

Assessed Coursework Coversheet

For use with *individual* assessed work

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PROFILE 1

An analysis of a group decision making situation in your place of work, previous place of work or some other situation with which you are familiar (e.g., in the public domain through media coverage), in terms of the advantages and disadvantages of group decision making compared to individual decision making. This should address the implications these may have for the optimality of the decisions taken.

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Introduction

The Advanced Decision-Making program of the management trains these managers in a single, all-inclusive program that might have required years of competence. With its extensive program and high levels of engagement, the program includes users in an exciting educational atmosphere that goes above and beyond requirements (Fonti, et al., 2023). This report will discuss the process of making choices in a little group today. Teams with different skills, such as IT professionals as well as specialists in advertising, work together in the way the organisation makes decisions to manage complexity and grab openings. To comprehend the benefits and drawbacks of each of them, this paper examines the distinctions between collective and personal choices among organisations (Phillips and Mui, 2024). The objective is to improve how decisions are made and propel the organisation beyond continued success with advancements in technology.

Situation: Tech Solutions Inc. is in the process of choosing its next flagship product, a choice that will determine the company's growth and profitability in the marketplace. The organisation's ideals of creativity and collaborative effort are reflected in the importance of working together amongst varied teams in making decisions. Making sound choices is hampered by issues like aggregation and protracted building agreement procedures.

This report aims to investigate theoretical frameworks in order and pragmatic approaches in a fueled technology setting to improve Tech Solutions Inc.'s decision efficacy, promoting creativity preserving competition, and enabling organisational expansion. The report's format consists of an overview of the existing research on collaboration in decision-making, techniques for improving communal decision-making procedures, and concludes with suggestions for maximising decisions inside the company.

Background

Large British corporations had proprietorial leadership, inadequate fiscal management, and poor synchronisation; their corporate institutions and operational efficiency had not altered much since the Second World War (Chowdhury, et al., 2023). But starting in 1980, shifts in corporate culture, international rivalry, the role of the state, the London's banking sector all had an impact on British managers (Mariani and Belitski, 2023). As a result, there was a surge in mergers and larger companies (Baxter, et al., 2023). A major shift in management was taking shape by 1980, however, procedures were limited by custom, the financialisation of work and international rivalry (Lloyd and Payne, 2023). Excellent decisions are crucial for organisational effectiveness in the rapidly changing world of today's company.

The term Advanced Management Decision (AMD) pertains to the deliberate procedure for adopting intricate judgements that frequently entail elevated degrees of unclear information, interrelationships, and instability (Babu, et al., 2024). In contrast to conventional selections, which usually utilise predetermined requirements or known methods, AMD decisions require the analysis of several characteristics, consequences over time, and a negotiation of various needs to meet organisational goals (Hulme, et al., 2023). In the UK, businesses that were

established in 2020 saw a one-year growth rate of 92.9 per cent as of 2021, down from 94.6 per cent the year before (Holgado Granados, et al., 2024). Only 38.5 % of the companies established in 2016 remained open to operations in 2021 (Currie, et al., 2024).



Figure 1: Advanced Management Decision (AMD)

Source: <https://www.linkedin.com/pulse/advanced-management-hekmatullah-kaliwal/>

Situation

Strategic organising, allocating resources, handling risk, creating, and managing changes are just a few of the governance topics that AMD covers. Directors must use their multidisciplinary expertise, ability to analyse, and imagination to negotiate complexity, seize potential, and reduce risks (Lewis, 2024). It is impossible to overestimate AMD's significance in the interlinked world of currently when companies are continuously changing, advancements are developing quickly, and conflict is getting fiercer (Sarhan and Al-Najjar, 2023).

To stay forefront with the organisations, need to foresee anticipated developments, make knowledgeable choices, and quickly adjust to altering situations (Fonti, et al., 2023). The method of choice has also been completely transformed by developments in analytics, AI, and selection for supporting decisions, which have given administrators access to cutting-edge techniques and knowledge that can improve selection-making both quickly and effectively (Phillips and Mui, 2024). But even with this technical progress, people are still very important to AMD since they help to bring various groups together, encourage teamwork, and stimulate creativity (Alkaraan, et al., 2023). To sum up, in a commercial situation that is becoming more complicated and unpredictable, superior decision-making by executives is essential to strong organisational toughness as well as efficient leadership (Chowdhury, et al., 2023). Administrators may guide their companies forward in enduring achievement, advantages in competition, and steady development by becoming experts in AMD (Mariani and Belitski, 2023).

Aim and objectives

In the framework of Tech Solutions Inc.'s invention-creation approach, to assess the relative merits of public versus alone decision-making to optimise methods for making decisions. The objectives are as follows:

- Examine the benefits and drawbacks of collaborative decision-making about Tech Solutions Inc.'s new product creation plan.

- Determine ways to enhance Tech Solutions Inc.'s collaborative choice-making procedures whilst taking collaborative movement, organisational environment, and limitations of resources into account.
- On the results of the analysis, to offer Tech Solutions Inc. concrete suggestions for improving choice efficacy that will promote creativity, adaptability, and profitability in competition.

Literature Review on Group Decision-Making

In collective decision-making, an array of individuals decides on a particular matter to achieve their objective and better their circumstances. It's a crucial approach to making the best choice possible (Fonti, et al., 2023). When more than one individual, including each with differing perspectives, perspectives, motives, and personality traits, acknowledges that there is some issue they are trying to solve together, they engage in collaborating on decisions (Phillips and Mui, 2024). They seek a consensus on a choice-making dilemma with multiple solutions based on their tastes or perspectives during this procedure. Performance and creativity in organisations are greatly influenced by collective choices (Alkaraan, et al., 2023).

Advantages of Group Decision-Making

Leveraging Diverse Perspectives

Drawing on the varied knowledge, backgrounds, and opinions of the teammates represents a few of several main benefits of collaborating to make decisions (Chowdhury, et al., 2023). In an organisation focused on software like Tech Solutions Inc., where multidisciplinary knowledge is frequently needed for assignments, utilising a variety of viewpoints can result in more thorough troubleshooting and imaginative remedies (Baxter, et al., 2023).

Promoting Innovation

Collective idea-generating and discussion sessions are made easier by collaborating on decisions, and these activities can encourage innovation and creativity (Mariani and Belitski, 2023). Tech Solutions Inc. allows for an expanded spectrum of concepts and methodologies by mixing alongside people with diverse backgrounds and capacities. This can result in ground-breaking breakthroughs and significance over others in the competitive environment.

Encouraging Shared responsibility

Everyone on the team has a sense of devotion to the results and a level of responsibility when choices are made together. The company's climate of commitment as well as participation is fostered by this shared duty (Lloyd and Payne, 2023). At Tech Solutions Inc., encouraging collective ownership when making choices can boost engagement and employee loyalty, which raises output and work experience.

Challenges of Group Decision-Making

Groupthink

A model developed by Janis (1971), although it has advantages, group decisions are prone to this phenomenon, in which participants place more importance on unity and acceptance than on an objective examination of the options. In the highly demanding and frantic technological sector, collaborative thinking can hinder innovation and result in less-than-ideal choices (Lloyd and Payne, 2023). To decrease the dangers of cognitive dissonance, Tech Solutions Inc. needs to be careful to support opposing viewpoints as well as cultivate a climate of productive discussion.

Group characteristics

Baron and Kerr (2009) identified certain factors which characterise a group decision-making process like group size, member characteristics, conformity, social loafing, production blocking, evaluation apprehension, and biased information pooling. Persuasive individuals may influence decision-making, ignoring valuable input from other members. Large groups may struggle with communication and exhibit production blocking causing delays in idea sharing (Diehl & Stroebe, 1991). Conformity and social loafing (Comer, 1995) may cause team members to opt out of the decision-making process due to ignorance and fear of judgment. By being mindful of these characteristics, Tech Solutions Inc. can cultivate an environment which encourages open communication, diverse perspectives and critical thinking, ultimately enhancing the effectiveness of the group decision-making process and the quality of the outcome.

Protracted debates and Achieving Agreement Procedures

Group selection frequently entails protracted debates and establishing consensus procedures, these can impede organisational versatility and postpone the practical application of decisions. Accurate decisions are essential in the quickly changing field if one wants to stay above the competition and take advantage of market possibilities (Babu, et al., 2024). To increase effectiveness and adaptive design, Tech Solutions Inc. may be required to create explicit frames of reference and simplify procedures for making choices.

Diffusion of Responsibility

When individuals' liability is diluted in larger organisations, there can be a chance that those who choose results will be less motivated and committed (Hulme, et al., 2023). To keep employees accountable and avoid the delegation of blame, Tech Solutions Inc. will need to make sure that each person's roles and duties are clearly defined during decisions.

Relevance to Tech Solutions Inc.

The benefits of collective choices, especially utilising a variety of viewpoints and encouraging creativity, are highly aligned with Tech Solutions Inc.'s goals of providing state-of-the-art technologies and being ahead of industry developments (Currie, et al., 2024). However,

groupthink, protracted achieving agreement procedures, and job dissemination draw attention to locations in which Tech Solutions Inc. might need to concentrate to improve organisational achievement and make decisions on the procedures (Holgado Granados, et al., 2024). The company can improve its standing amongst rivals and promote steady development in the tech sector by tackling these issues and utilising the advantages of cooperative decision-making.

Theoretical Frameworks for Decision-Making Optimisation at Tech Solutions Inc

Examining these theories in light of Tech Solutions Inc.'s unique situation can help shed light on the fundamental structures driving the procedures for making decisions and guide the development of tactics for maximising the efficiency of decisions inside the company.

Prospect Theory

Prospect theory, which was developed by Daniel Kahneman and Amos Tversky, suggests that people arrive at choices not so much on the actual result as on the future significance of the advantages and disadvantages.

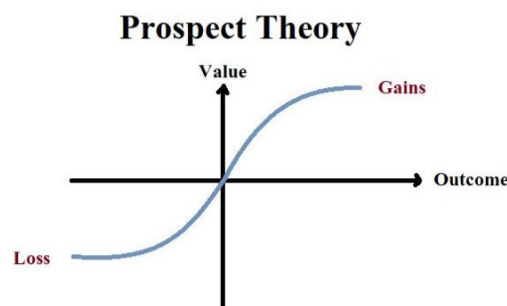


Figure 2: Prospect Theory

Source: <https://www.investopaper.com/news/what-is-prospect-theory/>

Knowing prospect theory might assist one gain a grasp of how humans or organisations weigh benefits and risks, which can have an impact on organisational choices (Currie, et al., 2024). According to prospect theory, people are more likely to agree to a gamble when the risks are higher than when they are lower. Put another way, instead of maximising predicted rewards, their decisions are typically made to minimise damages (Holgado Granados, et al., 2024).

Social Identity Theory

Henri Tajfel and John Turner created social identity theory, which investigates how people get a knowledge of self by belonging to certain groups and being categorised by society. Mastering social identity demographics can help Tech Solutions Inc. comprehend more thoroughly how interpersonal relationships, such as the tendency towards obedience, within-group partiality, including outsider injustice, affect the way people make choices (Lloyd and Payne, 2023). According to social identity research, individuals often use comparable characteristics—like college attainment—to compare themselves to them. Disparities in

status, brought on by less money or schooling can cause tension, jealousy, or rage (Phillips and Mui, 2024).

Group Polarisation

The concept of individual polarisation holds that selections made by communities are normally more radical than what each participant would have initially imagined. Participation of everybody involved collectively increases individual thoughts and perspectives, thus influencing the transformation (Phillips and Mui, 2024).

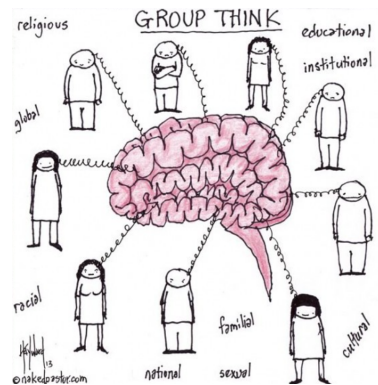


Figure 3: Group Think

Source: <http://www.differencebetween.net/business/difference-between-groupthink-and-group-polarisation/>

Group polarisation is the propensity for community debates to reinforce membership' initial biases, resulting in outcomes that seem more aggressive than what they would be if they were taken alone (Alkaraan, et al., 2023). Examining group polarisation can assist Tech Solutions Inc. in comprehending that relationship dynamics influence conclusion results and reducing the possibility of growing more committed to less-than-ideal paths of action.

Dual-Process Theory

Dual-process theory states that thinking can be divided into two categories: thought that is analytical (System 2) and intuitive thinking (System 1). An explanation for how cognition might emerge in multiple forms or be the outcome of two distinct operations is offered by the dual procedure theory. Both the explicit, awareness function and the power source unspoken, subconscious one is frequently combined into these two systems. Because of this, these formulae for mathematics offer accurate and trustworthy predictions of the effects of any particular ecosystem (Babu, et al., 2024).

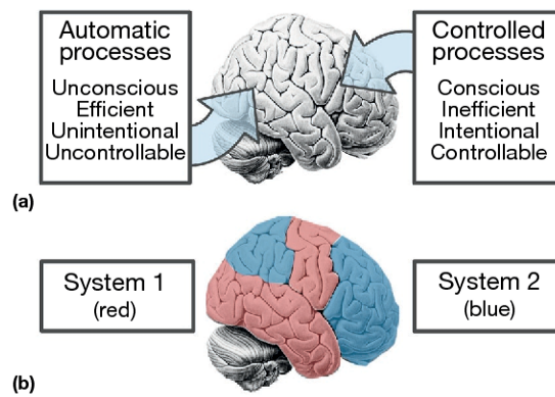


Figure 4: Dual-Process Theory

Source: <https://www.semanticscholar.org/paper/Dual-Process-Theories-in-Social-Cognitive-Spurt/ed732b3a1f8fe733686a35688b090f426d018f9b>

Strategies for Enhancing Group Decision-Making- Assessment of Strengths and Weaknesses

Tuned ways that increase the efficacy of group decision-making ought to be looked into to progressively more Tech Solutions Inc.'s methodology for making decisions. The next section examines some strategies meant to foster innovation, enhance collaborative effort, and reduce common risks in group judgements (Sarhan and Al-Najjar, 2023).

Structured Brainstorming Sessions

Organisations can get a couple of thoughts from everyone involved and write them down during organised discussions about ideas. After that, let participants cast a vote for their favourites to give them an even greater opportunity to contribute (Phillips and Mui, 2024). The advantage of this method is its ability to use interactive facts, which encourages an inventive and cooperative mindset (Fonti, et al., 2023). There may be challenges in addressing several points of views and securing full participation.

Strengths

Imaginative Discovery: Through utilising structured discussion forums as a platform, employees can all generate original ideas and suggestions.

Cooperation: By encouraging employees to cooperate along and take on greater responsibilities, these sessions raise ownership of alternatives and results.

Diverse perspectives: By encouraging input from a range of participants, scheduled discussions of ideas leverage a broad spectrum of perspectives, therefore raises the quality of the decisions made.

Weaknesses

Challenges in Instruction: In order to maintain concentration during discussions of ideas, it's critical to effectively moderate opposing perspectives on vision. Without skilled moderating, discussions may degenerate into chaos or get dominated by a small number of participants.

Laborious: Planned conversations about ideas can be lengthy, especially when more individuals or more complex topics are being discussed. As a consequence, it might turn challenging to allocate employees and adhere to planning deadlines.

Project Inspection: Whilst thinking may bring up a lot of ideas, it can be challenging to prioritise and organise them for more investigation. This can lead to disarray or impair their choices.

Facilitated Discussions to Encourage Dissenting Viewpoints

Group processes for making decisions might benefit from the opportunity that mediated conversations provide for the encouragement of divergent opinions and productive debate. Experienced interpreters at Tech Solutions Inc. may lead conversations and make sure that each of the viewpoints is heard and given careful consideration. This strategy helps reduce the hazards of collaborative thinking and negativity by encouraging an environment based on intellectual openness and open communication, allowing teams to make more informed and comprehensive judgements (Phillips and Mui, 2024). Aided talks have the advantage of encouraging innovative thinking and challenging prevailing assumptions. Nonetheless, handling disagreements and staying focused in the face of divergent viewpoints may provide difficulties (Alkaraan, et al., 2023).

Strengths

Open debate: By providing a secure environment for the expression of opposing opinions and the challenge of presumptions, mediated talks encourage open debate and inquiry.

Conflict Resolution: Trained supervisors know how to handle arguments and arguments in an informal setting whilst promoting productive conversation and reaching an agreement.

Decision Quality: Assisted in conversations to improve the quality of choices and reduce the likelihood of Collective thinking or biased vote-making by promoting a variety of viewpoints and a thorough analysis of the options.

Weaknesses

Managing disagreements: Keeping a balanced conversation can be difficult, even with the advantages of assisted discussions. This is especially true when addressing individuals of power or firmly held beliefs.

Time Restrictions: When settling conflicts or examining challenging circumstances, aided talks may take longer than standard decision-making procedures. Following time frames for projects and allocating resources could become difficult as a result.

Skill Requirements: Specific information and instruction, such as empathy being attentive, feelings for others, and handling conflicts, are necessary to perform efficient guiding. In the

absence of proficient moderators, conversations could be aimless or fail to produce significant results.

Implementation of Decision Support Tools

Support tools for decision-making are a great way to improve the standards of decisions that are made in groups and streamline procedures in modern times. Tech Solutions Inc. can support scenario planning and decisions based on data by utilising advanced software programmes and instruments for analysis (Fonti, et al., 2023). Companies may visualise multifaceted information, analyse different routes on conduct, and determine how judgements might affect significant efficiency measures with the help of those instruments (Alkaraan, et al., 2023). This system's virtue is its capacity to improve decision speed and effectiveness by utilising the latest algorithms and statistical modelling methodologies (Mariani and Belitski, 2023). However, maintaining data quality and privacy as well as incorporating decision assistance technologies into the present process may provide difficulties (Lloyd and Payne, 2023).

Strengths

Efficiency: By facilitating instantaneous communication with useful information, statistics, and observations, option technologies expedite the selection-making effort and enable quicker better-informed choices.

Precision: Using complex formulas and statistical modelling methods, systems for devices improve decision precision whilst lowering the possibility of prejudice or judgment that is subjective.

Data-Driven Insights: By combining vast amounts of knowledge into usable findings, technologies for decision support help businesses make informed choices. This allows them to spot developments, themes, as well as possibilities that might not be obvious without laborious analysis.

Weaknesses

Integration Challenges: Integrating tools for decision support alongside present equipment, providing learning, and investing a substantial amount of money in IT infrastructure may all be necessary.

Data Governance: All that is done to make sure the information is safe, confidential, correct, accessible, and useful is known as the governance of data. It covers the steps individuals need to take, the procedures they need to adhere to, and the tools that help them all along the life cycle.

Human Judgement: Whilst executives from management systems provide useful details, understanding info and settings still requires human judgment. When choosing an option, conclusions that rely greatly using analytic methods may overlook significant emotional or emotional elements.

Recommendations

Promoting an Environment of Transparency and Positive Dissension: Developing visibility throughout making decisions requires open dialogue. By sharing thoughts and the path are taking with others, ideas will encourage others to contribute, and challenge without fear, whilst offering their opinions as well (Chowdhury, et al., 2023). Tech Solutions Inc. can leverage the collective wisdom of its workforce and reduce the risks associated with aggregation by engaging in dialogue that is beneficial.

Enhancing Selection Aid Technology is costly: To enhance selection efficiency and speed up decisions, Tech Solutions Inc. should make investments in the newest analytical tools and judgement assistance. Such systems employ information-driven agreements and statistical methods to facilitate scenario analysis, optimise the use of resources, and evaluate the potential impacts of actions on important efficiency metrics (Alkaraan, et al., 2023). By utilising technology, Tech Solutions Inc. may increase efficiency and decision-making accuracy. This will enable the business to seize new opportunities and react swiftly to shifting market conditions.

Creating Explicit Frameworks and Criteria for Project Evaluation and Selection: This entails establishing priority projects in line with the organisational goals, determining organisational goals, and evaluating initiative viability (Baxter, et al., 2023). Tech Solutions Inc. can guarantee the efficient allocation of funds and tasks that are consistent with the organisation's mission by instituting clear guidelines along with transparency systems.

Conclusion

In conclusion, the analysis of group decisions at Tech Solutions Inc. has, in the end, illuminated both the possible benefits and prevalent drawbacks of the practice. Decision-making in groups facilitates the utilisation of a variety of viewpoints, encourages innovation, and facilitates accountability for choices, however, its efficacy may be impeded by issues like a cycle of group protracted building relationships procedures, and transmission of duties. Tech Solutions Inc. can continue to preserve its edge over the competition. Tech Solutions Inc. can customise its strategy for improving collaborative decision-making methods by closely evaluating the advantages as well as disadvantages of organised discussion groups, led talks, and choice-making instruments. In the ever-changing technological economy, the organisation may fulfil its primary objectives, sustain its edge over the competition, and foster innovations by strategically utilising a strategy's virtues and simultaneously mitigating any possible deficiencies.

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