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SIGNIFICANCE OF DECISION MAKING SKILL IN LEADERSHIP
TRAINING WITH SPECIAL REFERENCE OF ASSAM

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ABSTRACT

Creativity is required specially for solving problems which are non-repetitive and unique. Such problems cannot be solved by known methods and past experiences is not enough in this case. Preferably, a manager should be able to create original ideas himself, at a minimum the manager needs acumen in spotting good ideas of other people.

Decision making involves selection of alternatives out of the several available. The alternative is put into action which will take place in future period. Thus the decision maker is making the decision for future conditions..

1. Introduction

Decision making is a process to arrive at a decision, the process involving both individual and social phenomenon based upon factual and value premises which concludes with a choice of one behavioral activity from among one or more alternatives with the intention of moving toward some desired state of Affairs.

2. Features-

1. Decision making implies that there are various alternatives and the most desirable alternative is chosen to solve the problem or to arrive at expected results.
2. Existence of alternatives suggests that the decision maker has freedom to choose an alternative of his liking through which his purpose is served.
3. Decision making like any other management process, is goal – directed.

In organizational context, decisions may vary from the major ones like determination of organizational objectives or deciding about the major ones like determination of organizational objectives or deciding about major projects to specific decisions about day to day operations.

Programmed and non- programmed Decisions-

Programmed Decisions- Programmed decisions are routine and repetitive and are made within the framework of organizational policies and rules. These policies and rules are established well in advance to solve recurring problems in the organization.

Non- Programmed Decisions- Non programmed decisions are relevant for solving unique unusual problems in which various alternatives cannot be decided in advance .These decisions are of high importance because of their long- term consequences, these are made by managers at higher levels in the organization.

3. Strategic and Tactical Decisions-

Strategic decisions concept is based on strategy which is a major action plan in an organization. Therefore, strategic decision can be defined as follows- Strategic decision is a major choice of actions concerning allocation of resources and contribution to the achievement of organizational objectives. Tactical or operational decision is derived out of strategic decision. It relates to day –day –day working of the organization and is made in the context of well-set policies and procedures.

Every manager makes decisions in the organization, either in his individual capacity or as member of a group. In fact, organizational decisions are combination of individual and group decisions. When a manager makes a decision –making process and uses techniques for decision making. However, when he has to make decision as a group member, he has to consider group behavior also.

Various Techniques Used –

Besides ordinary group interaction, a group can choose out of four techniques for improving the quality of information exchanged by group members in decision making and facilitate interpersonal interaction.

- a. **Brain Storming –** It is a technique to stimulate idea generation for decision making. Brainstorming is a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously contributed by its members.

Although brainstorming is useful for all types of decisions, it is more useful for simple, well defined problems. It encourages enthusiasm and a competitive

Spirit among members in generating ideas, it also prevents group members from feeling hopeless regarding the range of possibilities in a given situation.

b. Nominal Group Techniques- Nominal group of techniques is a structured group meeting which restricts verbal communication among members during the decision making process. It is meant to resolve differences in group opinion by having individuals generate and then rank a series of ideas in the problem exploration, alternative generation or choice making status of group decision making.

c. Delphi Technique – it is a quite useful where the problem does not lend itself to precise analytical techniques but can benefit from subjective judgments on a collective basis and members who ,may be experts in the area of the problem may not be able to have face to face interaction.

d. Consensus Mapping – Consensus mapping technique of group decision making tries to pool the ideas generated by several task subgroups to arrive at a decision. The technique begins after a task group has developed, clarified, and evaluated a list of ideas. Consensus mapping techniques works best for consolidating results from several tasks forces or projects groups and best suited for problems that are multidimensional, have interconnected elements and many sequential steps.

4. Positive aspects of Group Decision Making

Every group decision-making has some positive aspects in terms of better decision, commitment of people toward s decision, better communication and commitment but at the same time, has some negative aspects in the form of time consuming and being costly, problem of outcomes and undue pressure on conformity to norms.

Various aspects can be highlighted as follows-

1. Pooling of knowledge and Information
2. Satisfaction and Commitment
3. Personal Development
4. More Risk Taking

Negative aspects of Group Decision Making

A part from many positive aspects some of the negative aspects also can be highlighted –

1. Time- Consuming and Costly
2. Individual Domination
3. Problem Responsibility and
4. Groupthink.

Although there is considerable agreement on the desirability of rationality in decision making, there is much less agreement on what rationality really means. An aspect of rationality of decision making is maximization versus

optimization. There are two contrasting views of models of decision making with each model using varying degree of rationality.

Creative thinking is the process of bringing a problem one's mind clearly by imagining, visualizing, supposing, musing, contemplating or the like, and then originating an idea, concept, realism or picture along new or unconventional lines. It involves study and reflection rather than action.

Creativity is required specially for solving problems which are non-repetitive and unique. Such problems cannot be solved by known methods and past experiences is not enough in this case.

Creativity is vital for decision making, whether it is organizational decision or personal decision. One skill that significantly differentiates good decision makers from poor is creativity. The creativity is required to develop alternatives enrich possibilities and imagine consequences. The role of creativity is Maximum in generating alternatives which can be considered for evaluation and choice.

5. Decision Tree-

Decision Tree is a graphical method for identifying alternative action, estimating probabilities and indicating the resulting expected payoff. This graphical form visually helps the decision maker view his alternatives and outcomes. Instead of compressing all the information regarding a complex decision into a table, decision maker can draw a schematic representation of the problem that displays the information in more easily understandable fashion.

The construction of decision tree requires definition of alternatives, estimation of probabilities for various events, and calculation of expected payoff resulting from an action.

A decision tree is basically used to make decisions in complex situations particularly when outcome of a later situation is dependent on outcome of the former.

6. Linear programming-

It is the technique used in optimum allocation of resources in the organization. An important problem before a typical business organization is how to achieve the best allocation of its limited resources, money, materials, machines space etc.

Linear programming is a mathematical technique for the purpose of allocation of limited resources in an optimum manner. LP is the maximization of a linear function of variables subject to a constraint of linear inequalities.

The objective is sought to be achieved by the application of LP in solving a problem is known as objective function.

The LP model essentially seeks that the values for each variable can be either positive or zero. The various relationships to be expressed either in the form of equations or inequalities must be linear.

Managers who use a rational, intelligent and systematic approach are more likely to come up with high quality solutions to the problems they face than the ones who do not use this approach. Many elements of the planning environment extend beyond the boundaries of an enterprise. Hence, it is not possible to make decisions in a closed system environment. When a manager makes a decision, he has to take into account the thinking and attitudes of others within the enterprise as they are also a part of the system. Decision making is an integral part of every aspect of life. This also applies to organizations. It is one of the key factors that pave the way for its success or failure. Every manager is required to execute decisions at various levels of the management cycle beginning from planning to control. It is the effectiveness and quality of those decisions that determine how successful a manager is.

7. Decision Making and Leadership & reference to Assam

It has become a truism that leadership depends upon the situation, but few behavioral scientists have attempted to go beyond that statement to examine the specific ways in which leaders should and do vary their behavior with situational demands. Vroom and Yetton select a critical aspect of leadership style-the extent to which the leader encourages the participation of his subordinates in decision making. They describe a normative model which shows the specific leadership style called for in different classes situations. The model is expressed in terms of a decision tree and requires the leader to analyze the dimensions of the particular problem or decision with which he is confronted in order to determine how much and in what way to share his decision making power with his subordinates. Other chapters discuss how leaders behave in different situations. They look at differences in leadership styles, and what situations induce people to display autocratic or participative behavior.

Decision making involves a leader to select the alternatives out of several alternatives. The alternative is put into action which will take place in future period. Thus, the decision maker is making the decision for future conditions. In fact, long term decision is not a process of making the future decision but a means of reflecting the future in today's world.

8. Conclusion -

While providing training in various B-Schools of Assam, the detailed description is considered. At the same time trainees are imparted necessary guidelines to develop their decision making skills. The Entrepreneurs are also the leaders of the Industry, who need to adopt many decisions as selecting their alternatives, need to be trained by the Organizations time to time.

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