

# Bab 8 C & D

## C. Management Decision Type

- Programmed Decision: A decision that is made over and over again routinely so it can be programmed. This kind of decision is made in the lower level of management.
- Half/Partially Programmed Decision: This means that half of it can be programmed, half is repetitive/routine, and the other is unstructured. This decision is intricate and needs detailed analysis.
- Unprogrammed / Unstructured Decision: This decision isn't repetitive and doesn't always occur. This kind of decision is made in the upper level of management.

## D. Mechanism, Stage, and Model of Decision Making in an Organization

### 1. Decision Making Mechanism in an Organization

Decision making mechanism is a set of activities that is done in order to solve a problem. Here are a few things that need to be considered when making a decision:

- Understanding and Problem Formulation
- Collection and analysis of relevant data
- Choosing the best alternative
- Decision Implementation
- Evaluation

### 2. Decision Making Stage

- **Stage 1**

Understanding and Problem Formulation. Managers identifies the problem by systematically testing the causal relationship, and searching for a oddity or changes that is "normal".

- **Stage 2**

Collection and analysis of relevant data. Managers determine the data needed to make informed decisions.

- **Stage 3**

Development of alternatives. Managers needs to pick an alternative that is good enough even if its not perfect or ideal.

- **Stage 4**

Alternatives evaluation. Managers needs to evaluate to determine the effectiveness of each chosen alternatives.

- **Stage 5**

Choosing the best alternative. The alternative selected will be based on the amount of information for managers and the manager's imperfect policy.

- **Stage 6**

Decision implementation. The managers needs to make a plan to take care of the problems that occur in the decision implementation.

- **Stage 7**

Results evaluation. Managers must evaluate to make sure the implementation is carried out smoothly and decisions produce the desired results.

### 3. Other types of Decision Making Models

- **Mintzberg Decision Making Model:** There is three stages in this model (1. Implementation, 2. Development, 3. Selection).
- **Rational Decision Making Model:** The decision is divided into two types, the first is programmed (repetitive), the second is not programmed (unorganized).
- **Classic Decision Making Model:** This model assumed that decision is a rational process where decision is taken from one of the best alternative.
- **Behavioral Decision Making Model:** This model is based on giving satisfaction.

- **Carnegie Decision Making Model:** This model recognizes satisfaction, limited rationality, and coalition organizations.

**Tabel 8.2 Perbedaan Model Rasional dengan Model Carnegie**

Model Rasional	Model Carnegie
<ul style="list-style-type: none"> <li>• Informasi yang tersedia banyak</li> <li>• Murah</li> <li>• Bebas nilai</li> <li>• Alternatif banyak</li> <li>• Keputusan diambil dengan suara bulat</li> <li>• Keputusan dipilih yang terbaik bagi organisasi</li> </ul>	<ul style="list-style-type: none"> <li>• Informasi yang tersedia sedikit</li> <li>• Mahal karena masih mencari informasi</li> <li>• Terikat nilai</li> <li>• Alternatif sedikit</li> <li>• Keputusan dengan kompromi, persetujuan, dan akomodasi antara koalisi organisasi</li> <li>• Keputusan dipilih yang memuaskan organisasi</li> </ul>

Sumber: (Jones,1995)

- **Benefit Based Decision Making Model:** (1) quality of decisions, (2) creativity decision, (3) acceptance of decision, (4) understanding of decision, (5) decision considerations, and (6) decision accuracy.
- **Problem Based Decision Making Model**
- **Field Based Decision Making Model**
- **Problem Tree Decision Making Model**