

# Managing decision making and decision support



The paper “ Practical Approaches to Problem-Solving and Decision-Making” is an informative example of an assignment on management. The type of problem and type of decision-making style analyzed in this discussion are semi-structured problems and from a hard world view perspective. The problem-solving style of the person will provide him with certain advantages and some difficulties in finding a solution for the semi-structured problem. The person will try to look for the simplest way to find a resolution for the problem. Considering the nature of these problems in which there are intangible elements associated with the semi-structured problems, a simplified approach provides direction and speeds the process of finding a solution. People with a hard world view perspective look for ways to reduce time and cost. These characteristics are very beneficial because if the problem solver does not pay close attention to both factors the complexity of a semi-structured problem could create a scenario in which the overall cost of the solution rises significantly. Reductionism is also a positive characteristic since it provides the ability to dissect a problem and find the root that is causing it.

There are some negative consequences of applying a hard world view perspective in a semi-structured problem. A person with such a perspective dislikes ambiguity, models in which teams apply participatory approaches and beliefs that following fixed rules is the only approach to find a solution. All of these characteristics are the opposite of the approach that is needed to solve a semi-structured problem. There are no clear solutions to find a solution for such a problem and the problem solver must open up to abstract possibilities and be willing to contemplate multiple alternatives in order to solve the problem. The person’s inability to work with others in the decision-

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making process does not help because it does not permit creative thinking to take place. The tendency of relying on spreadsheets as a decision-making model will get him in a lot of trouble when dealing with semi-structured problems. Spreadsheet can help analyze quantitative data, but these types of problems require a lot of qualitative analysis.

Task 2 Kepner and Tregoe developed a model in 1981 to solve problems utilizing methodology whose origins date to the 1950s (Mycoted, 2006).

Appendix A illustrates the ten-step process of the Kepner- Tregoe decision-making model. The model, when applied in a scenario in which a person with a hard world view perspective is trying to solve a semi-structure problem, has positive and negative consequences in the outcome. The scientific approach of the problem solver will help the person a lot in the entire process since the model follows a strict algorithm. Predictability and a focus on technical detail will help the person during steps 2-4 of the model. Establishing objectives requires considering and forecasting certain variables which can be predicted. The hard view of the world style focuses more on things than people. This characteristic is valuable during step 5 in semi-structured problems because it allows the person to concentrate on finding solutions without letting personal feelings about issues such as the possibility of job losses of employees after implementation of the solution cloud his judgment.

There are various negative consequences of applying the Kepner-Tregoe model in a semi-structured problem in which the person has a hard world view perspective. During step 7 the problem solver may encounter some problems. In order to continue to the next step the majority of the team working on a solution for a semi-structured problem needs to agree on

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whether the solution met all the critical based on the objectives. The problem solver dislikes extended discussion about anything when he is trying to solve a problem. It is extremely critical to eliminate solutions which do not meet the criteria. Teamwork is essential during this step and the individualist nature of this type of problem solver will not allow an unbiased analysis of the solutions to occur. The individualist nature of the problem will also hurt him in the final step of the model. His views will monopolize the decision on which is the optimal solution to the semi-structured problem. Unless the problem solver properly tests his theory during step 9, the ego of the person could lead to disaster during the final stage of the decision-making model.