TERTIARY AND VOCATIONAL EDUCATION COMMISSION

NVQ Level 6 Semester I Examination – 2020/21

Diploma in Cosmetology

Problem Solving and Decision Making- EMPM 04

Answer any **five (05)** Questions.

Time: 3 Hours   Total Marks: 100

1) Problem solving models are used to address the many challenges that arise in the workplace. While many people regularly solve problems, there are a range of different approaches that can be used to find a solution.

a) Identify and explain two methods diagnosing the problem   (5 marks)

b) Explain the two methods to determine the Root Cause(s) of the Problem   (5 marks)

c) List down a set of major decisions taken by the manager of a salon.   (5 marks)

d) Prevention it better than cure. Discuss the importance of identifying the possible problems of a company before actually happen them   (5 marks)

(20 marks)

2) The mark of any good manager is being able to make the right decision at the right time, even in less-than-ideal circumstances. Regardless of sector and industry, it's an important element of any management role, having the potential to impact employees as well as the direction a company might take going forward.

a) Explain briefly PROS –of Rational / Classical Decision making process   (5 marks)
b) Understanding priority is an important part of making good decisions. Elaborate the statement
                                                                                (5 marks)
c) The curiosity and observation are very important for a decision making process. Explain
                                                                                (5 marks)
d) The speed of the decision making depends on the number of management levels exist in a company. Do you agree with the statement? Explain   (5 marks)
(20 marks)

3) Decision making style of managers depend greatly on their personality and approach towards problem solving. Every leader or manager has his own individualistic style augmented by his experience, background, and abilities.

Briefly explain importance of each of following decision making style   (5 marks each)

a) Directive or Autocratic Decision Making
b) Analytical Decision Making
c) Behavioural Decision Making
d) Conceptual Decision Making

(20 marks)

4) A systematic approach to decision making, such as the Vroom-Yetton Decision Model, allows you to bring consistency and order to a process that might otherwise feel idiosyncratic and instinctive. It can also help you to determine the most effective means of reaching a decision.

a) Decision quality and Team commitment are two factors which this model uses to analyse the decision that needs to be made. Explain those   (5 marks)

b) Identify following leadership style explain in Vroom – Yetton decision model and explain briefly

   (i) Leader Make the decision and then tell others what you have decided   (5 marks)
   (ii)Leader shares problem with group members individually, and asks for information and evaluation.   (5 marks)
c) State 05 barriers to successful problem solving.   (5 marks)
                                                         (20 marks)

5) a) Individuals have a tendency to think and question before performing. This is fruitful in analysis and forecasting of individual's behaviour. Individual decision making has certain pros identify them and explain.   (5 marks)

b) Information overload is one of key challenges when it comes to the fleet decision-making processes. Explain   (5 marks)

c) In practice, many organizations ensure that certain autonomy is given to the employees in the middle layers as well as those slightly senior so that decision making need not be centralized. Elaborate the statement   (5 marks)

d) Discuss the type of decisions taken by the top line managers in a company.   (5 marks)

                                                          (20 marks)

6) 3) Mrs Julia is the owner of the very famous salon chain in Sri Lanka having branches in Kandy , Colombo , Negambo and Gampaha . In 2015 annual revenue of that Kandy branch was Rs 1 million. But now it dropped by 0.5million. Mrs Julia is thinking how to solve this problem and how to increase the annual revenue.

a) Explain why Julia should use fish bone diagram to solve this problem   (5 marks)

b) Identify the steps of drawing a fishbone diagram and illustrate a sample   (5 marks)

c) Identify the limitations that arise while using above mention strategy (fish bone diagram)
                                                        (5 marks)
d) Discuss another two techniques that use to solve above situation except fish bone diagram technique
                                                        (5 marks)
                                                          (20 marks)

7) Write 4 short notes from any selected topics (5 marks for each)

    a) Front End Analysis
    b) Nominal Group Technique
    c) Brainstorming Technique
    d) Vroom and Yetter's tool for decision making - "Decision tree"
    e) Decision Making Models   **(20 marks)**