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| **Analyse business decisions and determine the impact on an entity’s performance** |

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| **Kaupae |** Level | 5 |
| **Whiwhinga |** Credit | 15 |
| **Whāinga |** Purpose | This skill standard is intended for current managers and aspiring managers.  This skill standard will provide learners with the knowledge and skills to analyse business decisions and determine the impact on an entity’s performance.  This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) (Ref: 2459) – Management strand, programmes aligned with management components, or it can be awarded as a standalone credential. |

**Hua o ea o me Paearu aromatawai |** Learning outcomes and assessment criteria

| **Hua o ea o |** Learning outcomes | **Paearu aromatawai |** Assessment criteria |
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| 1. Identify business decisions relevant to own role, responsibility and authority | 1. Identify types of business decisions within own area of responsibility and authority. |
| 1. Identify where your area of responsibility and authority fits in a decision-making process in an entity. |
| 1. Analyse an entity’s decision-making processes. | 1. analyse the quality and impact of decisions in an entity using decision-making models |
| 1. Use business data and information to develop a rationale for why business decisions were made |
| 1. Assess the effectiveness of the business decision-making process in relation to meeting operational objectives |
| 1. Communicate decision(s) within an entity |
| 1. Evaluate the impact of business decisions and decision-making processes on an entity’s performance. | 1. Evaluate the effectiveness of decisions and decision-making processes in relation to the entity’s performance |

**Pārongo aromatawai me te taumata paearu |** Assessment information and grade criteria

*Assessment specifications:*

Assessment must be conducted in real business context(s) and/or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

Assessment materials should allow for learner, regional, cultural, or community contexts.    
For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/).

*Definitions*

*Assessment materials* refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

***Ngā momo whiwhinga |*** *Grades available*

Achieved

**Ihirangi waitohu |** Indicative content

**Decision-making processes**

* + Identify types of decisions available in their role
  + Learner may be involved in the process
  + There could be decisions made by Senior Leadership/Governance
  + Clarifying the goal or create operational or strategic objectives
  + Root cause analysis
  + Decision-making process ​
  + Models for decision making
    - Consensus
    - Voting
    - Hierarchical
    - Risk analysis
    - Priority matrix
    - Fishbone diagram
    - SWOT analysis
    - Cost benefit analysis
    - Competition an
    - Test marketing
    - Stakeholder analysis
  + Applying different models of decision-making to different situations ​and considering timeframes​
  + People involved, how decision was made, conveyed and consulted ​
  + Potential impact on people and entity ​

**Business decisions**

* + Basis for decision, establishing objectives, outcomes ​
  + Business data and analytics ​
  + Collating, analysing, and presenting data ​
    - Presented in charts, tables, presentations, reports   ​
    - Types of data is contextual to their entity and responsibility, how the data is useful and used by their people in their entity ​
  + Examples of factors being evaluated ​
    - Risk analysis in H&S
    - Entity’s reputation
    - Financial ​
  + Type of decisions
  + Policy
  + Process
  + Managerial
  + Organisational
  + Workflow ​
  + Determining the decision-making strategy in-line with the type of decisions ​
  + Fish-bone strategy
  + Risk analysis
  + SWOT analysis

**Business decisions contribute to entity’s performance**

* + Evaluation and review of decisions
  + Continuous improvement
  + Potential impacts on people and the entity.

**Rauemi |** Resources

* NZ Business – [Māori business values](https://nzbusiness.co.nz/sustainability/what-we-can-learn-maori-business-values)
* Business.Govt – [Efficiency and innovation](https://www.business.govt.nz/business-performance/operations-strategy/operational-efficiency-and-innovation)
* Lumen Learning - [Principles of Management](https://courses.lumenlearning.com/wmopen-principlesofmanagement/)
* Ringa Hora - [Programme guidance](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/)
* Groundwork.org.nz - [Te Tiriti articles in practice](https://groundwork.org.nz/resources/te-tiriti-articles-in-practice/)
* Te Ara – [Principles of The Treaty of Waitangi](https://teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapono-o-te-tiriti-o-waitangi/page-1)

**Pārongo Whakaū Kounga |** Quality assurance information

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| **Ngā rōpū whakatau-paerewa |** Standard Setting Body | Ringa Hora Workforce Development Council |
| **Whakaritenga Rārangi Paetae Aromatawai |** DASS classification | Business > Business Operations and Development > |
| **Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga |** CMR | 0112 |

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| **Hātepe |** Process | **Putanga |** Version | **Rā whakaputa |** ReviewDate | **Rā whakamutunga mō te aromatawai |** Last date for assessment |
| **Rēhitatanga |** Registration | 1 | 31 December 2030 | [dd mm yyyy] |
| **Arotakenga |** Review | <type here> | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | <type here> | | |
| **Rā arotake |** Planned review date | 31 December 2030 | | |

Please contact at [qualifications@ringahora.nz](mailto:qualifications@ringahora.nz) to suggest changes to the content of this skill standard.