Decision- Making Style	Focus	Tolerance for Ambiguity	Key Characteristics	Strengths	Example
1. Directive	Task- oriented	Low	Quick, decisive, relies on own knowledge, minimal input from others	Effective in urgent situations	A CEO decides on matching employee 401(k) contributions based on budget projections for attracting talent.
2. Analytical	Task- oriented	High	Thorough data analysis, considers many options, takes time	Suited for complex decisions	A marketing manager uses demographic data analysis to optimize an ad campaign's reach, deciding to increase social media ad space.
3. Conceptual	Social- oriented	High	Big-picture thinking, open to risks, considers long-term impacts	Ideal for strategic planning and innovation	A start-up founder plans for national expansion, deciding to open a new store in a promising location despite risks, aiming for long-term brand establishment.
4. Behavioural	Social- oriented	Low	Prioritizes relationships, seeks team consensus, sensitive to others' feelings	Maintains team alignment and morale	An HR manager chooses bonus vacation days based on employee preferences, ensuring team satisfaction and addressing any concerns.

Decision- Making Method	Description	When to Use	Example
Command	Making decisions	In time-sensitive	A production floor
Decision-	without input from	situations or fast-paced	manager assigns tasks
Making	others, relying on	environments.	

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	one's own		independently to
	knowledge.		maintain workflow.
Collaborative	Involves group	When diverse	A marketing team
Decision-	discussions to reach a	perspectives can	collaborates on a social
Making	decision, considering	enhance decision	media campaign,
	multiple	quality.	incorporating feedback
	perspectives.		from various sources.
Consensus-	Requires unanimous	For complex issues	A sales team works
Based	agreement among all	where total support is	together until everyone
Decision-	participants before	needed.	agrees on a new script
Making	proceeding.		for rebranding.
Vote Decision-	Decisions are made	When needing to	Employees vote on a
Making	based on the	quickly gather input	new logo as part of a
	majority vote from a	from a large group	rebranding effort.
	group.	without extensive	
		discussion.	
Delegation of	Assigning decision-	For routine decisions or	A manager delegates the
Decision-	making responsibility	when someone else has	task of routing
Making	to someone else,	more expertise or is	shipments to an
	often an expert or	more affected by the	experienced warehouse
	manager.	decision.	manager.

Understanding different decision-making methods remains crucial even when using a Decision Support System (DSS) for several reasons:

- Complementing the DSS: A DSS provides data, projections, and possible outcomes, but the final decision often requires human judgment. Knowing different decisionmaking methods allows you to effectively interpret and apply the information provided by the DSS.
- 2. **Method Selection**: Different situations may require different approaches. A DSS might help analyze data, but the decision-making method (e.g., command, consensus) determines how that analysis is used and who is involved in the final decision.
- Human Element: Many decisions involve factors that a DSS might not fully account for, such as employee morale, company culture, and ethical considerations. Understanding various decision-making methods helps integrate these human elements with the analytical insights from a DSS.
- 4. **Adaptability**: Not all decisions can be effectively supported by a DSS, especially in novel or highly dynamic situations. Knowledge of various decision-making methods ensures adaptability and the ability to make informed decisions even when the DSS might offer limited guidance.
- 5. **Stakeholder Engagement**: Different methods involve stakeholders in various ways. For decisions impacting team dynamics or requiring buy-in, methods like consensus or collaborative decision-making might be more effective, something a DSS alone cannot achieve.
- 6. **Leadership and Management Skills**: Effective leadership involves choosing the right approach to decision-making. Understanding various methods enhances your

leadership capabilities, allowing you to guide teams and projects more effectively, regardless of the technological tools at your disposal.

In summary, while a DSS is a powerful tool for gathering and analyzing information, the human aspect of decision-making—understanding when and how to apply different methods—remains indispensable for effective leadership and management.



Step 1: Identify the decision

IDENTIFY

THE DECISION

You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important.

Step 2: Gather relevant information

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external "work." Some information is internal: you'll seek it through a process of self-assessment. Other information is external: you'll find it online, in books, from other people, and from other sources.

Step 3: Identify the alternatives

As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives.

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you'll begin to favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

Step 5: Choose among alternatives

Once you have weighed all the evidence, you are ready to select the alternative that seems to be the best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4.

Step 6: Take action

You're now ready to take some positive action by beginning to implement the alternative you chose in Step 5

Step 7: Review your decision & its consequences

In this final step, consider the results of your decision and evaluate whether or not it has resolved the need you identified in Step 1. If the decision has not met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.



Decision Support Scenario: Implementing a New Corporate Strategy

Background: A multinational corporation is considering implementing a new corporate strategy to enhance its market position and address emerging challenges in its industry.

Step 1: Identify the Decision

• **DSS Application**: The DSS helps define the nature of the decision by providing an analysis of market trends, competitor strategies, and internal performance metrics.

Step 2: Gather Relevant Information

• **DSS Application**: The system aggregates data from various sources, including market research reports, financial performance data, and industry forecasts, presenting a comprehensive data set for analysis.

Step 3: Identify Alternatives

DSS Application: Using predictive modeling and scenario analysis, the DSS generates
multiple strategic alternatives based on different market conditions and company
capabilities.

Step 4: Weigh the Evidence

DSS Application: The system applies multi-criteria decision analysis to evaluate the
potential impact of each alternative, considering factors like cost, risk, and expected
return.

Step 5: Choose Among Alternatives

 DSS Application: The DSS presents a decision matrix summarizing the analysis, helping decision-makers to select the most viable strategic option or a combination of strategies.

Step 6: Take Action

• **DSS Application**: The chosen strategy is broken down into actionable tasks and projects, with the DSS providing project management tools to guide implementation.

Step 7: Review Your Decision

 DSS Application: The system monitors the outcomes of the implemented strategy, providing reports on key performance indicators and suggesting adjustments if necessary.

In this scenario, the DSS serves as an integral tool throughout the decision-making process, enhancing the quality and efficiency of decisions by providing data-driven insights and analysis.