CHAPTER VII
CONCLUSION AND SUGGESTIONS

Generating employment opportunities, increasing its productivity, rendering service to the people without much financial burden are some of the few commitments from the part of the employer, whether it be a private sector or public sector or government undertakings. To make these things effective, we need to have a good "decision-makers."

But we can't conclude either private or public limited is the best. Success or failure of any management differs from organization to organization. But for the success of any organization decision making is very important and we need to have good managers as decision makers.

Organizational climate with proper human resource is very essential for effective decisions to be made. The success for good decision in Ashok Leyland is purely based on the good work climate and timely decisions and that too based on team basis for major decisions.

In studying about the effective decision making, managers and above them were chosen as the target group. Senior Managers, Deputy Manager were also included. This cadre of people play a great significant role while making decisions. Apart from this decision making, there are numerous factors that help AL to be the one among the first in the competitive market like job satisfaction, good leadership, communication, climate etc. Efficient and
effective leaders as managers are very essential for taking successive decisions which is the life blood for any organization. AL is not an exception.

It is well understood that Decision-Making is central to human activity. However, "good" decision-making starts with a consecutive, purposeful, strategic thinking process. A bad decision may force you to make another one. Rational decisions are often made unwillingly, perhaps unconsciously. Thus there are certain steps that one needs to follow to arrive at a good decision.

- What is the goal you wish to achieve?
- Gathering reliable information about it.
- Predict the outcomes for each individual course of action by looking into the future.
- Choose the best alternative with least risk in achieving your goal.
- Implement the same. Unless things are put into action, your decision is nothing. It becomes a day dream if your decision is without a plan of action.

Since the strategic solution to any problem involves making certain assumptions, it is necessary to determine the extent to which the strategic solutions changes when the assumptions change. Ensure that both plans and dispositions are flexible, adaptable to circumstances.

Today's business decisions are driven by data. An amazing diversity of data is available for inspection and given insights. Business managers and
decision makers are increasingly encouraged to justify decisions on the basis of data. Graduates with strong quantitative skills are in demand.

Due to the complexity of today's business operations, aggressive competition and government controls have made the job of the manager increasingly difficult. It is not possible for one particular individual to be aware of all the details about the firm's characteristics and to make decisions regarding its operation. Due to this, effective decision-making often requires the availability of information analyzed and summarized in a timely fashion.

There is no such thing as someone who is born as a business person, rather one becomes a business person. One may ask why is that we learn the decision making process? and why much importance is given to this alone. The reasons are:

- Organizations are becoming more complex.
- Environments are changing so rapidly that past practices are no longer adequate.
- The cost of making bad decision have increased.

Proper communication is very important in decision making process. Knowledge is what we know. Information is the communication of knowledge. Victory is achieved before, not during battle. Thus we need to plan effective the decision making process, its steps, sequences, methods, etc before implementing the same. This is where the concept of decision making by consensus (Japanese Model in Decision Making) comes.
Change is ever present. So the information to solve today’s problem must remain current, with latest information. The decision-making process is contemplating on the elements of the decision. By definition of esthetics, the longer you contemplate on anything the more beautiful that thing is.

There are two basis theories of human decision-making namely, Normative theory and Positive theory. The Normative theory purposes the present guidelines and techniques for accomplishing predetermined goals, and such only to describe and explain why decisions are made. The positive theory is based on reproducibility, refutation, reductionism, and objectivity without any detachments. Both these clubed together help for a good decisions. For decision making, the environment plays a great role.

**Good health begins with hygiene, Good organization grow with good decisions.**

The major task for the decision-maker is the solution to the problem of "values" among different objectives, and the selection of a single objective that has the "highest value". Thus proper and continuous training is the primary tool in enhancing decision skills of the manager. Because, cost is involved in each and every decisions.

The type of organization plays a pivotal role as do different national cultures and social norms which all impact or levels of participation and contribute to the many different styles of decision-making. By representing the
decision problem as an analytical model, the difficulties would be overcome by one or several of the strategies that follow:

1. The creation of a single performance (or objective) function.
2. Specification of the problem variables.
3. Determination of the exact bounds on the problem variables (or, more generally, one function of the problem variables).
4. Determination of the functions and parameters describing the functional form.
5. Resolution of the stochastic (uncertain) elements by creating a deterministic form or probability assessments.
6. Reconciliation of the dynamic nature of the problem and concession to a static mode, and revising the model periodically.
7. Solution of the data collection problem.
8. Quantification of data.
9. Inclusion of all-important element and unforeseen consequences of changes in the problem variables.

Problem and opportunity recognition is a highly personal and subjective process. The market, economic and technical environment will determine whether or not the problem or opportunities is one that can wait or must be acted upon immediately. Thus, this area of problem identification must be given much importance.

Few decisions fail because the wrong alternatives are chosen. But many decisions fail because the wrong problem was solved. The goals that the
decision maker wishes to achieve by solving the problem must be clearly stated at the outset. Goals and standards must articulate closely with each other. There are certain things that need to be avoided while making decisions like Premature evaluation, Premature commitment, Lack of the plan for DM, Focusing on one solution, Confusion of problems and symptoms and Jumping from problem to solution.

The Organizational Joint Problem Solving (OJPS) should be used only where it is necessary like project management or matrix management. Any problem can be solved by proper solution. Energy, drive and direction makes a man a good decision maker.

Proper organizational climate helps one to make a good decision. Seniors guide their juniors and prepare them for future responsibilities. Identifying and utilising potential employees helps in good decision making. Encourage employees to learn new things rather than punishing them for the wrong decisions.

Here are certain tips for managers, or who ever makes decisions. This can also be taken as suggestions recommended by the researcher.

- Examine every alternative closely before making a decision.
- Make use of previous decisions.
- With short term in mind, make long term decisions.
- Assess your decision - making abilities, and improve the same.
- Consider all the possible outcomes.
• Do not hesitate to change your decisions if they are inappropriate.
• Ask yourself "**what can go wrong**" while making decisions, this will help you to proceed in the right path.
• If there is a large element of chance, avoid such kind of decisions.
• Be aware of the politics that lies behind decision-making.
• All objections should be taken seriously while making decisions.
• Think systematically rather than hasty conclusion.
• A powerful ingredient in decision-making is the corporate culture of your organization.
• Be aware of who will be affected by your decisions.
• If you reject your delegates decision, give reason for it.
• Being positive while making a decision is very important.
• Never postpone vital decisions.
• For good results go for different types of decisions in different ways.
• Be optimistic by remaining realistic.
• Get feedback from your critic.
• Identify the problem → Find where you are → Decide where you want to be.
• Involve as many people as you need while making decisions.
• Encourage participation.
• Encourage new way of thinking.
• Consider a decision from as many different angles as possible.
• Regularly research your market, and act on the results.
• While delegating, use your brightest people.
• Keep information about the behaviour of competitors.
• Use fail-safe strategies.
• You may need certain source material later, so keep it safe.
• Assess risk (s) with its impact.
• Check forecasts, make the future happen.
• Anticipate competitors action.
• Never make a rash decision.
• Access to information whenever possible which is very important.
• Make a checklist of the main issues before finalizing any decision.
• Always look at your decision hyper critically.
• Encourage team members to take part in making a plan.
• Be honest while communicating your decisions to your staffs.
• If your decision to go ahead is half hearted, cancel it.
• Lime the number of your goals to keep them clear.

One of the 14 principles of H. Fayols clearly says that, "continuity of tenure of personnel" is an indispensable one both for employer as well as employee towards the organisation growth. During the interaction with Mr. T. Pattabiraman, M.Tech., M.B.A., M.I.E., C.Eng(I), CERT.of IIFT, Senior Manager Exports as one of the decision maker respective to his department, had come out with an opinion that the HR department should conduct the exit interview to understand the pulse of the outgoing members for better future decision in terms of their own department recruitment.
THERE ARE CERTAIN FACTORS THAT CONTRIBUTE FOR A MANAGER TO BE A GOOD DECISION MAKER

The Three important thing or characteristics of typically successful style are energy, drive and direction. The following are very essential for managers to be successful while making decision.

- Self-esteem (not pride).
- Courage.
- Honesty.
- Love.
- Stand behind people in times of stress and crisis.
- Timely manner.
- Look out for number one Watch out for number two, too.
- Learn how to read body language.
- Timely and honest communication.
- Be aware of quick-fixes. Band-Aid solutions rarely last very long.
- Smile. Its contagious.
- Remember that the customer or client is the most important part of any organization.
- Encourage and reward risk-taking.
- Be approachable.
- Use ‘we’ rather than ‘I’.
- Strive for total quality / continuous improvement at all time.
- Look at problems as opportunities.
- Use the K.I.S.S. principle (Keep it simple stupid) whenever possible.
- Be a positive role model.
• When in doubt, trust your intuition.
• Say I don't know, when you don't know.
• Remember that you never get a second chance to make a first impression.
• Do not surround yourself with "yes" people.
• Remember friends come and go, but enemies accumulate.
• Be decisive, avoid the ready, aim, aim, aim ..... syndrome.
• Maintain an optimistic outlook.
• Be curious and open-minded.
• Invest in the continuing education of your employees.
• Train supervisors in effective interviewing techniques.
• Be an active listener.
• Be open and accessible.
• Dress for success.
• Empower others. Be an enabler.
• Improve your oral communication skill.
• Carefully manage your time.
• Be confident and comfortable, but not complacent.
• Keep your ears to the company grapevine.
• Don't become a slave to technology.
• Recognize the "reality" that perception is everything.
• Take your job seriously but don't take yourself too serious.
• Never think you're infallible.
• Practice what you preach.
• Don't burn bridges, you may have to cross again.
• Disagree without being disagreeable.
• Work smart, not hard.
• Answer questions, question answers.
• Don't paly favourites.
• Scorn privately, priase in public.
• Apologize when you are wrong.
• Encourage informality and a relaxed company climate.
• Fire when necessary.
• Learn how to say "no". Avoid over commitment.

The members cooperation and participation is really in practise. The following quotes clearly highlights the importance given to the concept of JDM and self-discipline in Ashok Leyland.

The Best Six words:

"I admit I made a mistake"

The Best Five words:

"I am proud of you"

The Best Four words:

"What is your opinion"

The Best Three words:

"If you please"

The Best Two words:

"Thank you"

The Best One word:

"We", the one word that need to be avoided is "I".

Senior Manager, (Exports) Ashok Leyland.
The concept of Knowledge Management (KM) is gaining importance at AL in the form of Business Intelligence. AL is very big both in terms of size and operations. The communication is expected to be absolute and clear. The research outcome indicates that the importance of data warehousing is gaining momentum. Down the line in two to three years this concept of DSS will be in a full swing.

The young brains are very much utilised in AL. Being a high tech industry, AL often look for new entrance with different technological backgrounds to enhance their production level and quality. During the research work the managers clearly mentioned about delegation of authority to these young brains and make them highly responsible and accountable towards their allocated area of work.

The researcher appreciate and suggests the management to hasten the process of Knowledge Management (KM) and derive the unique Decision Support System (DSS) which would help the decision makers to take the decisions both effectively and efficiently. The expected maxim for any organization is, the right people, doing right things, at a right place and at a right time. The researcher is very much interested to suggest that through proper delegation the present decision makers can enhance the management and the decision skills of their subordinates for the future and to make them a successful decision makers. This would help the wheels of AL to move still forward continuously and smoothly.

The positive attitude that has been found by the researcher during the process of decision making at AL is "HELP EVER HURT NEVER". The
managers in AL have this optimistic attitude among them while making decisions jointly. Decisions are made at all levels of the organisation. The concept of decision-making is the core of any administrative action. But the process and its degree of implementation varies from organisation to organisation. Decisions can be made either individually or jointly. Both Individual and Joint Decisions has its own significance.

The researcher would like to stress the following factors in terms of both individual and joint decisions. In Ashok Leyland both individual and joint decisions are in practise. But major decisions are taken in the form of Joint Decision Making Process (JDMP). The research outcome shows that the managers often give importance to the factors like MIS, Forecasting, Co-ordination, Authority, Delegation of Authority and Plan, while making decisions Individually. Whereas, for Joint Decisions the factors like participation, communication, responsibility, culture, motivation and analysisiation are given much importance. But at the same time all these factors are inter-related and also indespensable for both Individual and Joint Decisions. In the opinion of the researcher some of the factors like MIS, forecasting, DOA are found in the process of Individual Decisions. But these factors need to be considered while going for Joint Decisions too, because these factors could help the managers to arrive at a quick and efficient decisions and maintain a participative environment. In AL all major decisions are made jointly.

The research work will surely help the future researchers to further explore their studies in the area of Decision Making.
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