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In order to continue to use our website, we ask you to confirm your identity as a person. Thank you so much for your cooperation. The decision-making process, while logical, is a complex task. All solutions can be categorized by the following three main models. (1) Rational/classic model. (2) Administrative or limited model of rationality. (3) Retrospective decision-making model. All models are useful for understanding the nature of decision-making processes in enterprises or organizations. All models are based on certain assumptions on which decisions are made. 1. Rational/classic model: a rational model is the first attempt to learn the decision-making process. Some see it as a classic approach to understanding the decision-making process. The classic model has given different steps in the decision-making process that has been discussed before. Features of the classic model: 1. Problems are obvious. 2. The goals are clear. 3. People agree with the criteria and weights. All alternatives are known. All the consequences can be expected. Decisions are rational. They don't bias in admitting problems. They are able to process relevant information iii. They anticipate the current and future consequences of decisions. They are looking for all alternatives that maximize the desired results. 2. A limited model of rationality or a model of administrative person: decision-making involves achieving a goal. Rationality requires that the decision-maker must properly understand alternative course of action to achieve the goals. It should also have full information and the ability to properly analyse various alternative courses of action in light of the objectives being met. There should also be a desire to choose the best solutions by choosing an alternative that will satisfy the achievement of the goal. Herbert A. Simon defines rationality in terms of objective and reasonable actions. It is characterized by a behavioral link between ends and means. When appropriate means are made to achieve the desired goals, the solution is rational. The Limited Rationality model is based on a concept developed by Herbert Simon. This model does not imply individual rationality in the decision-making process. Instead, it suggests that people, although they may be looking for the best solution, tend to agree to much less because the decisions they face tend to require more information, time, processing capabilities than they possess. They agree to limited rationality or limited rationality in decision-making. This model is based on certain basic concepts. a. Consistent attention to an alternative solution: Usually it is a tendency for people to explore a possible solution one by one rather than identifying all possible and stop searching as soon as an acceptable (though not necessarily the best) solution is found. B. Heuristic: Heuristic: are assumptions that guide the search for alternatives in an area that are highly likely to succeed. C. Satisficing: Herbert Simon called it satisficing, which chooses a course of action that is satisfactory or good enough in the circumstances. Policy makers tend to accept the first alternative by meeting their minimum acceptable requirements, rather than moving them further in search of the best-performing alternative. Satisficing is preferred for small-value solutions when time is the main limitation or where most alternatives are essentially similar. Thus, while a rational or classical model indicates how decisions should be made (i.e. it works as a prescriptive model), it lags slightly behind how decisions are actually made (i.e. as a narrative model). 3. Retrospective decision-making model (implicit favorite model): This decision-making model focuses on how decision makers try to justify their choices after they have been made and try to justify their decisions. This model was developed by Per Soelberg. He made a comment about the process of selecting business graduates and noted that in many cases students identified implicit favorites (i.e. the alternative they wanted) very early in the process of recruitment and selection. However, the students continued to search for additional alternatives and quickly chose a better alternative. The general process is designed to justify, under the guise of scientific rigor, a decision that has already been taken intuitively. Thus, a person is convinced that he or she acts rationally and makes a logical, reasoned decision on an important topic. Some common mistakes in decision-making: Because the importance of the right decision cannot be overstated enough that the quality of decisions can make the difference between success and failure. It is therefore essential that all factors influencing decision-making be properly considered and fully investigated. In addition to technical and operational factors that can be quantified and analyzed, other factors such as personal values, personality traits, psychological evaluation, environmental perception, intuitive and subjective abilities and emotional intervention should also be understood and credited. Some researchers have identified some areas where management assessments need to be sold and where some common mistakes are made. They affect decision-making as well as the effectiveness of decisions and should be avoided. Some of the errors are re: a. Indecision: Decision-making is full of responsibility. Fear of its outcome can make some people timid about Solutions. This timidity can lead to a long-time decision, and that possibility may be lost. Lost. The trait is a personality trait and should be taken seriously. Managers need to be very quick in making decisions. B. Delaying the decision until the last moment: This is a common trait that leads to decision-making under pressure of time, which usually eliminates the possibility of a thorough analysis of the problem, which takes a long time, as well as the creation and comparison of all alternatives. Many students who delay their studies before the start of the final exams are generally not very good at passing their exams. Although some managers work better under pressure, it often takes a sufficient period of time to look at the problem objectively and make a reasonable decision. Accordingly, a decision-making plan needs to be developed; a timeline should be set for the collection of information, analysis and course of action. c. Failure to isolate the root cause of the problem: It is common practice to cure symptoms rather than causes. For example, a headache may be due to some deep-rooted emotional problems. A cure for headaches will not cure the problem. It is necessary to separate the symptoms and their causes. D. Inability to assess the veracity of information sources: Very often we take for granted that the opinion of another person is very reliable and reliable, and we do not check the accuracy of the information ourselves. Many times, the opinion of the other person is taken, so if the decision does not bring the desired results, the blame for the failure can be transferred to the person who provided the information. However, this is a poor reflection on the manager's ability and integrity, and the manager must be responsible for the outcome of the decision. E. The method of information analysis cannot be justified: since most decisions, and especially unprogrammed decisions, must be based on a large number of information and factors, the procedure for identifying, isolating and selecting useful information must be robust and reliable. As a rule, it is not advisable to objectively analyze more than five to six pieces of information at a time. Thus, it is necessary to build a model that includes and processes many variables in order to help policy makers. In addition, it would be desirable to identify objectives, criteria and limitations as early as possible in the decision-making process. This would make the process more formal so as not to lose sight of any conditions or alternatives. After the established procedures will eliminate the efforts of emotions that can cloud the process and rationality. F. Do the implementation of the decision and follow to the end: Making a decision is not the end of the process, but it is the beginning. Implementation of the solution and the results are a true barometer of the quality of the solution. Responsibilities must be assigned, deadlines must be set, the process should be established and contingency plans should be prepared in advance. Decisions must be implemented from the bottom of your heart in order to get the best results. Analysis of the MGT/350 decision-making model In his book Experience and Education by John Dewey, a philosopher and lecturer in the United States, defined the nature of reflexive thought as an active, persistent and careful consideration of any belief or perceived form of knowledge in light of the grounds that support it and the further conclusion to which it seeks (1938, p.9). Critical thinking involves assessing the value, correctness or validity of different sentences... Premium Decision Theory, Critical Thinking, 1450 Word 6 Pages Open Paper First Decision Theory Scientist in Organizations, was Herbert Simon. Born in Milwaukee, Wisconsin, he was one of the most celebrated political scientists, economists, sociologists, and psychologists. His work covers topics from administration to cognitive psychology and artificial intelligence. He was awarded the Nobel Prize in Economics for his most important work, decision-making by organizations. Therefore, for the sake of our discussion, we will refer to the theories and concepts presented by Simon for administrative decision-making. In his book Administrative Behavior: Exploring Decision-Making processes in administrative organizations, he makes a very noteworthy statement that decision-making is the heart of the administration. He went on to add that the logic and psychology of human choice define administrative theory. The whole premise of Simon's work is based on a logical rational model, as mentioned earlier, but it is important to understand rationality in this particular decision-making context. In Simon's work, rationality becomes a variable, and he realizes the limitations of human rationality, which are also not static, but depend on the environment of the organization in which decisions are made. According to Simon, the administrator's task should be to develop an environment in which the individual approach becomes as rational as possible. To understand the concept, we need to understand three important aspects: The Economic Person Administrative Person Organizational Perspective Economic Man is all about an ideal and rational decision-making model. In the organization, decisions are made on empirical and regulatory elements, these prerequisites can also be called actual or value premises. The factual premise is nothing but all information and knowledge relating to the organization and its environment. Values, on the other hand, are moral and legal limitations. The rational solution is to choose the alternatives to reach the desired end. Funds and goals must be linked in the organizational hierarchy. The administrative person depicts objective rationality, determining whether the course of action of the chosen alternative is good enough. The administrative person's approach to the world is simplified and will take into account only a few of the most pressing and critical factors, as opposed to an economic person for whom knowledge of all alternatives and its consequences is a complex task. Finally, in the long run, organizations criticize the previously established management principles that have been: Specialization Hierarchy Range Control Simon argues that the applicability of administrative principles should be based on a basic understanding of administrative decision-making. The organization is showing its influence through the five mechanisms identified by Simon. To them: Power - This is defined as the power of decision-making, which in turn directs the actions of others. Such a relational transaction takes place in the case of the boss and subordinate in the organization. Communication - It includes both formal and informal communication in the organization. Learning - It is to allow people to achieve satisfactory decisions without constant authority and leadership. This can be a pre-service (educational qualification) or a service (day supervision at work). Efficiency Criterion - This basically assumes that of the two alternatives that will incur the same costs, the one that needs to achieve more organizational goals should be chosen, and if the two alternatives achieve the same degree of organizational goals, then one that does so at a lower cost should be chosen. Organizational Identification and Loyalty - The organization consists of several groups, and the person considers himself part of the group when in the process of evaluating alternatives he/she weighs the option in terms of its consequences for the entire group. Thus, decision-making within an organization is a complex process that is influenced by several factors. Readers should learn more about Herbert Simon and his decision-making work in order to be able to appreciate the vastness and complexity of decision-making in administrative organizations and the economy. ( article Next article ) Authorship / Links - About author (s) Article written by Prachi Junja and reviewed by the Management Guide to Content Team. MsG Content Team consists of experienced teachers, specialists and subject experts. We are O 2001:2015 Certified Education Provider. To learn more, click on about us. The use of this material is free for learning and education purposes. Please include the authorship of the content used, including the link (s) to the ManagementStudyGuide.com and URL of the content page. 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