

Decision Making

صنع القرار

- Decision-making is the process of selecting a course of action from among alternatives, it is a core of planning.

DEFINITION of Managerial decision-making **تعريف صنع القرار الإداري**

- Managerial decision-making involves an entire process of establishing the goals, designing tasks, searching for alternatives and developing plans in order to find the best solution to the decision problem.

Decision-making process are:

- Decision-maker
- Decision problem
- Environment.
- Objectives of the decision-maker
- Available alternative course of action
- Outcome expected from various alternatives
- Final choice of the alternative.

TECHNIQUES OF DECISION MAKING

أساليب صنع القرار

1- Scientific management techniques:

١- أساليب الإدارة العلمية:

- Cost control and managerial control.

2- Human relation techniques:

٢- أساليب العلاقة الإنسانية:

- The concept given by Elton Mayo.
- Concerned with the problem of motivation and leadership.

3- Empirical techniques:

٣- الأساليب العملية:

- Experiences of successful managers could provide the key to effectiveness and success.

4- Financial techniques:

٤- الأساليب المالية:

- Development of accounting methods and procedures, cost accounting and budgetary planning.

5- Mathematical model techniques:**٥- أساليب النموذج الرياضي:**

- Based upon expressing the problems in a mathematical way to build up a conceptual method for the given situation.

6- Decision theory techniques:**٦- أساليب نظرية القرار:**

- Both quantitative and qualitative aspects are investigated in the analysis of decision problems.

7- Decision support system:**٧- نظام دعم القرار:**

- The focus is on understanding and improving the manager's decision-making ability.

EVALUATING THE ALTERNATIVE**تقييم البدائل**

- Tangible factors, man-hours, machine-hours, unit of output, rates of return on investment.
- Other factors can hardly be quantified.
- Nevertheless, both the tangible and the intangible factors must be weighed while deciding upon a course of action.

PRINCIPLE OF LIMITING FACTOR**مبدأ العامل المحدد**

- Primary attention must be given to those factors that are limiting or strategic to the decision involved.

BASES FOR SELECTION FROM ALTERNATIVES**قواعد للاختيار من البدائل**

- Three bases for decision are open to the manager- experience, experimentation and research.

7.7.1 EVALUATING THE DECISION'S IMPORTANCE**أهمية تقييم القرار**

The importance of a decision depends upon the extent of responsibility. There are useful criteria of importance as discussed below.

أهمية القرار تعتمد على مدى المسؤولية. هناك معايير مفيدة الأهمية نناقشها فيما يلي:-

1. Size or length of commitment:

If the commitment can be fulfilled only over a long period, it should be subjected to suitable attention by the top-level management.

2. Flexibility of plans:

Decisions involving inflexible courses of action must carry priority over those plans which could easily be changed.

3. Certainty of goals and premises:

If goals and premises are certain, a decision resting on them tends to be less important than where they are highly uncertain.

4. Human impact:

Where the human impact of a decision is great, its importance is high e.g. a decision to put payroll or purchasing procedures on computers.

DIFFICULTIES IN DECISION MAKING**صعوبات صنع القرار**

- Incomplete information.
- Unsporting environment.
- Ineffective communication.
- Incorrect timing.
- Non-acceptance by subordinates.

Finished

With my best wishes for all my students

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