

41084 Analyse business decisions and determine the impact on an entity's performance

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	<p>This skill standard is intended for current managers and aspiring managers.</p> <p>This skill standard will provide learners with the knowledge and skills to interpret, analyse, and evaluate business decisions and processes in relation to own role and entity performance.</p> <p>This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) [Ref: 2459] – strand in Management, other Management programmes, or in other credentials.</p>

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Interpret types of business decisions relevant to own role and responsibility.	a. Describe the types of business decisions within own scope of role and responsibility and explain how own role supports effective decision-making within an entity.
2. Analyse an entity's decision-making processes to determine the impact on an entity's performance.	a. Use business data and information to develop a rationale for business decisions.
	b. Analyse the quality and impact of decisions in an entity using decision-making models.
	c. Assess the effectiveness of the business decision-making process in relation to meeting an entity's operational objectives.
	d. Communicate the analysis of business decision(s), rationale, and intended outcomes to inform on an entity's performance.
3. Evaluate the impact of business decisions on an entity's performance.	a. 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. Assessment materials refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Definition:

Scope of role and responsibility refers to the responsibilities, authority, and boundaries of an individual's position within an entity, including the tasks they are expected to perform and the limits of their decision-making.

Ngā momo whiwhinga | Grades available

Achieved.

Ihirangi waitohu | Indicative content

Decision-making processes

- basis for decisions
 - establishing objectives and outcomes
 - clarifying the goal
 - create operational or strategic objectives
 - root cause analysis.
- models for decision making
 - consensus
 - voting
 - hierarchical
 - risk analysis
 - priority matrix
 - fishbone diagram
 - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
 - cost benefit analysis
 - competition analysis
 - test marketing
 - stakeholder analysis.
- applying models of decision-making
 - matching models to types of decisions
 - considering timeframes.

- stakeholder engagement
 - how decisions were made
 - how decisions were conveyed
 - how decisions were consulted on
 - identifying affected stakeholders
 - managing expectations.
- potential impact
 - people
 - teams
 - entity.

Analysis and evaluation of business decisions

- business data and analytics
 - collating and analysing data and information
 - contextual to their entity, role and level of responsibility
 - how useful is the data
 - how data can support rationale for decisions
 - how data will be used by teams and business units.
 - presenting data
 - charts
 - tables
 - presentations
 - reports.
 - examples of factors being evaluated
 - risk analysis in health and safety
 - entity's reputation
 - finances.
- type of decisions
 - policy
 - process
 - managerial
 - organisational
 - workflow.
- decision-making strategy in-line with the type of decisions
 - fish-bone strategy
 - risk analysis
 - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

- review of decisions and continuous improvement
 - evaluating outcomes and effectiveness
 - identifying lessons learned and areas for improvement.
- potential impacts
 - performance
 - people
 - processes
 - workflow
 - strategic direction.

Rauemi | Resources

- Business.Govt – [Efficiency and innovation](#).
- Groundwork.org.nz – [Te Tiriti articles in practice](#).
- Lumen Learning – [Principles of Management](#).
- NZ Business – [Māori business values](#).

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Services Industry Skills Board
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Business > Business Operations and Development > Systems and Resources Management
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0112

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	26 February 2026	NA
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Services Industry Skills Board at qualifications@servicesisb.nz to suggest changes to the content of this skill standard.