



“EFFECTIVE DECISION MAKING”

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Introduction

Decision making is a common process in individuals as well as in organisations. We all take the decisions whether on personal or public matters. No organisation can run without taking decisions likewise, decision making is the essences of all managements either public or private.

However, decision making, though highly important, is equally difficult too. Some people hesitate to take the decision, some people did not take the decisions or some avoids to take the decisions or some take prompt decisions. In any administration managers or top berucrates has to take decisions to run the business. Either they have to take decisions or face the consequences. Success and failures depends on how they take the decisions. So this is most important subject in administration and as well in individuals life.

What is decision ?

There are varied opinion regarding the concept. Considering the viewpoints of philosophers we can understand this concept better. According to Webster’s Dictionary, the term is defines as “the act of determining in one’s own mind upon an opinion or course of action”¹. According to Terry, it is “the selection of one behaviour after native from two or more possible alternatives”.² In brief decision means to came to a final or definet conclusion.

Aspects of decision making :-

John Millett identified three aspects behind decision making, considering these we are able to understand this process:

- (A) Individual differences which make some decisive and some indecisive in the decision making process. Some person's delay, temporize, postpone, and avoid decision, on the other hand some persons are resolute firm and prompt in taking decisions.³ this is because of our difference of opinions, professional or social backgrounds, different types of Ideas etc.
- (B) Knowledge and wisdom plays vital role in decision making, details knowledge and systematic analysis of the Facts, experiments, research, statistics verification, filed work etc. will help to come to a decision.
- (C) Personal and institutional limitations which can circumscribe decision making – both of personal and institutional limitations also limit decision making.

Who can take decision ?

Making decision in organisation is a complicated process. In this process it depends on decision makers that how they involves others in decision making. Some persons use Autocratic Style while taking decision on the other hand some used democratic and some laissez faire style applying in decision making.

In the words of Sckler-Hudson, "Decision making in government is a plural activity. One individual may pronounce the decision, but many contribute to the process of reaching the decision. It is a part of Political System."⁴ However, the Manager or the chief executive of the organisation should make the final decision. No administrator, worth his names, can afford to Shirk this responsibility; he must decide or quit⁵ of course, a busy and overworked executive needs assistance and staff help and he must not be denied any facilities on that account.⁶

How to make effective decision ?

Nobody can perhaps give a fool proof answer to this question. No technique can probability suit all occasions or circumstances Terry⁷ lays down the following sequence of steps which will assist greatly in the making of a decision.

1. Decide what is a Problem?
2. Gain the general Information and different view points about the problems.
3. State to subordinates what appears to be the best course of action.
4. Take the tentative decision.
5. Evaluate the tentative decision
6. Make the decision and put it into effect.
7. Follow up and, if necessary, modify the decision in the light of results obtained.

According to Peter F. Druckers⁷ opinion, following sequence of steps involved in the decision making process.

1. **Classifying the problem** : Which problem is most important or needed to be solved?
2. **Defining the problem** : Recognize the problem that needs to be solved.
3. **Specifying the answer to the problem** : What are the “Boundary conditions?”
4. **Deciding what is “Right” rather than what is acceptable, in order to meet the boundary conditions** : What will fully satisfy the specifications before attention is given to the compromises, adaptations, and concessions needed to make the decision acceptable?
5. **Building into the Decision the action to carry it out** : What does the action commitment have to be ? Who has to know about it.
6. **Testing the validity and effectiveness of the decision against the actual course of events** : How is the decision being carried out? Are the assumptions on which it is based appropriate or absolute?

Conclusion :

Decision making is the process of making selection through possible alternatives. Using a step-by-step decision making process can help you make more deliberative and rational decisions. Before taking a decision you should clearly elaborate the nature of the decision. You must make the next step to gather the relevant information through various sources available. The third one is identifying possible alternatives that is also available and choose possible and better one after selecting the alternatives. Take the necessary action, then you will understand whether you get desired result or not. If the decision has not met the desired result you can change the decision.

It may finally be asked : How does the theory of decision making help in a study and administration of the human phenomena ? It is certainly not true that a study of the decision making theory will automatically lead to better decisions. But this is like a book on how able to swim for that you have to get in water first. Likewise understanding this theory you will be able to arrive better decision.

References :

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