Title: Collective Decision-Making.

 Student Name

 Course/Number

 Due Date

 Faculty Name

Decision-making is a critical process in an organization and always needs support from decision support systems. Decision-making in an organization and the way the decisions are made should be clearly understood (Johnson & Kruse, 2009, p. 45). There are many ways and models of decision making. People in decision-making should be exposed to rational decision-making methods for example models that incorporate intelligence, design, choice, and review.

People involved decision making should always accompany the calculation of subjective expected utility and some other alternative methods to ensure that they choose the best option. Decision support projects are sometimes not used to support decision making in the way that is expected. This can cause some disruption to the process of decision making that is being used and the manner in which decision making occurring practice. Those involved in decision making must fully understand the models of decision making for them to make the best choices (Dienhart, 2000, p. 20).

Various models of decision-making

There are various methods of decision-making that decision maker should understand.

1. The Rational Model

The rational model method comprises of some steps; intelligence, design, choice, review.

a. Intelligence: Intelligence the process finding the occasions for making a decision

b. Design: in the design step the policy makers should invent, develop and annoys the possible causes of the action

c. Choice: here the decision -makers should select a particular course of action from the list of those available.

d. Reviewing: this is the final in the rational decision making. The decision makers must assess past choices.

During the determination phase, methods of decision analysis are used to attach numerical values. The choice with the highest utility is slated. In the rational method, it is assumed that the decision makers; knows of all possible alternative, knows the outcome of implementing each alternative and have the required ability to compare consequences and to determine which is the best.

2. The model of bounded rationality

Under this method the decision maker does not always have complete information and that optimal choice are not always required. “Human rational behavior is shaped by scissors whose two blades are the structure of task environments and the computational capabilities of (Johnson & Kruse, 2009, p. 81)

The actor.” (Chase et al. (1998). The characteristics of this method are activities of searching and satisfying. Whenever any choice satisfies any, all the conditions required the search is terminated.

3. The increment lists view

The logical increase list is a step-by-step process of incremental actions and always keep the method to adjustment. The main aim is to solve the existing problems rather than towards goal.

4. The organizational procedure view.

The organizational procedure view tried to define decisions as the output of those procedures invoked by organizational subunits. Decision-making is viewed as a systematic process with the aim of maintaining the status at the cost of innovation.

5. The political view

In the political view, method decision-making is viewed as a personalized bargaining process.it is driven by the agendas of the participants rather than the rational process. Those decision-makers involved will always defer on the organization’s goals, the relevance of information and values. The process of decision-making never ends. Instead, it remains a continuous battle between different coalitions. In the political view if one group wins around the other group might regroup with a determination to win in the next round. This method is not the best in that the goals of the coalitions are defined by the self-interest rather than what is right for the organization as a whole (Johnson & Kruse, 2009, p. 223).

6. The garbage can model

It describes decision making as an organized anarchy and is close to political view. It assumes many environments with several actors, goals, and views. It insists on the fragment and chaotic nature of decision-making in the organization rather than the deliberate manipulations implied by the political view. In the garbage can model the decision is achieved is a result of several relatively indecent streams in an organization (Dienhart, 2000, p. 145).

Looking for solutions and opportunities to be aired, looking for the outcomes which might bring the answer, and participants all meet each other at a choice opportunity. This is why it is referred as a garbage can model. After achieving the decision, the garbage can is removed. This does not necessarily mean that all the problems have been resolved. The decision is totally dependent on the make-up of the team since participants are the ones generating the garbage.

7. The individual difference perspective

It highly focuses its attention on the problem-solving behavior of the individual manage. The behaviors are influenced by manager’s decision-making style, personality, and background. It simply explains how different managers might use different methods to solve a problem because of differing personalities.

8. Naturalistic decision-making

Naturalistic decision making is involved with investigating and understanding decision-making in it natural-context. It is totally different from other models such as organizational procedure, garbage can or political view. The most important thing in the model is the decision- maker’s ability to recognize a situation as being similar to that of a previous experience (Dienhart, 2000, p. 134). Appropriate goals associated with such a situation is the art of what is recognized. As well as important cues and what to expect. Another thing that decision makers recognize is a course of action that is likely to follow.

Mental stimulation is used to evaluate the course of action. The decision-makers visualize how the action is implemented. This is repeated until the decision maker is comfortable with the final decision. Time is not a key factor since it can happen in a span of few seconds. Additional information is collected, mare energy also needs to be spent if a situation is not recognized as typical.

9. The multiple perspectives approach

It is a model of decision-making that attempts to sweep in all possible perspective on a problem. It assumes that problem is a member of any other problem. It classifies perspective as either being technical, individual or organizational in nature. All analytical models that collect data a way of understanding the system fall under the technical perspective. Different technical views are as a result of different analysis or modeling projects. In the multi-perspective approach, it is advisable that more than one technical approach be used (Society for Judgment and Decision Making, 2006, p. 54). More stakeholders should be investigated to cover the organizational and individual perspective.

Decision making is not an easy thing to implement in an organization. All decision-makers should be well educated about the process involved so as to reach to a certain decision. The many-sided quality of the present business scene, consolidated with steadily expanding expectations of execution, and the rate of making decisions must be made, are a potential formula for catastrophe throughout today's official unless a characterized approach for deaccession-making is instituted. In the event that you join the accompanying measurements into your decision-making structure you will minimize the odds of making a terrible decision (Society for Judgment and Decision Making, 2006, p. 67): Below are some of the steps the can be followed by decision-maker.

a. Perform a situation analysis:

Here several questions arise, what is the glaring need for the decision? What would be the result if no decision is made a tall? Who will the decision affect either directly or indirectly? What information and data or research is there to support the inclination driving the decision?

Given that these questions are answered well, the decision-makers are one step closer to coming up with a solution.

b. Subjecting the decision to public securities:

All decision should not be made private. Every decision made affects other people especially those surrounding. The decision-makers must recognize those they implement their decisions on for example how do the shareholders, and the employees feel about the decision.

c. Conduct a cost-benefit analysis:

The decision-makers should verify if the benefits derived the decision justify the expected cost. If not it means that the decision made is not anything but a bad thing to the organization.

d. Assess the reward and risk ratio:

This is a very crucial part in decision-making. The decision-makers must have the ability to define all the possible rewards, and when faced with risk, all the potential risk involved. If the risk is higher than the reward it indicates that the decision made is a bad one.

e. Assess whether it is the correct thing to do:

Making a decision is not enough, the decision made must be supported and those who made it must be willing to stand behind the decision they made. Before coming up with a decision the decision makers must feel that it is the right thing to do.

f. Make the decision:

The decision maker must have a bias toward action and be willing to make the decision. Most importantly they must learn to make the best decision even if there is insufficient data or information. The decision makers should not let themselves be confused by the analysis made.

g. Always have a plan.

This a very important strategy when it comes to decision making. Good decision-makers must ask themselves what happens after they realize that they made the wrong decision. It is good to understand that all plans are made of constants and variables.

In decision making, there is what is to be followed and what not to be followed. The following practices are few thing to take note of in decision-making:

1. Despite the higher need for improved decision-making in an organization, there is no stayed demand for a more rational approach.

2. Sometimes decision-making is a hard process since those involved show no interest is some method that would neutralize their power play.

3. Politicians at most time make decisions to favor their needs and position

4. The function of information is in building the case. Information is a great weapon that should be used in decision-making.

In conclusion, only when decision-making is understood can one claim to truly support it. Decision making can affect an organization either negatively or positively.

References

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