### SESSION PLANS

**COURSE:** ABE Level 5 Analytical Decision-making

**ELEMENT:** Element 4: Option development in analytical decision-making

## **LEARNING OUTCOME 4**

**Apply analytic techniques to develop options for decision-making, reports and recommendations**

4.1 Apply analytic techniques to develop appropriate options in context

4.2 Apply scenario planning techniques to support decision-making

4.3 Apply mapping and testing techniques to justify recommendations

4.4 Report coherent findings and credible recommendations to facilitate management decision-making

**NUMBER OF SESSIONS:** Four - approximately 12-16 hours in total plus self-study

**SESSION TOPICS:** Session 1: Option development

 Session 2: Scenario planning

Session 3: Selection and recommendation

 Session 4: Reporting and presentation

**Note to tutors: this is the recommended session plan for learning outcome 4 of the ABE Level 5 in Analytical decision-making. You should follow the plan, using the resources (referenced as ‘slides’ here) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 1: Option development

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Introduction to session and learning outcomes for element 4 | Use file: **5UADM Presentation E4**Assessment criterion 4.1 | 1-5 | Review of homeworkDiscussion on outcomes from students |  |
|  | Developing options | Input - **Cause and effect** – use of Ishikawa’s Fishbone diagram with categoriesReview of predictive techniques – data mining and machine learning patters and including use of extrapolation and regressionUse of Excel for forecastingGap analysisMind-mapping for options | 6-14 | *Session Activity:* Fashionista scenario – cause and effect*Session activity:* Gap analysis at Fashionista. Create options for operational and strategic gaps | **5UADM E4 LO4 Activity 1 –** Cause and effect**5UADM E4 LO4 Activity 2 –** Gap analysis |
|  | Business modelling | Input – Business modellingSWOT to TOWSProduct –market forecasts BCG and AnsoffBusiness modelling techniques in context - examples (operational/strategic; functional area for business) e.g. Porter’s Value Chain, GE McKinsey Matrix, Porter’s Generic Competitive Strategies  | 15-22 | *Class question:* models to be used for option development – linked to analysis and forecast*Session Activity*: Business modelling using Apple Corporation and based on SWOT from previous sessionClass discussion: meaning of GE Multifactor | **5UADM E4 LO4 Activity 3 –** Business modelling |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerHomework briefing for Nestlé | 23 | Q&A involvementHomework and study guide reading for Learning outcome 4 | **5UADM E4 LO4 Activity 4 -** Nestle Option Development HOMEWORK |

### SESSION 2: Scenario planning

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Introduction to session and learning outcomesRecap session 1 | Use file: **5UADM Presentation E4**Assessment criterion 4.2 | 24-25 | Review of homework Discussion on outcomes and presentations from students |  |
|  | Scenarios | Input definition of **Scenario planning**Scenarios to determined **different futures** * Alternative futures – what if . .?
* Alternative market responses
* Internal

Excel spreadsheet ‘What if . .?’ | 26-31 | *Class discussion: Alternative futures* How will STEEPLE factors affect Nestlé?*Session Activity:* What if . . ? using STEEPLE and Porter’s 5 forces*Class discussion*: Internal alternatives | **5UADM E4 LO4 Activity 5 –** What if..? |
|  | Scenario planning - Processes | Input- Scenario planning as a **process** 7 – stepsMethodologies – * Consensus (brainstorming, mind mapping, Delphi)
* Modelling – (Value chain, Balanced Score Card, Pareto)
 | 32-42 | *Session Activity 2:* Delphi technique*Class discussion:* ConsensusReminder: Q&A re: Value chain*Session Activity:* Balanced Score Card perspectives*Brainstorm:* BSC as a process*Class discussion:* Pareto effect | **5UADM E4 LO4 Activity 6 – Delphi Technique****5UADM E4 LO4 Activity 7 –** BSC Perspectives |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerHomework briefing for Nestlé | 43 | Q&A involvementHomework and study guide reading for Learning outcome 4 | **5UADM E4 LO4 Activity 8 –** Developing options for Nestle HOMEWORK  |

### SESSION 3: Selection and recommendation

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours** | Introduction to session and learning outcomesRecap session 2 | Use file: **5UADM Presentation E4**Assessment criterion 4.3 | 44-45 | Review of homework Discussion on outcomes and presentations from students |  |
|  | Selection evaluation | Input – **Evaluating options** through testing outputsSuitability, feasibility, acceptability (SAF) –Meaning and definition of each element and why they are important. Models and measurements to be used in testing | 46-48 | Q&A on likely outcomes from alternative options. Discussions on descriptive and predictive forecasting, weighting and rating techniques*Class discussion on* Suitability, Acceptability, Feasibility – factors, models, measurements could be used to test |  |
|  | Scoring | Input - Scoring mechanismsScoring mechanisms/measurements for SAFServQual example for service sectors for gaps between expectations and potential performance | 49-51 | *Session Activity:* Scoring options for Fashionista | **5UADM E4 LO4 Activity 9 –** Scoring options for Fashionista |
|  | Decision trees | Input on Decision treesDecision tree methods. Value of pictorial outcomes. Using SMART Art for depictionExamples and development of financial assessment of decision tree | 52-54 | *Session Activity*: Business improvement at Fashionista | **5UADM E4 LO4 Activity 10 –** Decision trees at Fashionista |
|  | Other factors for evaluation | Input on other evaluation methods* Financial criteria (ROI) – ROCE, Payback, DCF
* Cost Benefit Analysis (CBA)
* Shareholder value

Financial and non-financial rationalesStakeholder opinion and business circumstances for decision | 55-60 | *Session Activity:* CBA Case study – London Heathrow*Class discussion:* Selection circumstances | **5UADM E4 LO4 Activity 11 –** Heathrow CBA  |
|  | Risk mitigation | Input – concept of risk mitigationCertainty/uncertainty - Likelihood of success and risk factors including predictable and unpredictable events* Impact and probability
* Contingency and mitigating risk
* Strategies to overcome risk
 | 61-65 | *Class discussion*: Risk and contingency at Fashionista |  |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerHomework briefing for Nestlé | 66 | Q&A involvementHomework and study guide reading for Learning outcome 4 | **5UADM E4 LO4 Activity 12 –** Nestlé Selecting options and risk management HOMEWORK |

### SESSION 4: Reporting

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| **Approx.****Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| **3-4 hours total** | Introduction to session and learning outcomesRecap session 3 | Use file: **5UADM Presentation E4**Assessment criterion 4.4 | 67-68 | Review of homework Discussion on outcomes and presentations from students |  |
|  | Reporting | Input – reporting **considerations**Issue sellingTarget audienceStakeholder considerations - power/influence | 69-74 | *Class questions:* Reporting |  |
|  | Reporting formats | Input - **Structure** and presentationsReadership levelsReport structures, style and emphasisAlternative media Written communications/visual tools | 75-77 | *Class discussion:* ‘Attention seeking’*Class brainstorm:* Media*Session Activity:* Media for stakeholders | **5UADM E4 LO4 Activity 13 –** Stakeholder Media |
|  | Communication | Input – **communication**MessageCommunication – language/visuals/presentations/ reinforcement – model – transactional communicationPresentations: answering questions/objections | 78-82 | *Session Activity:* Presentation based on Nestlé proposals | **5UADM E4 LO4 Activity 14 –** Nestle in Society - Presentations |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverageRecap Question and AnswerRevision briefing  | 83 | Q&A involvementRevision study guide reading for Learning outcome 4 |  |