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DECISION-MAKING IN OPERATION OF BUSINESS

In article the basic models of decision-making in management are considered. The basic directions of research of the theory of decision-making are allocated. The administrative decision as the tool of influence on object of management and its separate subsystems, an important link of formation and realisation of relations of management in the organisation is analyzed.

Problem statement. Decision-making process consists not only of a choice of the best variant, but also from search of alternatives, an establishment of criteria of an estimation, a choice of a way of an estimation of alternatives and so forth. In view of it it is possible to offer such definition of a category "acceptances of the administrative decision": decision-making is a process which begins from ascertaining of occurrence of a problem situation and comes to the end with a decision choice, that is a choice of action which is directed on elimination of a problem situation. In the organisations managers who make the decision work, using both rational, and intuitive approaches. However decisions at organisation level, as a rule, are accepted not by one manager. More often some experts are connected to decision-making. The problem of identification and problem of search of the decision cover many divisions, the various points of view and even other organisations which are out of a field of activity of one separately taken manager. Decision-making processes in the organisation are influenced by many factors, including - internal structure of the organisation, and also a measure of stability or instability of environment.

Acceptance of administrative decisions influences process a large quantity of various factors. To major of | them the such belong: risk Degree - is understood that always there is a probability of acceptance of the wrong decision which can adversely influence the organisation. Risk - the factor which managers consider meaningfully, or subconsciously, at decision-making as it is connected with responsibility growth. Time which is taken away to the manager for decision-making. In practice the majority of heads is no by possibilities to analyse all possible alternatives, feeling deficiency of time. Degree of support of the manager collective - this factor considers that perceive new managers not at once. If the understanding and support of other managers and subordinates do not suffice, the problem should be eliminated at the expense of the personal lines which should promote performance of the accepted decisions.

The analysis of last researches and publications. In the scientific literature meets as it is expanded, and narrow understanding of decision-making process in management. In the expanded understanding decision-making is identified with all managerial process. The expanded understanding covers not only decision-making process, but also its performance and control of results of its realisation. But it does not answer representation that the decision-making end result is the decision. In a narrow sense decision-making is considered only as a choice of the best decision from numerical alternatives. In the course of the analysis of narrow understanding it is necessary to consider that alternative variants do not arise by itself. Historically ways of the decision of tasks of the administrative decision developed in several directions, but, first of all, it is necessary to note the methods based on a variation in space of managements. Among the works devoted to research of possibilities of methods concerning the decision of tasks of management of decision-making, it is possible to

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allocate works of such scientists, as Ju. G.Evtushenko, N.N.Moiseyev, R.P.Fedorenko, F.L.Chernousko, etc.

Article purpose. A research objective is the analysis of administrative decisions as tool of influence on object of management and its separate subsystems, an important link of formation and realisation of relations of management in the organisation which puts a basis of realisation of each function of management. Decision-making is identified with all managerial process. Covers not only decision-making process, but also its performance and control of results of its realisation. But it does not answer representation that the decision-making end result is the decision. Also decision-making is considered only as a choice of the best decision from numerical alternatives. In the course of the analysis it is necessary to consider that alternative variants do not arise by itself. Historically ways of the decision of tasks of the administrative decision developed in several directions, but, first of all, it is necessary to note the methods based on a variation in space of managements.

Statement of the basic material of research. The integral characteristic of administrative decisions is their quality. For maintenance of their appropriate quality it is necessary to understand an essence of this characteristic. Thus, quality of the administrative decision can be considered as set of parametres of the decision which satisfy concrete consumers and that provide a reality of its realisation.

The basic conditions of quality maintenance of administrative decisions concern:

- Application in working out of the administrative decision of scientific approaches of management;
- Application of methods of forecasting, modelling and an economic justification of each decision which is accepted;
- Structurization of a problem and construction of a tree of decisions;
- Maintenance of comparability of variants of decisions;
- Maintenance of multi-variant approach of decisions;
- Legal validity of the decision which is accepted;
- Automation of process of gathering and processing of the information, process of working out and realisation of decisions;
- Working out and functioning of system of responsibility and motivation of the qualitative and effective decision, presence of the mechanism of realisation of the decision.

Before to consider models widely used by the modern organisations it is necessary to describe three base types of models:

1. The physical model - is investigated by means of the increased or reduced description of object or system. The distinctive characteristic of physical model consists that somewhat it looks as modelled integrity. Being an exact copy, the model should behave to similarly new car which is developed, or to the plane, but thus to cost it much less than the present.

2. The analogue model - represents investigated object analogue which behaves as real object, but does not look out as that.

3. Mathematical model - in this model named also symbolical, symbols for the description of properties or object or event characteristics are used.

Personal qualities of the manager - one of the most important factors. Irrespective of the fact how managers make the decision and are responsible for them, they should have abilities before to accept the right decisions. The policy of the organisation - in this case is considered the subjective factor at decision-making. The status, the power, prestige, ease of performance - all it can affect acceptance of, whether other decision. The decision-making End result is the administrative decision which appears, as a primitive, base element of managerial process which provides functioning of the economic organisation at the expense of interrelation of formal and informal, intellectual and organizational-practical aspects of management [2]. The administrative

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decision is the tool of influence on object of management and its separate subsystems, an important link of formation and realisation of relations of management in the organisation; puts a basis of realisation of each function of management. In the management theory allocate three basic models of decision-making:

- Classical model;
- Behavioural model;
- Irrational model.

The classical model leans against concept of "rationality" of decision-making. It is provided that the person who makes the decision should be absolutely objective and logic, have the accurate purpose, all its actions in decision-making process are directed on a choice of the best alternative. Hence, the basic characteristics of classical model the such: the person who makes the decision, has the accurate purpose of decision-making; the person who makes the decision, has the full information concerning a decision-making situation; the person who makes the decision, has the full information concerning all possible alternatives and consequences of their realisation; the person who makes the decision, has rational system of streamlining of advantages behind degree of their importance; the purpose of the person which makes the decision, always consists in making a choice which maximises | result of activity of the organisation. Hence, the classical model provides that decision-making conditions should be defined enough. Having the full information, managers can choose alternative which in the best way meets requirements of the organisation. However in practice decision-making process is influenced by numerical limiting and subjective factors. Set of such factors in decision-making process is considered by behavioural model [3].

Behavioural model. On the contrary from classical, the behavioural model has such basic characteristics: the person who makes the decision, has no full information concerning a decision-making situation; the person who makes the decision, has no full information concerning all possible alternatives; the person who makes the decision, is not capable or not inclined (or both that, and another) to provide consequences of realisation of each possible alternative. Considering G.Sajmon's these characteristics has formulated two key concepts of behavioural model: 1) concept of "the limited rationality" which means that people can only try to make the rational decision, but their rationality always will be limited (theoretically always there is a decision better accepted); 2) concepts "satisfaction achievement". As to reach "full rationality" it is impossible, managers wish, that their "fear" concerning acceptance not the best decision has overcome attempt to reach the optimum decision. Such condition (that moment when the decision is made) G.Sajmon has characterized as "satisfaction achievement", understanding as it a choice which is kind enough under existing conditions [5].

Aspiration of managers "reach satisfactions" can to be caused the several reasons:

- - They can simply not want to ignore own interests, that is to continue search of new alternatives when the comprehensible are already identified some;
- - They can be not capable to weigh and estimate a considerable quantity of alternatives;
- - Intervention in decision-making process of personal, subjective factors is possible also.

The irrational model is based on a prediction that decisions are accepted still before alternatives are investigated. The irrational model is applied more often:

For the decision of essentially new, unusual decisions, such which difficultly give in to the decision;

For the decision of problems in the conditions of deficiency of time;

When the manager or group of managers have enough power to impose the decision.

In the decision-making theory allocate two basic directions of researches: standard and descriptive. Representatives of the standard approach concentrate attention to working out of organizational, information and methodological principles of acceptance of the rational decision. The standard approach studies "traffic regulation" in the administrative work which observance should provide acceptance of the rational decision. The descriptive approach is directed on empirical research of behaviour of separate persons and groups of people in decision-making process. It has for an object to define laws of formation in the course of interaction of initial parameters of a problem which dares, and characteristics of the subject which makes the decision. Within the limits of the standard approach procedure (the general technology) acceptances of administrative decisions [7] first of all is investigated.

Conclusions. The purpose of forecasting of administrative decisions is reception of scientifically well-founded variants of tendencies of development of problem situations. In the scientific literature different classifications of methods of forecasting are directed. Practical application of these or those methods is defined by such factors, as object of the forecast, accuracy of the forecast, presence of the initial information [1]. Among methods of forecasting of administrative decisions allocate quantitative and qualitative. To the first group carry: a standard method; a parametrical method; an extrapolation method; an index method. To the second group of methods carry: an expert method; a functional method; a method of an estimation of technical strategy. In administrative practice various methods of creative search of alternative variants which conditionally divide into three groups are used: methods of individual creative search (analogy, inversion, idealisation); Methods of collective creative search ("brain storm", conference of ideas, a method collective to a notebook); methods of activization of creative search (a method of control questions, a method of focal objects, a method of the morphological analysis). Condition change puts forward a problem, necessity to get rid which demands decision-making.

Thus, that the model of acceptance of administrative decisions was effective, it should:

- To be constructed on the basis of the authentic initial data;
- To contain a minimum of information restrictions;
- Widely to be used not only in a science, but also in practice;

To be valuable: the good model will bring huge benefit from use, its efficiency should justify cost.

In summary it is necessary to tell that decision-making is necessary for performance of administrative functions. Process of acceptance of well-founded objective decisions in situations of exclusive complexity is reached by use of the scientific approach to this process, models and quantitative methods of decision-making.

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