Comparing different possible decisions to work out which decision is better.

- Help to reduce the amount of uncertainty in any decision, giving managers much more confidence in the choices they make.
- Encourages managers to be logical and consider all the possibilities.
- A lot of complex decisions involve too many ‘unknowns’, so therefore could be too difficult to construct.
- Problematic if the business environment is too changeable, might not go to plan.
Spec Says:
❖ The theory of motivation as proposed in:
  ● Maslow's Hierarchy of Needs
  ● Herzberg's Two Factor Theory
  ● McGregor's Theory X and Theory Y.
❖ How the models relate to employees of different types and personal motivation. The need for managers to recognise the different motivational needs of different people in the workforce, including:
  ● skilled as opposed to unskilled staff
  ● manual or process-based as opposed to knowledge-based tasks
  ● old as opposed to young staff
  ● paid as opposed to volunteer staff.
❖ How different management or leadership styles may affect motivation.
❖ How different organisational structures impact on employee motivation.
❖ The role of empowerment in developing motivation.
❖ The problems with empowerment in terms of management control, devolution of power and authority and acceptance of responsibility.
❖ How managers need to consider when and how to empower employees through delegation.

Maslow's Hierarchy of Needs
❖ Argued that basic needs are shown at bottom of hierarchy with higher needs at the top.

Herzberg's Two Factor Theory
❖ Argued that there are motivators and hygiene factors.
❖ Argued that pay was not able to motivate staff, and was only a hygiene factor that would have to be satisfied to prevent dissatisfaction.
  ● **Motivators = PPRRA**
  ● **Hygiene Factors = SSSCC**

McGregor's Theory X and Theory Y
❖ Argued the view on how managers view subordinates.
❖ Theory X managers expect the worst from employees.
❖ Theory Y managers expect the best from employees.
❖ **Job enrichment**: Designing jobs containing...