

Weeks & Dates	Lesson and Learning Objectives	Primary in-class activities	Points to note
Week 1 From September 14 to 18	Introduction to the Module, Lesson: Introduction to problem solving Learning objectives: To understand the aim, structure of the module and the mode of assessment. To understand how to conduct <i>initial analysis</i> of a problem	Activity: Initial analysis of the NHS Problem	This lesson is directly linked to the first learning outcome of this module, so students should expect certain aspects of this lesson to be a key part of the assignment. The primary in-class activity is designed to test students' knowledge of initial analysis. Students should ensure any challenge in conducting initial analysis is addressed. The initial analysis is the first step in the problem-solving journey, even when applied in the workplace.
Week 2 From September 21 to 25	Lesson: The Business environment (PESTEL) Learning objectives: To understand the nature of the macro environment and how it impacts businesses To demonstrate an ability to conduct a PESTLE analysis	Activity: PESTEL analysis of an assigned organisation or industry.	It is important that students do some revision after this lesson in week 2, as it has links with the lesson in Week 3.
Week 3 From September 28 to 2 nd October	Lesson: SWOT analysis Learning objectives: To understand the importance and usage of SWOT analysis To employ SWOT analysis in analysing organisations.	Activities: Case study of Syed's business Case study of Eko Healthcare	This topic is one that features in the assignment this term and the lesson aims to equip students with practical knowledge of how to conduct SWOT analyses via case study exercises. This topic has links with PESTEL analysis covered in week 2, so it is important to revise and understand the previous lesson before you attend this lesson.

Week 4 From October 5 to 9	Lesson: Cause - and - effect analysis (Fishbone diagram) Learning objectives: To understand how cause – and - effect analyses are used in problem solving To be able to build a fishbone diagram To identify the usefulness of the fishbone diagram in identifying solutions to a complex problem	Activity: Attempt to analyse the complex problem in your assignment brief, using the cause – and – effect analysis.	This lesson is an unmissable one as it is central to the module and linked with every other lesson on this module. It is also linked to one of the learning outcomes of the module so it would always be a part of the assessment tasks every term. During the session, students would be given an opportunity to use the fishbone diagram for their assignment and also receive generic or specific feedback. Ensure that you revise this lesson before attending your lecture in week 5.
Week 5 From October 12 to 16	Lesson: Introduction to decision-making Learning objectives: To recognise decision making techniques and biases in the decision-making process.		This session is a light session as it is an introductory one. <i>However, it is important that by the end of this session, students identify three (3) alternative solutions to the problem in the assignment.</i>
Week 6 From October 19 to 23	Lesson: Evaluation of alternatives Learning objectives: To employ decision-making tools in making a choice between available alternatives.	Activity: A grid analysis based on a given mini case study	This lesson is the most analytical lesson in this module. Unmissable and highly relevant to one of the learning outcomes of this module so it would always be a part of the assignment for this module. It is highly relevant to practical workplace decision-making and should not be missed. Students would be given an opportunity to use decision - making tools to analyse the three alternative solutions they have identified in the previous week.

Week 7 From October 26 to 30	Lesson: Planning, monitoring and evaluation Learning objectives: To demonstrate an understanding of the planning process To understand the monitoring and review process. To examine success indicators and their role in assessing the outcome of decisions.	Activity: Case study-based activity, requiring students to design a plan to implement a given solution	This lesson would help students improve their planning skills to consider both before and after factors in the pre - implementation phase. Students would need to apply the learning on planning to the assignment as the assignment would require students to plan the implementation of a decision they have made.
Week 8 & 9 From November 2 to 13	PRESENTATION WEEKS		By Week 6, Tutors would have assigned a presentation slot to their students to present either in week 8 or 9.
Week 10 From November 16 to 20	Workshop		This workshop would be to support students in the completion of their reports