feasibility and viability.....	11
Techniques to access the solution	12
Swot and Pestle	13
Conclusion	16
References	17

Introduction

Problem-solving skills and decision-making techniques are necessary for maintaining the sustainability of an organization. There are many problems, which will require proper assessment by the workers and the management. The required problem-solving skills will be elaborated on in this assignment. The description of the various important aspects of the problems, which generally rises in an organization, has been described properly in this assignment. The decision-making processes needs to be concise and should take the views of the employees or the workers. Communication is one of the important things that help to give the required growth to an organization. Problems in this section will lead to a catastrophic outcome for the company. Maintaining a communicative circuit within the organization is very helpful for the stakeholders to understand the requirement of a running project or some business practices. The positive outcomes gained from the pestle analysis will be given in this assignment in a descriptive way. The company named Morrison is based in the UK and is considered as one of the largest supermarket chains of the United Kingdom. Its headquarters is situated in Bradford, West Yorkshire, England. The study is being done on this organization. At the beginning, it started as the stall of bread and butter, then gradually they achieved success by changing their store locations and expand their business by providing different products.

Impact and scope of complex problems in the workplace

Organizational problems keep occurring in every company from time to time and it is the role of the management to handle the problems in a manner that it does not affect the productivity of the company. Complex problems generally occur in the complex organisation where the structure of the company is quite diverse and has several layers in the organisation chart of the company. Due to the presence of several layers in the organisation, the chances of a problem occurring increases even more. As mentioned by Albrecht *et al.* (2015), problems in an organisation are directly proportional to the size and structure of the company. This means larger organisations have a higher tendency to have organisation problems. On the other hand, a small organisation where the work is handled by the owner of the company and a few employees the chances of the occurring problem is far less since the level of communication and transparency between the employees and the manager is quite high (Collings *et al.* 2018). Even if any problems arise their problems are resolved in a very short period of time causing least damage to organisational productivity

Thus, focusing on complex problems that occur in larger organisations the impacts are varied depending upon the nature and level of complexity of the problem. Firstly, when a complex problem starts to take shape in the company most of the employees and the management are unaware of it which increases the complexity of the problem as one problem leads to the generation of several other smaller problems. As mentioned by Guest (2017), while the smaller problems are easily identified the management focuses on resolving those issues and broader aspect of the actual problem are ignored. Since the actual problems persists it keeps giving rise to smaller problems from time to time Jabbour and de Sousa Jabbour (2016). Thus, the presence of such problems keeps hampering the work process in the company. Therefore, it is the role of management to investigate more deeply when they deal with organisational problems in order to find out the root cause of the problems (Lechuga Sancho *et al.* 2018). **Communication** is one such organisational problem that keeps occurring from time to time and is responsible for hampering the productivity of the company (Ling *et al.* 2018). Communication is one such problem due to which several other problems might arise in the organization. Moreover, communication problems can happen due to both technical and non-technical problems. As per the ideas of Luballo and Simon (2017), Communication problems due to non-technical problems

generally happen due to neglect, personal bias, Cultural differences, attitude and ego, and passive listening.

Impacts of complex problems

Slowdown in the work process

As a complex problem occurs in a company the work, process of the company slows starts to reach a sluggish pace mostly due to lack of clarity while handling a job. According to Marchington (2015), the nature of complex problems is such that they are not easily identifiable hence most of the time the HRM miss them and focus on other smaller issues. On the other hand, slowed down the pace in a company's work process damages the net revenue and income of the company. As per the ideas of Masum *et al*(2016), this, on the other hand, forces the company to either look for secondary sources to finance their company or the salaries of the employees are put on hold to keep the company running for a certain period of time. Either way, the company faces loss, as by increasing the company's debt the company creates a self-made burden for themselves while on the other hand holding the salaries of the employees gives rise to tension among the employees, especially in the lower level.

Reduction in the employee retention rate in the company

A gradual decline in the employee retention rate can be noticed when a complex problem persists in an organisation. As mentioned by McDermott *et al.* (2019), due to the persistence of organisational problems employees suffer from a lowered morale and will to work in the company. The motivation to perform better among the employees severely decreases. As a result, the work-life balance of employees' decreases and they start to leave the company leading to a drop in the employee retention rate of the company (MORLEY, 2016).

Dissatisfied stakeholders

As the retention rate of employees and the productivity of the company starts to decrease the stakeholders of the company start to notice the losses they are incurring. Moreover, the customer experience goes down as services and products start to reflect a gradual decrease in their quality (Nejatiet *al.* 2017). Thus, the company faces flak at different ends resulting in an overall loss of the company.

Identification of the problem to initiate the decision-making process

As it has already been illustrated above how complex problems can ruin a company, its work process, productivity, market share and also create internal problems, identification of the

problems becomes necessary (Ngwenya and Aigbavboa, 2017). There is a different way to identify complex problems in an organisation however; they need a thorough probing into the internal and external matters of the company to identify such problems.

Four different phases lead to the identification of an organisational problem.

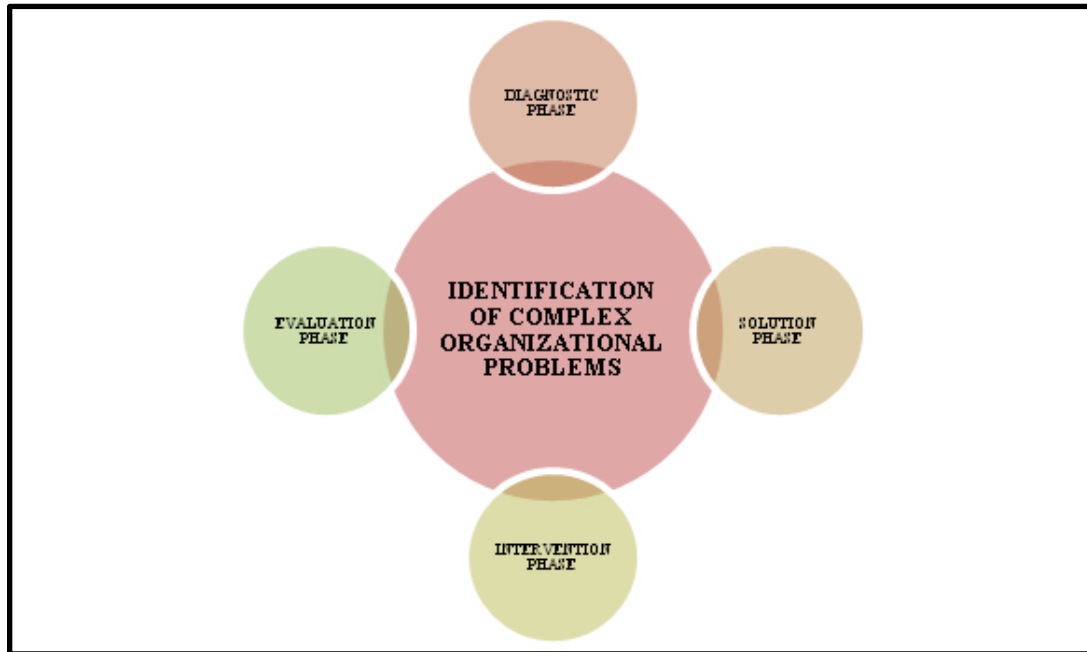


Figure 1: Identification of complex organizational problems

Diagnostic phase

The first step to identify organisation problems deal with collecting information regarding the problems caused in the organisation. As per the ideas of Noe *et al.* (2015) collecting information from varied sources needs to be done whether written or verbal depending upon the size, nature and decision of the management of the organisation. In order to collect information that might lead to the identification of the problem, the company can evaluate the performance of the employees, conduct interviews, ask for internal feedback from the employees (Papa *et al.*2018). These activities generally bring out a number of issues however; the issues that are spotted the most among the different issues can be the actual problem. However, identification of the problems depends upon the interpretation of the information collected. According to Luballo and Simon (2017), it is essential to have an expert panel while dealing with problems identification and looking from a plausible solution.

Solution phase

The second phase is finding the solution to the problems. Based on the nature of problems there can be a number of solutions that can be implemented in the organisation. As per the ideas of Jabbour and de Sousa Jabbour (2016), the changes that would be thus taking place in the organisation needs to be followed by appropriate strategies to That can be implemented to support the solution and changes in the organisation that would follow.

Intervention phase

Intervention phase is the stage when the solution along with the necessary strategies has already been implemented in the organisation (Albrecht *et al.* 2015¹). It is during the intervention phase of when the employees start noticing the changes gradual progress and finally the elimination of the problem and along with all the several issues, the actual problem carried along with it. The intervention phase starts to eliminate the problems slowly from every level of the organisation wherever it was previously identified to be.

Evaluation phase

The final stage of the problem identification is the evaluation stage where the intervention and necessary measures have already been taken by the organisation. Therefore, the evaluation stage refers involves summarising the overall changes that have taken place in the organisation in the intervention phase. According to Collingset *al.*(2018), it also involves evaluating the effectiveness of the applied solution. Increased communication between the different levels of the organisation can be noticed that would reflect that the intervention process has successfully met its objectives.

Solution for the identified problems

Communication has thus been identified as one of the most complex problems that can persist in an organisation. As suggested by Guest (2017), in order to increase communication at different levels in the organisation, several measures can be taken in order to reduce the impact of the lack of communication.

Introduction of a feedback system

A feedback system from the employees directed towards the management is very beneficial for the company as it helps the management to understand the probable causes and effects of problems from the employee's point of view. As per the views of Masum *et al.*(2016), from that feedback forms also helps the management to realise if there has been any kind of lack that has been observed from their ends (MORLEY *et al.* 2016). The feedback leads to increased

communication between the management and the employees and with this, the problems slowly start to get resolved.

Increased interaction between the employees

It is important to increase familiarisation among the employees and between the officers at the senior level. A higher rate in employee interaction would mean that everyone knows everyone else in the company. As per the ideas of Papa *et al.* (2018), this makes the communication process among the employees easier and the interactions among one another become free of any kind of inhibitions. As the interactions increase, the discussions of the various problems also start taking place due to which the managers sometimes find out problems occurring in the organization without having to do any internal investigation.

Use of social intranet service

The increasing use of the internet has given the power of social media and use of tools and software that are designed to carry out communication services between the employees of an organisation and are meant exclusively for communication between the employees of that particular organisation (Collingset *al.* 2018). Some popular instances of online intranet service providers can be *Betrix*, *Zoho* and few more. This software helps to carry out communication, allocation of tasks, and evaluation of employees and also helps in performing several other organisational functions. The use of these software act as a separate channel for the employees of the organisation to communicate among each other, moreover it also keeps conversations private thus also maintaining a certain level of privacy.

Restructuring and proper organising of the departments

Restructuring the organisation is another strategy whose implementation can increase the communication flow among the employees. According to Peccei and Voorde (2015), cultural diversity also gets promoted among employees when the restructuring is done.

Decision-making technique for evaluating a range of solutions

Promoting interaction among employees

The management needs to promote and encourage the employees to interact more among themselves in order to eliminate communication barriers that might arise due to communicational barriers. As per the ideas of Pereira *et al.* (2018) increases interaction among employees reduces communicational barriers and increases the flow of work.

Encouraging interactive sessions

Interactive sessions are beneficial for employees as it gives them a chance to improve their communication skills among each other (Reicheet *al.* 2016). Moreover, it increases familiarity with each other. Increases familiarity increases co-coordination among them which in turn acts as an added bonus for the company as this coordination comes in handy for the organisational work process as well.

Conducting brainstorming sessions

Brainstorming sessions are useful for finding out problems that might be lurking in the organisation. As mentioned by Stone *et al.* (2015), brainstorming helps to dig out different views perspectives and solutions to a single or a number of problems this helps in the decision making the process for the managers. Therefore, the decision-making process becomes easier with the implementation of a brainstorming session.

Plan for implementing solutions to the problems

Highlighting the main issues and critical areas

The key issues or the problems needed to be highlighted. The highlighting of the problem or the issue will be helpful for the workers to understand the requirements of solving it. More specific approach can be taken towards solving the problems through this. According to the view of Vidal *et al.* (2015), the problems needs proper assessment and highlighting the critical points can be helpful for solving it. The advanced predictions of the main area of problem will be essential for the organizations to take safety precautions before it puts an effect on the organization.

Establishment of a baseline

If a company really wants to run a company by maintaining a proper communication, then a baseline is required which is essential for measuring the success and progress. Signifying a baseline will be helpful for comparing the present situations designing the business practices innovatively for the future. According to the opinion of Suyotoet *al.* (2015), assigning a baseline will be good for the organization to adapt techniques or strategies needed for proper progress of a project. Research can be done on the basis of baseline which is fruitful for the future growth of an organization.

Make smart decisions

Many of the senior leaders have tried to resolve the communication problem by demanding evidence which will prove that if making decision will solve the problem of communication or not. As per the opinion of Cheng and Han Ping (2015), measuring the performance of the

employees will give the administrative body, a proper view of the productions and the places in which the employees need enhancement or correction. As per the opinion of Ahmad (2018), the measuring of the performance of the employees will provide the leaders or the managers to communicate with employees about the issues which they are facing and the reasons for their lag in the performance.

Checking if the demands of the audiences have been met or not

The measurement of the communication and alterations can only be made if the employees gets proper information about the aims and objectives of the organization regarding the progress of a project. The demands of the customer are the main thing which needs to be assessed as they are one of the most important stakeholders of an organization decides their profitability. As per the view of Poleto *et al.* (2019), the problems of the customers' needs proper addressing and a separate section should be there in a webpage in which the customers will give their reviews. This will solve the problem of communicating with the customer and solving their problems. A swift decision making is the requirement according to the demands of the market.

Resources of Communication

The proper data and records can be helpful for giving a proper insight into the working of communication in different sections of the work field. Testing the communication and providing proper idea about communication if all the fields are not having good communication is the urgent things that can be tried by a company. According to the opinion of Shmelova (2018), the resources of communication should be given the right kind of attention by the authorities and examples of these resources are conduction of meetings, screening the progress of the project periodically. This checking of the resources will be essential for the organization as it will give the opportunity to redesign the project according to the resources. The company will be engaged in the work of increasing the resources for getting a profitable outcome from that.

Demonstration of commitment to change

The seriousness about improving the communication will force the administrative bodies to make the workers understand the urgent needs and commitment to bring change in the organizational practices or a particular project. According to the view of Erlina *et al.* (2018), the employees needs to give proper attention to giving efforts in maintaining the communication

within themselves. The communicative circuit is very important to make the employees understand the important need of introducing periodic changes in the organization.

Maintaining a communicative circuit within the management and the stakeholders and communicating the plan to them

Feasibility and viability

A plan must be evidently defined ahead of its appraisal. As per the opinion of Stadler *et al.* (2015), project description includes the explanation of the corporal services that will be made, the skill to be utilized, the outcome to be given, and the classification of the users at the end. Capital, working, and protection costs should be anticipated over the time of the plan, also any generation of expecting income.

As per the view of Chan and Morse (2018), the study of feasibility must execute the scheme plan to a smallest amount stage that forces the executive or administrative board to make a concluding choice to advance with the plan.

The project charge must be expected to a stage that:

- Is enough to obtain plan financing
- Is adequate to make a concluding plan to take a decision

On the effective side, the plan must be adequately complete to make sure that all of the impacts of the project are well known:

- Environmental
- Social
- Geopolitical

In most business, studies have been formed aforementioned to the last feasibility learning. According to the opinion of Peterson *et al.* (2015), in major business projects, for instance, a scoping learning or pre- viability learning will charge the finances of single or two major issue that are motivating the viability of the project. However, they usually serve up only as a principle used to carry on to the next stage, rather than an ultimate examination of the feasibility of the plan. The communication between the employees and the different sections of an

organization should be strong for the proper planning and initiating it. *Pestle* analysis has its benefits as it helps the organization to gain knowledge of the country in which it is trying to establish its business. Pestle analysis is must to solve the problem of an organization as it will give proper perspective of the situation of a country to everyone.

In most business, studies have been formed aforementioned to the last feasibility learning. In major business projects, for instance, a scoping learning or pre- viability learning will charge the finances of single or two major issue that are motivating the viability of the project. However, they usually serve up only as a principle used to carry on to the next stage, rather than an ultimate examination of the feasibility of the plan.

Characteristically, if there is rectification in the planting of mass and it is in the course before the plant gets approval for finalization. According to the opinion of Decker and Gates (2019), when there is an item for production like solar farm, then the number and volume of component are confirmed. For a pit, the mining and dispensation rates got finalized

According to the opinion of Sanger and Nei (2015), the work force and plan agenda are screened, and the carrying and logistics are designed out. To be specific, each thing that has an option of devastating the plan is examined to make sure that it does not preteens a danger to project victory. Or if it does, the stakeholders are taking place with full information of that danger.

Even though the plan blueprint is often ended as fraction of the viability study, the plan details are typically not built-in in their total since they are not the major centre of the account. Rather, the plan design is sum up within the viability study to provide the person who reads background. As per the view of Hakkinenet *al.* (2017), sanction of the concluding plan particulars comes after the viability decision stage.

The economic feasibility of a project is determined by:

- **Estimating the project costs**

Since the plan is mostly comprehensive, each thing is predictable using contrast to previous plan (similar estimating) or component rate standard from a variety of resource (parametric approximation). As per the opinion of Shen and Tzeng (2018), these planning expenses are agglomerated into an on the whole project approximation (bottom up approximation) to decide the overall assets cost of the plan.

Techniques to access the solution

Swot and Pestle

The swot analysis of an organization gives proper views to the workers about internal strength and weaknesses of the organization. This helps in gaining immense knowledge of the particular organization. This is very much helpful for making a business incur huge profits in the future. The future recommendation can be given in detail by the SWOT analysis. According to the opinion of Peterson *et al.* (2015), the opportunities and threats also can be known through this.

Strengths	Weaknesses
• Enhancing communication skills • Confidence booster	• Helps to identify the weaknesses in the managerial sectors • Rectifying the issues at the roots for the proper growth in future.
Opportunities	Threats
• Proper expansion of the business • Periodic innovations	• Sustainable growth in the future. • Getting aware of the competitors

The PESTLE is a perfect strategy for an organization to enter the new market and trying to establish its business there. As per the opinion of Shen and Tzeng (2018), the pestle analysis gives the over view of a company and its scenarios which will affect a business there. The political scenarios are very important which can affect the business of an organization in catastrophic and can be favourable also. All the factors that can affect a business in country are usually given in a PESTEL analysis. The swot and pestle are the two things, which can be helpful for the organization to earn profits.

Political Factors	Analyzing these factors is very helpful for getting proper knowledge about the problems of establishing a business in a country.
Economic Factors	It helps to understand the demand of the foreign countries to establish business in a country.
Social Factors	Helpful for analyzing the types of populations, which in turn will be helpful for knowing that which company will be suitable for getting

	recognition
Technological Factors	Identification of the opportunities in the future
Environmental Factors	Helpful for maintaining the different environmental aspects like limiting the carbon emission
Legal factors	Understanding the rights of the employees

Fishbone analysis

Through this analysis, finding the main cause of a specific problem became easier. It is considered as one of the brainstorming solutions. Maintaining communication by discussing the problem with the associates will lead to positive outcomes.

Problems of less material can lead to lesser productivity and there is environmental problem like the insufficient place to test the issues of the product. These are type of factors, which are interlinked with each other as the less supply of raw material is leading to lesser productivity and the test of the product cannot be done due to limitations. Conducting proper training to the employees can work as benefit for the organization. Lack of proper training to the employees can lead to huge damage, as that will hamper the quality of the product. Communicating with the workers can lead to eradication of all sorts of issues in the organization. Processing of the products after the inspection can lead to good as well as negative outcomes. It can lead to over processing of the products. The machinery problems are linked to it as if its temperature is not controlled. The problems can be identified through the layers as one problem is linked to the other one.

Porter's 5 forces

Competiveness in the market- It helps an organization to understand the type of approach or the method needed to maintain its uniqueness for gaining complete advantage over the organization.

Supplier power- It is helpful to gain knowledge about the potentiality of the suppliers. The proper information can be gained about the expenses of changing the suppliers' according to the uniqueness and demand of the product in the market.

Buyer Power- Analyzing this power will provide benefits of other organization as that will help them to sets the price tag of the products according to the demand of the markets and bargaining power of the buyers.

Threat of substitution- This will be is helpful for the company to get the right kind of information about the substituted products available in the market manufactured by the start-up companies at lower prices or added benefits.

Threat of New entry in the market- Many start-up companies are opening nowadays and those starts ups can provide alternative or substitute products at low cost as entering a market does not high expenditure.

Conclusion

It can be concluded from the assignments that there are various important aspects of problem-solving skills and the maintaining communication within the team to get successful outcome through the completion of a project. It can be said that the time limit should be kept in mind while solving a problem. The time management and budget are most important during solving a problem. The performance of the employees should be the main target of the administrative body of a company and that can be enhanced with the help of maintaining proper communication circuit. The coordination can be maintained with the help of maintaining strong decorum. The issue of the employees needs to be addressed by the managers and the leaders in order to give them the comfort they want. The employees should be given a chance to participate in the decision-making processes.

References

- Ahmad, M., 2018. Solution of multistage decision making problem through dynamic programming.
- Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. and Saks, A.M., 2015. Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), pp.7-35.
- Chan, R. and Morse, A., 2018. Artificial Intelligence-Enabled Technologies and Clinical Decision Making. *University of Western Ontario Medical Journal*, 87(2), pp.35-36.
- Cheng, S. and Han-Ping, F., 2015. Enhancing the problem solving skills of decision science learners. In *Paper presented at the AeU International Research Conference, October 4th 2015, Asia e University* (pp. 1-15). Asia e University.
- Collings, D.G., Wood, G.T. and Szamosi, L.T., 2018. Human resource management: A critical approach. In *Human Resource Management* (pp. 1-23). Routledge.
- Decker, K. and Gates, S., 2019. Problem Solving Through Simulation & Scripts.
- Erlina, E., Setiawan, A. and Suhandi, A., 2018, December. Improving the capability of decision making high school students through physical practicum activities using HOTV-lab model. In *International Conference on Mathematics and Science Education of Universitas Pendidikan Indonesia* (Vol. 3, pp. 217-220).
- Guest, D.E., 2017. Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), pp.22-38.
- Häkkinen, P., Järvelä, S., Mäkitalo-Siegl, K., Ahonen, A., Näykki, P. and Valtonen, T., 2017. Preparing teacher-students for twenty-first-century learning practices (PREP 21): a framework for enhancing collaborative problem-solving and strategic learning skills. *Teachers and Teaching*, 23(1), pp.25-41.
- Jabbour, C.J.C. and de Sousa Jabbour, A.B.L., 2016. Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, pp.1824-1833.
- Lechuga Sancho, M.P., Martínez-Martínez, D., Larran Jorge, M. and Herrera Madueno, J., 2018. Understanding the link between socially responsible human resource management and competitive performance in SMEs. *Personnel Review*, 47(6), pp.1211-1243.

- Lin, C.H., Sanders, K., Sun, J.M., Shipton, H. and Mooi, E.A., 2016. From customer-oriented strategy to organizational financial performance: The role of human resource management and customer-linking capability. *British Journal of Management*, 27(1), pp.21-37.
- Ling, F.Y.Y., Ning, Y., Chang, Y.H. and Zhang, Z., 2018. Human resource management practices to improve project managers' job satisfaction. *Engineering, Construction and Architectural Management*, 25(5), pp.654-669.
- Luballo, W.O. and Simon, K.C., 2017. Human resource management practices and service delivery in county government of Siaya, Kenya. *Human Resource Management*, pp.95-113.
- Marchington, M., 2015. Human resource management (HRM): Too busy looking up to see where it is going longer term?. *Human Resource Management Review*, 25(2), pp.176-187.
- Masum, A.K.M., Azad, M.A.K. and Beh, L.S., 2016. The role of human resource management practices in bank performance. *Total Quality Management & Business Excellence*, 27(3-4), pp.382-397.
- McDermott, A.M., Conway, E., Cafferkey, K., Bosak, J. and Flood, P.C., 2019. Performance management in context: Formative cross-functional performance monitoring for improvement and the mediating role of relational coordination in hospitals. *The International Journal of Human Resource Management*, 30(3), pp.436-456.
- MORLEY, M., POÓR, J., HERATY, N., ALAS, R. and POCZTOWSKI, A., 2016. Developments in human resource management in Central and Eastern Europe in comparative perspective. In *International Human Resource Management* (pp. 107-133). Routledge.
- Nejati, M., Rabiei, S. and Jabbour, C.J.C., 2017. Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of Cleaner Production*, 168, pp.163-172.
- Ngwenya, L. and Aigbavboa, C., 2017. Improvement of productivity and employee performance through an efficient human resource management practices. In *Advances in human factors, business management, training and education* (pp. 727-737). Springer, Cham.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2015. Human resources management. *Instructor*, 2015.

- Papa, A., Dezi, L., Gregori, G.L., Mueller, J. and Miglietta, N., 2018. Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. *Journal of Knowledge Management*.
- Peccei, R. and Voorde, K.V.D., 2015. Human resource management and performance. *Wiley encyclopedia of management*, pp.1-9.
- Pereira, V.E., Fontinha, R., Budhwar, P. and Arora, B., 2018. Human resource management and performance at the Indian Railways. *Journal of Organizational Change Management*, 31(1), pp.47-61.
- Peterson, G.W., Leierer, S.J. and Reardon, R.C., 2015. Career Decision State Survey©.
- Poleto, T., de Carvalho, V.D.H. and Costa, A.P.C.S., 2019. The full knowledge of big data in the integration of inter-organizational information: An approach focused on decision making. In *Web Services: Concepts, Methodologies, Tools, and Applications* (pp. 803-821). IGI Global.
- Reiche, B.S., Stahl, G.K., Mendenhall, M.E. and Oddou, G.R. eds., 2016. *Readings and cases in international human resource management*. Taylor & Francis.
- Sanger, M.R. and Nei, D., 2015. Evaluating Good Decision Making Starts with Making Good Decisions.
- Shen, K.Y. and Tzeng, G.H., 2018. Advances in multiple criteria decision making for sustainability: Modeling and applications.
- Shmelova, T., 2018. Stochastic Methods for Estimation and Problem Solving in Engineering: Stochastic Methods of Decision Making in Aviation. In *Stochastic Methods for Estimation and Problem Solving in Engineering* (pp. 139-160). IGI Global.
- Stadler, M., Becker, N., Gödker, M., Leutner, D. and Greiff, S., 2015. Complex problem solving and intelligence: A meta-analysis. *Intelligence*, 53, pp.92-101.
- Stone, D.L., Deadrick, D.L., Lukaszewski, K.M. and Johnson, R., 2015. The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), pp.216-231.
- Suyoto, W., Indraprastha, A. and Purbo, H.W., 2015. Parametric approach as a tool for decision-making in planning and design process. Case study: Office tower in Kebayoran Lama. *Procedia-Social and Behavioral Sciences*, 184, pp.328-337.

Vidal, R., Salmeron, J.L., Mena, A. and Chulvi, V., 2015. Fuzzy cognitive map-based selection of TRIZ (theory of inventive problem solving) trends for eco-innovation of ceramic industry products. *Journal of Cleaner Production*, 107, pp.202-214.