### 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 homework  Discussion on outcomes from students |  |
|  | Developing options | Input - **Cause and effect** – use of Ishikawa’s Fishbone diagram with categories  Review of predictive techniques – data mining and machine learning patters and including use of extrapolation and regression  Use of Excel for forecasting  Gap analysis  Mind-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 modelling  SWOT to TOWS  Product –market forecasts BCG and Ansoff  Business 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 session  Class discussion: meaning of GE Multifactor | **5UADM E4 LO4 Activity 3 –** Business modelling |
|  | Review of session and learning outcomes | Run through session outcomes to demonstrate coverage  Recap Question and Answer  Homework briefing for Nestlé | 23 | Q&A involvement  Homework 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 outcomes  Recap 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 – steps  Methodologies –   * Consensus (brainstorming, mind mapping, Delphi) * Modelling – (Value chain, Balanced Score Card, Pareto) | 32-42 | *Session Activity 2:* Delphi technique  *Class discussion:* Consensus  Reminder: 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 coverage  Recap Question and Answer  Homework briefing for Nestlé | 43 | Q&A involvement  Homework 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 outcomes  Recap 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 outputs  Suitability, 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 mechanisms  Scoring mechanisms/measurements for SAF  ServQual 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 trees  Decision tree methods. Value of pictorial outcomes. Using SMART Art for depiction  Examples 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 rationales  Stakeholder 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 mitigation  Certainty/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 coverage  Recap Question and Answer  Homework briefing for Nestlé | 66 | Q&A involvement  Homework 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 outcomes  Recap 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 selling  Target audience  Stakeholder considerations - power/influence | 69-74 | *Class questions:* Reporting |  |
|  | Reporting formats | Input - **Structure** and presentations  Readership levels  Report structures, style and emphasis  Alternative 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**  Message  Communication – language/visuals/presentations/  reinforcement – model – transactional communication  Presentations: 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 coverage  Recap Question and Answer  Revision briefing | 83 | Q&A involvement  Revision study guide reading for Learning outcome 4 |  |