

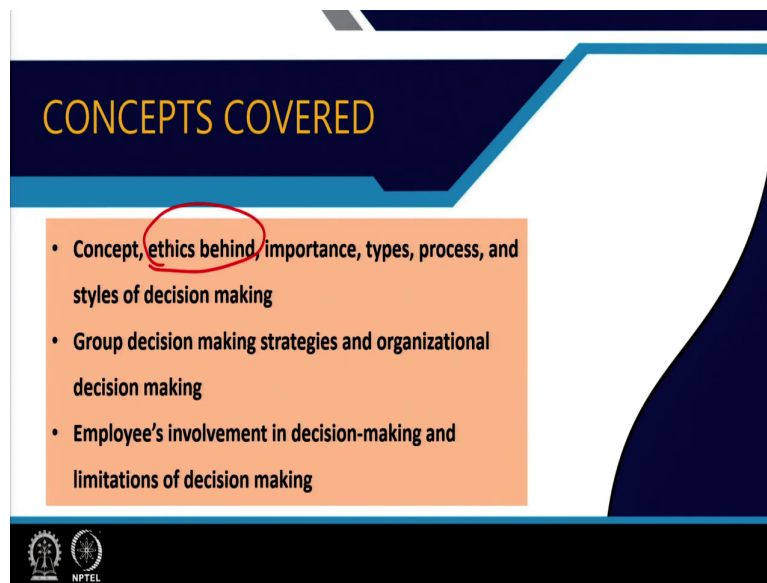
Organizational Design Change and Transformation
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Module - 09
Lecture - 41
Decision making

Welcome to lecture 1 of week 9. In The previous week we were primarily discussing about the technology, the type of technology used in the organization and we also discussed about how this type of technology is having an impact on in you know organization structure and design component.

Now, in this week we are going to primarily discuss about various aspects one is about you know Decision Making, then we are going to discuss about learning, knowledge management and so forth in this particular week. And the first lecture today we are going to primarily going to discuss about the decision making.

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So, what are we going to cover in today's lecture is that we are going to discuss about concepts, about what is this decision making about and we also learn about why decision making is important and very importantly what we are going to discuss is so ethics behind decision making.

Now, in a recent past we have been you know hearing about you know unethical practices, decision which are unethical in nature. So, now we will spend some time to understand what are the ethics that in you know behind making a decision making. So, how do we understand ethics and what are the decisions that are ethical in nature, what are the decision that might lead to unethical in nature.

So, we will try to develop an understanding about how do we make decisions with our ethical in nature and we will also understand the process of you know a decision making, design of

decision making and also, we will also discuss on you know certain styles of decision making.

Then we will also discuss about decision making in a group context and also in an organizational context, how do you know decisions been made in a group or in an organization level. And also, we will discuss about involving employees in the decision making process and finally we will conclude this lecture with discussing on limitations of decision making. So, what are the limitations that we encounter when while we make a decisions. Ok, let us get into the lecture now.

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Concept of Decision Making

Decision making is an important issue in the management and organizational transformation. It is related to identification of the problem and opportunities and then to find out the solution from the set of alternative course of action as identified.

According to Stoner, Freeman & Gilbert- Decision making is the process of identifying to deal with a specific problem or take advantage of an opportunity.

"The processes of decision.....are largely techniques for narrowing choice." - Chester Barnard.

The slide features a hand-drawn diagram in red ink on the right side, showing a flowchart with boxes labeled 'A', 'B', and 'C', and arrows indicating a process flow. There are also some question marks and numbers in the diagram.

The slide also includes a small video inset of a man in a purple shirt speaking, and the NPTEL logo at the bottom left.

Now, try to you know develop an understanding about decision making. Now, decision making is obviously, very important factor and very important function in any management as well an in any organizational setup. Now, let us look at as an individually you also make

several decision. So, decision become inseparable and of course, very significant activity for everybody.

You have to call it as an individual or to a call it somebody who is working in a company holding a position as a manager or probably as a top level executive. So, decision making is very very critical for various reasons. Our, decision is going to impact the way your company is going to function; it is going to impact and produce an outcome for an organization also for its stakeholder.

So, decision making is very very critical. Now, let us try to understand what is this decision making. This decision making generally related to identification of the problem rather a problem or an opportunity. Now, you should understand. So, we make decision not only always on a problem, probably on a on a general situations or probably even on a opportunities.

So, it is always related to identification of a problem or an opportunity or even a situations where we wanted to find out the solutions from a set of alternative course of actions. If you look at you know any decision making, maybe just reflect back in any of your situations we wanted to make a decision. What do we do?

Let us say I am in a situation A, ok. Now, I wanted to make a decisions. When I wanted to make a decision, what do I generally do? I try to collect informations and also, I try to find out possible alternative solutions, right. So, obviously, we always look out what are the alternatives. Let us say x, y, z and a.

Now, we probably now I want to make a decision. I am in a situation and dilemma of what to take a decision. So, what do we do? We always evaluate against the alternatives available and we choose the best alternative that is required to the situations or a problem which I am going through.

So, that is what essentially a decision making process happens. So, we will try to understand you know several ways of you know defining definitions of a decision making, Stoner,

Freeman and Gilbert. So, he was saying decision making is a process of identifying to deal with a specific problem and take an advantage of an opportunity.

So, we are always wanted to take a decisions, it is always a process because we need to evaluate, understand the problems, what are the alternatives and evaluate the best alternatives and its unwanted to take a better advantage for us in this particular decision making situations.

This is always a process of a decision or largely you know techniques for narrowing choices. Because we always end up having multiple choices even you know students who are you know studying now. So, you the moment you are finishing your you know class 12 you would have had a multiple choices, right. Let us say you have do wanted to do science program or probably some arts or maybe a commerce or probably engineering. And then now if you look at even if you go on each of the disciplines now you will have various you know specializations are available.

Should I take computer science, should I take electrical engineering, mechanical engineering, then if you look at you know science do you should I choose you know mathematics, physics, chemistry? Now, you always see that there are lot of options and alternatives.

Now, the best decision making situation always comes at can I able to make a narrow down on all these alternatives I had and picking up a best one which suits the current situations and the requirement in an organizational set up. That is what you know primarily you say you know narrowing for a choice.

So, I might have you know number of alternatives, but now I need to choose one of these alternatives which will be able to be a best fit for the particular situations or that will produce better outcome and you know better performance for an organizational setup, that is what the decision making is. Now, this is the basic understanding of decision making.

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The slide is titled "Ethics Behind the Decision Making" and features a list of three bullet points. The text is partially underlined in red. To the right of the text, there are handwritten red annotations: a circle around the first bullet point, a circle around the second bullet point, and a circle around the third bullet point. There are also some red scribbles and arrows. In the bottom right corner, there is a small video inset of a man in a light blue shirt speaking. The slide also includes the NPTEL logo in the bottom left corner.

Ethics Behind the Decision Making

In decision-making, there are certain ethical aspects which include -

- Ethics are the set of moral principles that guide a person's behavior. These morals are shaped by social norms, cultural practices, and religious influences, which have a role in an individual's decision-making.
- Ethical decision-making refers to the process of evaluating and choosing alternatives in a manner consistent with ethical principles.
- In making ethical decisions, it is necessary to perceive and eliminate unethical options and select the best alternative.

Now, we are going to discuss about the ethics behind decision making. So, before we discuss this, I just wanted to I you know tell you why are we even concerned about ethics in decision making? Especially, in a business context or even in other context as well when we are making a decision. So, what does this decision going to have an impact on us?

Let us say does this decision probably might produce a better paucity outcome for you probably it may not create a better paucity outcome for your immediate stakeholders. It might if in case if the decision which you have doing it has a negative impact on other people which are unethical in nature or which are not morally acceptable thing then probably, we are in bringing up in taking a unethical decisions.

So, that is why now if you look at why are we even concerned? Ok, I always wanted to advance myself meaning that you know taking one level to the other level, I want to make

profit, I want to make a gain. Yes, obvious everybody wanted to do it, but not at the cost of somebody else. Why?

In a business situations everybody is looking at you know what type of a decision are you doing, are you really a socially responsible company, are you really taking decision, are you really in ethical company, ethical organizations.

If you engage in any unethical decision making or engage in any unethical activity where you are going to see the impact that you know your share price come down your you know customer demands will go down and you will have a bad reputations and image for a company. That is why it is very important to make an ethical decision making. That is why we are going to discuss about what are this about you know how do we make an ethical decision making what how do I understand ethical decision making first, ok .

Now, to before I need to make an ethical decision, I need to understand what is ethics. Ethics are nothing but it is a set of moral principles that guide an individual's behaviour. Now, comes the question so, where does this moral principle, how do I understand this moral principles?

Moral principles are nothing but which are shaped by social norms or let us say socially acceptable behaviour, cultural practices, religious influence which will have a role in individual decision making. Generally, this moral principles are set of moral principles are driven by socially, culturally acceptable behaviour patterns.

Let us say you are engaging in certain behaviour and this behaviour is acceptable by the society than it is having a moral validity of that particular decisions. Now, so, ethical decision also refers to process of evaluating and choosing alternatives in a manner is consistent with ethical principles.

As I was discussing earlier as well, you will also have lot of alternatives. Now, all these alternatives x, y, z is an alternative. Now all these alternative unity evaluate and see let us say

I want to pick this y and does this y is in alignment with my ethical principles, is it actually meeting?

Let us say I have a check boxes, ok. This is not going unethical in nature, does this particular choice which I am going to opt for does it actually able to meet all these check boxes or not with respect to ethical principles, that is what the ethical decision making refers to. In you know in making ethical decision it is necessary to perceive and eliminate any unethical options and select the best alternative.

Let us say I am talking about you know revolving around these three choices. And I see that one of the choices seems to be you know violating certain ethical standards are a principles. Then obviously, it has certain amount of unethical component. So, I need to refine picking up that alternative let us say z has certain you know violating certain ethical principles or a standards.

And obviously, what will happen? I need to drop those you know I particular alternative because I see that when I pick that alternative as a choice for my decision it might eventually will have an unethical impact or unethical, I may end up in taking an unethical decisions which will have an you know catastrophic effect also long term impact on my business or whatever I do.

So, the ethical decision making process is your very important that you need to see are you really able to eliminate unethical options and choose the best alternatives that actually meets a basic standards of ethical principles and moral standards, ok.

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Ethics Behind the Decision Making

- Individuals can use certain criteria in making ethical choices, and decisions are made solely based on their outcomes or consequences.
- The goal of utilitarianism is to provide the greatest good for the greatest number.
- An emphasis on rights in decision-making means respecting and protecting the basic rights of individuals.
- A third criterion is to focus on justice for individuals to impose and enforce rules fairly and impartially.

The slide features a hand-drawn diagram in red ink on the right side. It shows a box labeled 'Action' with an arrow pointing to a circle labeled 'Outcome'. The background of the slide includes faint icons of a gear, a lightbulb, and a chemical flask. In the bottom right corner, there is a small video inset of a man in a purple shirt speaking. The NPTEL logo is visible in the bottom left corner.

So, I am trying to understand more you know individual can use certain criteria in making ethical choices and decisions are solely based on the outcomes and consequence. Generally, if you look at you know the ethical decisions obviously; we want to evaluate the decision based on what let us say I am going to make a decision let us say this is the decision.

Now, how would this decision is dependent on the outcome? Right, these are outcomes or consequences, let us say outcomes you know I engage in certain I am doing something and this is an action. This is my action refers to a behaviour; the behaviour is my decision making. This action will result in producing certain outcomes.

Now, the how good this decision is always measured on the what type of an outcome or a consequences it has produced. Thus, it produced a better outcome or a consequences than that decision good outcomes are always referred as a you know better ethical decision. And in

case if this outcome or a consequences which are resulted in creating unethical things then it is you know rated as an unethical decisions.

So, now, if you look at certain you know principles of you know allowing you to you know make an ethical decisions, generally the goal of utilitarianism which is generally talking about providing the greatest good for the larger number a greatest number you know providing the greatest good for the greater number.

So, that is the most of the time we you know principle that drives the decision making, are you engaging in an activity that is to the greater good for the greatest number. Then your emphasis on right decision making means respecting and protecting the basic rights of individual, you should ensure that you know you do not engage in a decision making which are actually violating or impacting the individual rights.

Then another criterion for you know ethical decision making is to focus on justice for individual's imposed and enforce rules fairly and impartially, are you able to you know enforce this fairly and impartially. So, that is also one of the criterion to look at you know how do I make you know ethical decision making, ok.

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The slide features a title bar 'Importance of Decision Making' in an orange box. Below it, a yellow box contains three bullet points. The third bullet point has 'participation into the process of decision-making' underlined. A video inset in the bottom right shows a man in a purple shirt speaking. The slide background has a blue and white color scheme with faint icons of a gear, a lightbulb, and a brain. The NPTEL logo is in the bottom left corner.

Importance of Decision Making

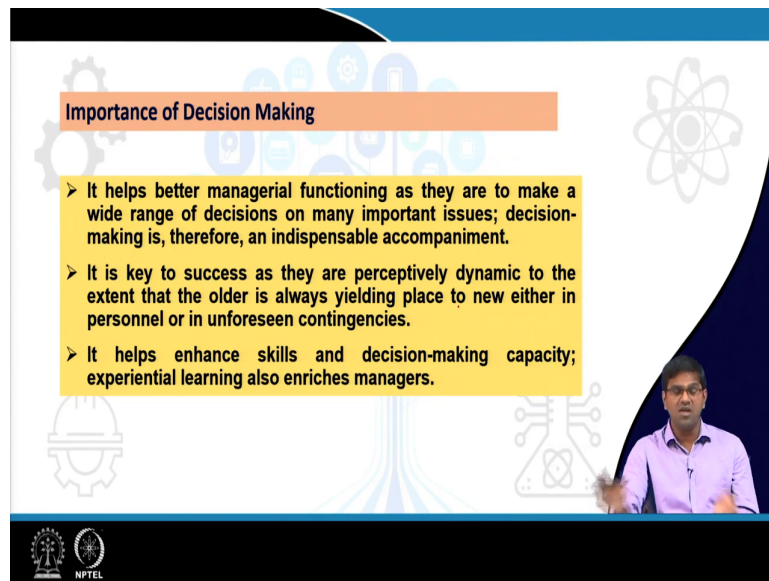
- It helps for effective planning as there are so many matters associated with the effectiveness of planning and the goals of the organization.
- It maintains the unity of action in intra and inter-organizational planning, directing, and standards to be maintained at each stage of action, maintaining the unity of actions through decision-making.
- It helps in determining managerial stake based on participation into the process of decision-making.

Now, so now, so far we discussed about you know ethical decision making why ethical decision making is important, what is the ethical decision making, what are the criterias which I can follow to make an ethical decision. Now, ok so, so far we discussed about ethical decision making. Now we need to understand why this decision making is important because decision making is important.

Because it helps for effective planning, because you know when you decide on something then it needs a set of exercises that the actives to be done. So, based on the decision it is it will help you for a better planning. Because you know it was associated with the effectiveness of the planning and goals of the organizations.

Then it also maintains the unity of actions when intra or inter organizational planning, directing and creating standards to make a better decision making. Then it also helps in determining a managerial stick based on the participation the process of decision making.

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Importance of Decision Making

- It helps better managerial functioning as they are to make a wide range of decisions on many important issues; decision-making is, therefore, an indispensable accompaniment.
- It is key to success as they are perceptively dynamic to the extent that the older is always yielding place to new either in personnel or in unforeseen contingencies.
- It helps enhance skills and decision-making capacity; experiential learning also enriches managers.

The slide features a blue header, a yellow text box for the title, and a yellow background for the bullet points. A presenter is visible in the bottom right corner. The NPTEL logo is at the bottom left.

And this decision making also important because it helps in better managerial functioning because you know when we as a manager you need to make a multiple decision. When you make a decisions, this is very you know important aspect or a role of a manager, when you make a decision it will make a better managerial functioning you will be able to you know do this managerial functions you know directing, controlling, planning or coordination all comes from the kind of a decisions you make.

And it is also key to success as they are you know perceptible dynamic to extent you know you need to understand the decision making is very critical because it is a key for a success

you know what type of decision you are going to make, are you really evaluating the best alternatives and bringing the best one and it will provide a greater success for your organization.

And it also enhances skills and decision making capacity. And you know over the period you make decision you become expert in making those you know better decisions in when you are imposed or exposed to a decision making scenarios, ok.

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The slide is titled "Types of Decision Making" and features a yellow text box with the following content:

Aswathappa, K. (2014), has pointed out four different types of decision-making. These are-

- Programme decisions in which choices are made in response to relatively well-defined and common problems and possible alternative solutions.
- Non-programme decisions in which choices are made in response to situations that are unique, largely unstructured, and involve mainly strategic thinking.

The slide also includes a small video inset of a man in a purple shirt speaking, and the NPTEL logo at the bottom left.

Now, so, we are just moving you know building on this building blocks on decision making. Now, understanding what is decision making, ethical decision making then it is important decision making is important. Now, we are going to discuss about types of decision making. So, we you know Aswathappa has pointed out there are four different types of decision

making. One is programme decision making. What is this programme decision making about?

So, programme decision making is a situation in which the choices means choices we are talking about a decision are made in response to relatively well defined you know common problems and a possible alternative solutions. Here mean the situations are very routine, if we can connect with the previous weeks lecture of where we talk about classifying the type of technology where we refered about routinization, right.

Here we are talking about programme decision making are a situation wherein you are making a decision in which you are the you know response to a relatively well defined and a common problems. You know that these are very occurring issues and you are making decision based on this routine things and you know the possible alternative solutions as well.

Now, comes non programme decisions. These are the decision in which you know choices are made in response to situation, which are not routine which are unique and largely unstructured and involve mainly strategic thinking. Here you are engaging in decision making where you do not know either you know unstructured situations and unique situations that you are encountering and you are going to make a decision on this unique and unstructured you know situations that is were non program decision making.

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Types of Decision Making

- Adaptive decisions where choices are made in response to a combination of moderately unusual problems and alternative solutions.
- Innovative decisions where choices are based on discovery, identification, and diagnosis of unusual and ambiguous problems and the development of unique or creative alternative solutions.

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Then comes the adaptive decisions. So, these are nothing but these are choices which are made in response to a combination of moderately unusual problems and an alternative solutions. This is you know something different from the non programme situations where here it is moderately unusual problems meaning that yes, we know certain component of it which are routine.

But there are non routine component which are you know little unstructured, but there is also certain component of structured things are there and you will also know some amount of alternative solutions that is on adaptive decisions. Now, comes innovative decision. We are making decisions which are mostly discovery based or more innovative identification diagnosis of unusual and ambiguous problems.

Which are more complex, ambiguous in nature you know unstructured, unusual things you are never encountered before, where you are making a you know decision which are more of a you know looking at a creative alternative solutions there we are talking about innovative decisions.

So, innovative decisions are a type of decision when you make, when you are encountered with absolutely an unusual situations and you are looking at a creative alternative solutions to make a decision on those unusual situation that is where we are referring to innovative decisions. There are four types of decision making been discussed.

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Process of Decision Making

Aswathappa, K.(2014). has pointed out that there six steps in decision making process. They are -

- Firstly, defining and diagnosing the problem
- Secondly, setting goals
- Thirdly, searching for alternative solutions
- Fourthly, evaluating the alternative solutions and selecting the best
- Fifthly, implementing the selected solution
- Sixthly, following up and controlling

Handwritten notes on slide:
- A box with a question mark and the text "Awareness about the choices"
- A diagram with a central point and arrows pointing to numbers 1, 2, 3, 4, 5, 6.
- The word "Objectives" written next to step 2.

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Now, let us look at the process of decision making. Now, we understood what are the types of decision making can be I can encounter a situation of programme decision making, non

programme or maybe adaptive or probably even I might into a situation of an innovative decision making. Now, comes ok, there are types you know.

Now, what is the process of decision making? What is the sequential steps being followed when I am encountered to a situation of making a decision. There are you know six steps which people follow when you wanted to make a decision. So, what are those six steps involved in a decision making process?

First is defining and diagnosing the problem. Let us say you are encountered a problem. You need to define and diagnose the problem. What is it? Try to understand what it is and define what type of a problem we are really in. Because it is very very important it makes you an awareness. It creates an awareness about the situation, right.

So, unless you are aware and define the situation you cannot proceed further because you will become unclear if you are not aware and making a clear diagnosis of the problem. First step is to diagnose and define what is that problem you are encountering? Let us say in an organizational setup you are in a manufacturing one. I am just taking a random example.

So, you are in an organizations in a manufacturing department and you are saying there was a production process which was in a flow and all of a sudden you see that you know the efficiency is going down. Now, you have a problem you need to diagnose and understand why this efficiency is going down or what could be the potential.

Is it attributed to the you know defect in ambition or is it attributed to the skill level of the people or is it defect because of the people are untrained can be a multiple reason you need a diagnose and what is the problem which we are encountering with. First level higher level problem is that there is a decrease in efficiency, but now I need to diagnose you know why this you know deficiency.

Now, you need to set the goal as I diagnose and define the problem now, I need to set the goal, ok. Because I need to address right, you need to set the objective. What is that

objective? How are you going to address this problem? Once you define your goals set the objectives and goals now comes that there was a searching for alternative solution.

Now, you are in search of solutions. How do I address my objective, how do I reach my goals, what are this ways in which I can address it? You might have to find out all alternatives possibly. Now, let us say 1, 2, 3, 4 are the alternative solutions you need to identify all possible solutions.

Now, this is very important, right. Because if you are just going with only one solutions you might end up incurring more cost more time probably that solution may not even be a right solution itself. So, it is always wise before you pick up a solutions that you need to always explore all possible alternative solutions.

Now, comes the step 4. I have all 1, 2, 3, 4. Now I need to evaluate each of this alternative solutions. Now, on various parameters I should look at the time taken to you know implement and also the cost involved people require technology required and you know how feasible that you will improve address the particular problem.

What is the percentage of the problem will be solved and how effective it will be, will it be sustainable, will it is practicable, applicable all the perspectives you need to evaluate each of this alternatives. And then you need to pick up the one of the best alternatives after evaluating on this all these parameters then you will pick up one at the stage 4.

Now, after step 4 you need to implement the best alternative, we have chosen in the step 4. Now here I implementing the decision making meaning that I am taking a decision and making the decision mean implemented in the workplace in any other situations wherever you are making your decisions.

Then my decision making step process does not end just by implementing, I need to also do a follow up and controlling, I need to see is this implementation is proper is there a deviation I does not require any controlling and you need to do a follow up that is the last and final step

of a decision making process. You start with the diagnosing and end with the follow up and controlling this ends the process of decision making.

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The slide is titled "Process of Decision Making" in an orange box. Below the title, a yellow box contains the text: "As per Herbert A. Simon, there are three phases in the decision making process such as –". A red bracket on the right side of the yellow box groups the three phases. The phases are listed as follows:

- Searching the environment for conditions required to make decision i.e. intelligence activity.
- Conceiving, developing and evaluating possible alternatives, i.e. design activity.
- Selecting a particular alternative for decision making, i.e. choice activity.

The slide also features a small video inset of a man in a purple shirt in the bottom right corner and the NPTEL logo in the bottom left corner.

Now so, now, we will also you know understand from other authors you know Herbert and Simons. So, they were giving three phases in decision making process. So, are we are taking six steps now we are understanding in three phases. One is a first is an intelligence activity.

Here what you are doing in parallel to the first step right, where you are saying searching the environmental conditions that are required to make decisions. And I need to understand you know where the problem is, here my intelligence activity. I need to search the problem identify the problem area. So, what is the problem which I am encountering.

So, that is an intelligence activity. Then comes you know decision activity. What is this decision activities attributed to? Decision activities tells me that ok, conceiving, developing and evaluating the possible alternative. If you look at you know this comes where we are talking about you know previously you know step two and step three where we are talking about ok, understand the problem, you know develop the alternatives understand, identify and evaluate all these alternative solution. This comes at design activity, then comes with choice activity.

Now, here comes choosing of the best alternative decision making. So, this method proposes there are three you know phases in decision making. First is an intelligence activity that you need to scan the environment to identify a problem, then comes conceive diagnose the problem.

Try to understand the you know a causes of the problem and then how do you address this problem then propose the best all alternative. Then the last phase of the design activity you need to identify the right choice among the all alternative choices and implement it, that is where the choice activity comes.

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Styles of Decision Making

According to Lombardo, J., and Scalia, S., there are four styles of decision-making. Directive, analytical, conceptual, and behavioural.

- **Directive decision** is based on the knowledge, experience, and judgemental skill to choose the best alternative.
- **Analytical decision-making** is based on using direct observations, facts, and data analysis to determine the best alternative and outcome.
- **Conceptual decision-making** is based on a creative approach to problem-solving.
- **Behavioural decision-making** is based on inputs, needs and opinions of others including colleagues aiming to have a good harmony and human relationship in the organisation.

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Now, let us also look at on the different styles of decision making. The first the Lombardo and Scalia they were talking about four styles of decision making. So, these are directive, analytical, conceptual and behavioural styles in decision making.

Now comes directive decision. So, this type of a decision, the style which I follow is just essentially based on your knowledge skills, experience and judgmental skill to choose the best alternative. Here what you do? I am in a decision making situations, how do I make decision?

Now, here I make decision based on my knowledge and my judgmental skills and my prior experience, that actually influence me to choose the best alternative, ok. This is where with I am an alternative now. How do I choose? The you know directive decision says somebody

because of their knowledge, somebody because of their expertise and the experience and judgmental skill they picked a one of these best alternative.

Then comes analytical decision making, here it is more of a you know data driven approach where we are talking about it is direct opportunity look at the facts and do the data analysis and then try to pick the best alternative.

This is different from a prior one which is essentially dependent on individual's knowledge and experience and the judgmental skill. Whereas, here it is more of a data driven approach where I wanted to take a decision, but I am not going with my own perception or my skill level or my experience, but I wanted to pick a decision based on the data analysis.

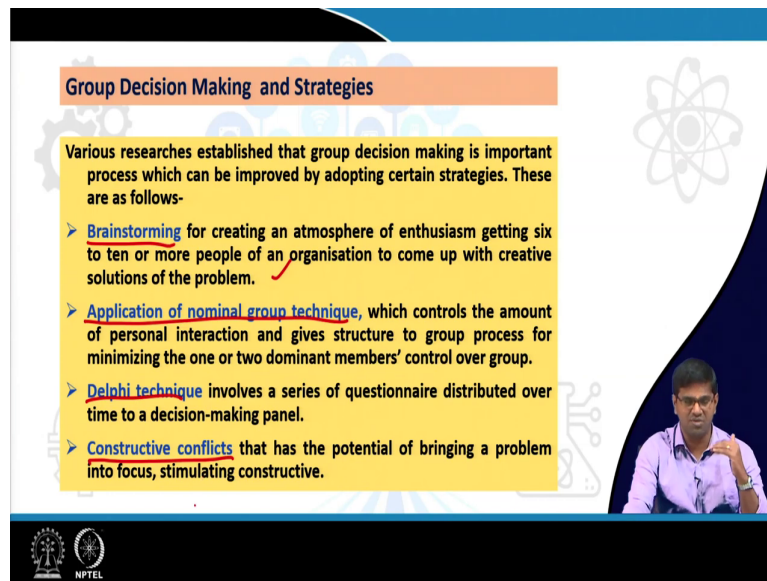
Then comes a conceptual decision making. So, the conceptual decision making is mostly based on a creative approach to a problem solving. Then the last one is about a behavioural decision making. This is generally based on inputs and opinions of you know people involved to have a good harmony and human relationship in organization.

So, here the behavioural decision making is generally depends on you know how do I maintain a better relationship. So, I need to take the input from others, listen to the opinions of others based on all that I may to take a decision that is what behavioural decision making.

These are all different styles of decision making you know as you encounter a situations you might also pick up one of the styles in addressing or making and taking a decisions. Probably most objective way of going is the analytical decision making you look at the data, look at the trend and based on that you make a decision.

And sometimes it is not all with all the time you will be able to predict certain situations there are unpredictable situations and the business and the situations are so volatile in nature that you need to even take the input of a knowledge skills of an expertise of a certain individuals as well. So, these are different styles of decision making.


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Group Decision Making and Strategies

Various researches established that group decision making is important process which can be improved by adopting certain strategies. These are as follows-

- **Brainstorming** for creating an atmosphere of enthusiasm getting six to ten or more people of an organisation to come up with creative solutions of the problem.
- **Application of nominal group technique**, which controls the amount of personal interaction and gives structure to group process for minimizing the one or two dominant members' control over group.
- **Delphi technique** involves a series of questionnaire distributed over time to a decision-making panel.
- **Constructive conflicts** that has the potential of bringing a problem into focus, stimulating constructive.



Now, we are going to discuss about you know decision making that you do it in a group situations. So, when you have more people then you need to you know how do you make a decisions? So, because we you often see that in a group certain times you know people who are having high power high social status usually (Refer Time: 26:48) decision making.

Now, how do you ensure that you make a decision which are better for all the groups? So, you go for a brainstorming where you are you know allowing people to think about a problem, give their choices all you know best solutions to be implemented, then comes application of nominal group technique.

What happens in a brainstorming? Again, you will see that certain times you know highly powerful people used to influence the decision or maybe certain times you know certain individuals views, opinions are not heard during the brainstorming sessions or maybe neither

neglected. See now to address this comes the nominal group teaching, where here every individual is given a choice that you have to just you know write your you know first choice of how do you address a particular problem.

And everybody will given a chance to talk about your solutions and then people vote on the best alternative solutions, then they pick up the solutions where everybody has getting an opportunity to present their possible solutions in a group (Refer Time: 27:46)

And Delphi technique were involve the generally involves a series of questioners to be submitted to the you know decision making panel so that they will fill in their response, after they filtering out again they send out the questionnaire, multiple rounds of this questionnaire will be sent to you know a decision making panel or probably experts take a decision.

Then constructive conflicts where you know bringing people to you know create a constructive conflict where we are talking about a functional conflict where you debate, deliberately debate and you know so that you will be able to make a better choice. These are the certain decision making situations in an organizational setup.

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Organizational Decision Making

Organizational decision making is done in **VUCA** (volatile, uncertain, complex and ambiguous) environment which include –

Volatile: Origin and challenges → Consequences for --- → Challenges for Decision making

V = Volatile >
U = Uncertainty/understanding >
C = Complex/clarity >
A = Ambiguous/adaptability

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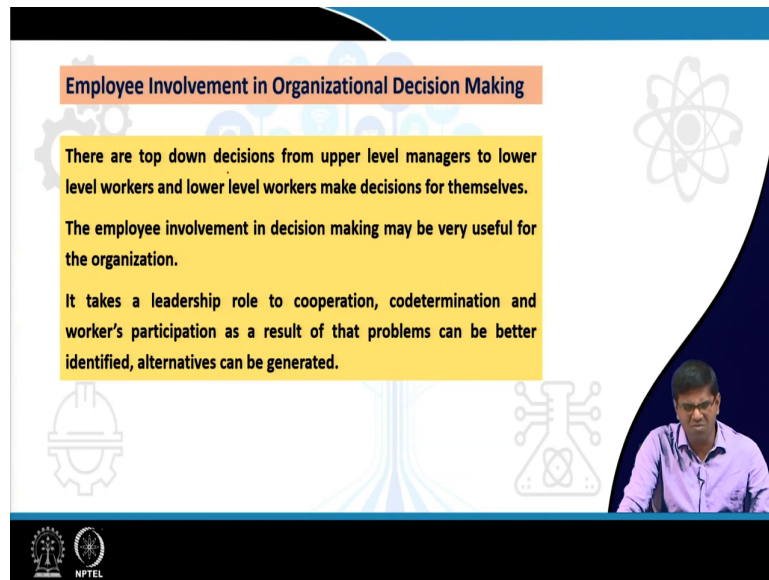
So, what I will quickly do is that you know organization decision making you know when we are talking about the organization decision making which are very challenging and complex. The reason is that we are talking about VUCA world. What is this VUCA world? Now the situation is volatile and uncertain, complex and ambiguous environment.

So, taking decisions in a VUCA world is more challenging than ever before. Because now organization of lot of complexity, challenges, uncertainty in a ambiguities are there. So, now, organization wanted to take a decisions making wherein you know you see their top to down approach been followed.

Now, you want to know how do you take a decisions, whether I should follow a knowledge where you know we are talking about adaptive decisions or are we talking about you know

data driven decision making. So, you know organization has to you know deliberate on looking at the data and infer the data and knowledge to make a decision making.

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Employee Involvement in Organizational Decision Making

There are top down decisions from upper level managers to lower level workers and lower level workers make decisions for themselves.

The employee involvement in decision making may be very useful for the organization.

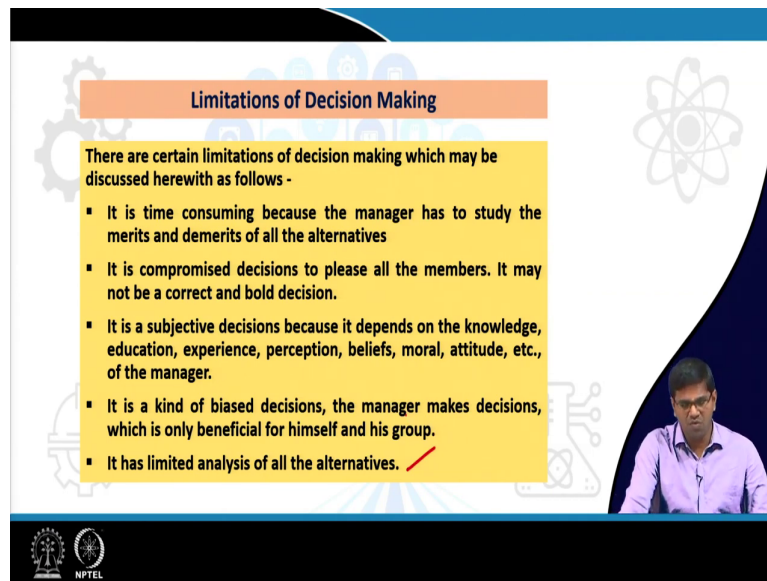
It takes a leadership role to cooperation, codetermination and worker's participation as a result of that problems can be better identified, alternatives can be generated.

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Then when we are talking about a decision making you know what is very critical is that you know involving employee decision making is also very very important. Because you know as you involve people there is more accountability and responsibility on whatever the decisions you make.

Because you need a commitment to whatever the decisions, we make you know organization involve people or employees in decision making process to ensure that they are also buying the decisions that been you know taken in a collective manner, ok.

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Limitations of Decision Making

There are certain limitations of decision making which may be discussed herewith as follows -

- It is time consuming because the manager has to study the merits and demerits of all the alternatives
- It is compromised decisions to please all the members. It may not be a correct and bold decision.
- It is a subjective decisions because it depends on the knowledge, education, experience, perception, beliefs, moral, attitude, etc., of the manager.
- It is a kind of biased decisions, the manager makes decisions, which is only beneficial for himself and his group.
- It has limited analysis of all the alternatives. ✓

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So, now before we conclude this lecture, we going to discuss about the limitations of decision making process. So, decision making is important process, but there are certain limitations. One time it is a time consuming process because manager has to study a merits and demerits use of the best you know solutions, what is the best I should pick up, then it is you know sometimes it may be a compromise decision to please all the members, but you know you might have a situations where you need to take a decision which are pleasing to everybody or which everybody will accept the decision.

So, sometimes you will have to make a compromise decisions that may not be in a good agenda of you know what a betterment for a company rather you need to satisfy the expectations of each of the members that is also certain challenges and limitations as well.

Certain it is also subjective decision because it depends on a knowledge education experience of individualization. Let us say some individual is taking a decision, sometimes there are potential places of bias that is why people now go for data driven decision making to be more objective to you know eliminate this biases in decision making process.

So, ensure that you know decision again decision making might have lot of influence of people and there can be bias guys more possible opportunity for bias to influence the decision making. And of course, it may have a limited analysis of the alternatives. Certain times people may not put more time in you know analyzing the alternate. These are the certain limitation of the decision making.

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So, today what we discussed you know we were discussing about the understanding of decision making and we also discussed about ethical decision making, we discussed about

different steps and process of decision making, faces of decision making and we also discussed about how do we involve people in decision making process and obviously, we concluding the lecture with the limitations of a decision making process. So, we will all meet you in the next lecture where we are going to discuss about learning, ok.

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CONCLUSION

This lecture session has covered the concept, ethics behind, importance, types, process and styles of decision making and group decision making strategies, organizational decision making, employees involvement in decision making and limitations of decision making. All the learners may enjoy the learning all about these.

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Thank you; see you all in the next lecture.