

HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

069

**Decision- Making in Organisations:
Structural Design Myths and Realities
Course or Seminar**

Leading To:

**DIPLOMA – POSTGRADUATE IN
Organisational Decision-Making**

Accumulating to

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc - MA

Course Coordinator:

Prof. Dr. R. B. Crawford – Director of HRODC Ltd. and Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) (University of London)};
- MEd. Management (University of Bath);
- Advanced Dip. Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of Academy of Management (MAoM), within the following Management Disciplines:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
- Member of ResearchGate Community;
- Member of Convocation, University of London;
- Professor HRODC Postgraduate Training Institute.

Prof. Crawford was an Academic at:

- University of London (UK);

- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK).

For Whom This Course is Designed **This Course is Designed For:**

- Chief Executives;
- Chief Executive Officers;
- Company Secretaries;
- Chief Operating Officers;
- Chief Financial Officers;
- Management Accountants;
- Executive Directors;
- Divisional Directors;
- Human Resource Directors;
- Corporate Managers;
- Corporate Strategists;
- Divisional Managers;
- Functional Managers;
- Human Resource Specialists;
- Organisational Design Specialists;
- Organisational Development Specialists;
- Line Managers;
- Internal Consultants;
- Independent Consultants;
- Lecturers;
- All Others who are desirous in obtaining cutting-edge for improving the effectiveness of their decision-making, within the context of simple, functional, divisional and matrix structures, and their hybrids.

Duration:5 Days

Cost:£5,000.00Per Delegate

Please Note:

- V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
- It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Diploma – Postgraduate –in **Organisational Decision-Making**; or
- Certificate of Attendance and Participation – if unsuccessful on resit.

HRODC Postgraduate Training Institute's Complimentary Products include:

1. HRODC Postgraduate Training Institute's **Leather Conference Folder**;
2. HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad**;
3. HRODC Postgraduate Training Institute's **Key Ring/ Chain**;
4. HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;
5. HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Course Material;
6. HRODC Postgraduate Training Institute's **Metal Pen**;
7. HRODC Postgraduate Training Institute's **Polo Shirt**.

****Please see product images, as a separate file - Complimentary Products For Students and Delegates, from HRODC Postgraduate Training Institute.****

Daily Schedule: 9:30 to 4:30 pm.

Location: Central London and International Locations

Decision-Making in Organisations (Organizations): Structural Design Myths and Realities Leading to Diploma-Postgraduate in Organisational Decision-Making

Course Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- Distinguish between decision centralisation and decentralisation;
- Provide at least two examples of organisations which facilitate decision-making centralisation and decentralisation, respectively;
- Suggest at least two benefits of decision-making decentralization;
- Indicate at least two problems of decision-making decentralization;
- Determine the degree to which decentralization of decision-making in multinational operations are, on balance, beneficial or problematic;
- Suggest whether corporate decisions to centralise decision-making might be simply 'playing it safe';
- Indicate the degree to which decision-making centralisation and decentralisation are facilitated by mechanistic and organismic structures;
- Vividly illustrate how environmental scanning of competitive and PESTEL forces and are structurally facilitated;
- Demonstrate their understanding of the concept of 'layering' in decision-making;
- Explain why Problem Resolution should be categorized as decision-making;
- Provide an acceptable explanation to the concept of industrial democracy, as a factor in decision-making;
- Indicate the relationship between decision-making process and 'organisational health';
- Explain the suggestion that decision-making is represent strategic and operational choices;
- Link each of the following Decision-making Patterns with Functional, Divisional and Matrix Structures, respectively;
- Provide accurate guidance on the effectiveness of individual vs team-participative decision-making in organisations
- Establish the value of and problems with individual participation in decision-making;
- Indicate the benefits and drawbacks of team participation in decision-making;

- Explain the prevailing theory surrounding team decision-making and risky-shift syndrome;
- Provide discussion lead on “real participation vs pseudo participation in decision-making process: commitment or frustration”;
- Support the notion that meetings is a forum for decision-making;
- Provide theoretical evidence that meeting effectiveness is vital for sound decision-making;
- Discuss the extent to which effective convening of meetings supports decision-making;
- Define the concept resonance, providing at least one example;
- Explain the degree to which ‘resonance’ impairs the decision-making process;
- Expound the role of the board as supreme decision-making entity;
- Illustrate the management of hedging decisions, factoring PESTEL elements;
- Discuss, with certainty, the value of ‘options’ in decision-making;
- Illustrate the use of ‘options’ to manage risky decisions;
- Provide practicable advice on decision-making, in relation to risk and business continuity.

Course Contents, Concepts and Issues

Part 1: Conceptualising and Contextualising Decision-Making: An Analysis of the Decision-Making Process in Organisations (1)

- Decision-Making: A Conceptual Exploration;
- A Generalised Model of Decision Making;
- Generalised Characteristics of the Decision Process;
- The Idealised Decision-making Process: Exploring Decision-making Reality;
- Decision-making Effectiveness: Applying The ‘Stress Test’;
- Normative Decision Models and the Concept of ‘Bounded Rationality’;
- Communication and Decision-making Effectiveness:
- ‘Groupthink’ vs ‘Teamthink’ in Decision-making: Their Conceptualisation, and Implications;
- Centralisation VS Decentralisation of Decision-making and Their Implication for Organisational Effectiveness

Part 2: Conceptualising and Contextualising Decision-Making: An Analysis of the Decision-Making Process in Organisations (2)

- Decision Centralisation and Decentralisation: A Distinction;
- Degrees of Centralisation and Decentralisation of Decision-making;
- Benefits of Decentralization;
- Costs of Decentralization;
- Decentralization and Multinational Operations;
- Centralisation: 'Playing It Safe';
- Decision-making Centralisation and Decentralisation and their Facilitation by Mechanistic and Organismic Structures;
- Environmental Scanning of Competitive and PESTEL Forces and their Structural Facilitation;
- The Concept of 'Layering' in Decision-making: Decision Formulation, Dissemination and Emergence;
- Problem Resolution as Decision-making;
- The Concept of Industrial Democracy as a Factor in Decision-making;
- The Decision-making Process and 'Organisational Health';
- Decision-making as Strategic and Operational Choices;
- Decision-making Patterns in Functional, Divisional and Matrix Structures;
- Management Information System as a Structural Derivative:

Part 3: Individual and Team Participation in Decision-Making: Implications for Its Implementation and Effectiveness

- Individual VS Team-participative Decision-making;
- Value of and Problems with Individual Participation in Decision-making;
- Benefits and Drawbacks of Team Participation in Decision-making;
- Team Decision-making and Risky-Shift Syndrome: Their Effect on Corporate and Operational Decision-making;
- Real Participation vs Pseudo Participation in Decision-making Process: Commitment or Frustration;
- Meetings as a Forum For Decision-making;
- 'Resonance' As An Impairment of the Decision-making Process:

Part 4: Decision-Making and Risk Management: An Introduction

- Defining Risk;

- Contextualising Risk;
- Risk Probability and Improbability
- The Traditional 'Number Line' and Traditional Risk Management Calculation
- 'Risk-Improbability Scale or Continuum';
- Understanding Risk in Organisations;
- Examples of Financial Risks in Decisions:
- The Currency Derivatives Market;
- Financial Exposure As Risk:
- Risk Exposure and Yield Expectations;
- What Is Risk Management?;
- Developing Strategies and Approaches to Treat and Manage Risk;
- Risk-related Decisions: When to Mitigate or Not to Mitigate;
- Decisions Involving Financial Derivatives;
- Financial Leverage Decisions;
- Hedging Decisions and PESTEL Changes: Striking a Balance;
- The Value of 'Options' in Decision-making;
- Using 'Options' to Manage Risky Decisions;
- Decision-making, Risk and Business Continuity;
- Developing Criteria for Determining Acceptable Levels or Residual Risk;
- Financial Risk and 'Market Dynamics';
- Individual vs Team Financial Decision-making and Risky Shift: Empirical Refutation of Prevailing Theory or Anecdotal Evidence?.

Part 5: Decision Making as an Important Function of Organisations: An Empirical Analysis of Decision-Making in Divisional and Matrix Structures

- The Role of the Board As Supreme Decision-making Entity;
- Board Structure and Membership;
- Committees and Subcommittees;
- Individual Participation in Decision-making in Divisional and Matrix Structures;
- Meeting Attendance in Specialist Groupings in Divisional and Matrix Organisations Compared;
- Meeting Attendance in 'Project'/ Operational Groupings in Divisional and Matrix Organisations Compared;
- Contribution to Meeting Agenda in Divisional and Matrix Organisations;

- Knowledge of Agenda Establishment Process;
- Knowledge of Contributors to Agenda;
- Opportunity To Contribute To Agenda;
- Meetings and Their Contribution to the Decision-making Process
- Frequency With Which Members' Views Were Accepted At Specialist Meetings;
- Frequency With Which Members' Views Were Accepted At Project/ Operational Meetings;
- Frequency With Which Members' Views Were Accepted At Specialist Meetings;
- Representation of Operators' Views at Board Level;
- Higher Level Participation in Decision-making: A Summative and Conclusive Empirical Exploration.

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The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute