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SUBJECTIVE AND OBJECTIVE MOMENTS IN MANAGEMENT DECISION

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СУБ'ЄКТИВНІ І ОБ'ЄКТИВНІ МОМЕНТИ В ВИРІШЕННЯ УПРАВЛІННЯ

Метою статті полягає у визначенні вплив людської суті топ-менеджерів в ухваленні управлінських рішень. Суть дослідження полягає в поєднанні розуму та емоцій в ухваленні рішень генерального менеджера.

Ключові слова: ухвалення рішень, Генеральний Директор, суб'єктивні і об'єктивні моменти.

Целью статьи заключается в определении влияние человеческой сущности топ-менеджеров в принятии управленческих решений. Суть исследования заключается в сочетании ума и эмоций в принятии решений генерального менеджера.

Ключевые слова: принятие решений, Генеральный Директор, субъективные и объективные моменты.

Introduction. The term "Management decision making" appeared in the thirties of the XX century. The first comprehensive research, developing the theoretical foundations of the concept "Management decision making" are the works of Ch. Barnard [18], E. Stene [29], Ridley C. and H. Simon [24]. This concept has become very widespread in the 60-s.

It is a merit of H. Simon and J. March [27], that his scientific papers determine the appearance of the school "Making management decisions". It is known for both directions. The first is called "Behavioral theory of decision". It has a pronounced explaining (how decisions are made) rather than prescriptive (what should be the decision) character. So this theory brought it to the theory of organization, rather than applied mathematics.

Its representatives are H. Simon [28], March J. and J. Olsen [21], Cyert R. and J. March [20], A. Schlaifer [25]. The second aspect is related to the development of methods "Applied Systems Analysis".

Applied methodology of system analysis is based on many ideas from "Behavioral theory of decision-making" in undefined conditions.

Some representatives of this direction are Plunkett L. and G. Hale [23]. In our profile in the literature a high importance is given to management decisions. Some Bulgarian authors writing on this subject are D. Dimitrov [3], D. Davidov [2], Kamenov K. and M. Andreeva [1], Il. Christov [14] and others. Today, the problems concerning managerial decisions are a solid amount of scientific literature, which can hardly be extended to be described in this study.

However, based on the work of the aforementioned authors the following findings can be derived: management solution is the core of any management, managerial decision is aimed at overcoming the uncertainty in the system, the decision is connected with the creation of alternatives and selection of one of them; management decision is a complex interaction between subject and object management; "decision [17, p. 52] is the final product obtained as a result of the management process"; decisions present everywhere in the management process; management is a continuous process of making management decisions; "management decision contains different [15, p. 91], relatively independent countries that are closely related to each other: general organizational, legal, economic, informational, social, psychological"; occurrence of problem management is a prerequisite that determines the need for management decision-making, management decision is focused on the

impact of the subject site management.

Broadly speaking, to have a management decision management problem must arise. Usually it is seen as a set of circumstances that prevent you from achieving the objective management goal. This state of uncertainty necessitates invention and action, allowing reaching the previously specified result. For management decision will of course prompt detection and overcoming uncertainty is expressed.

On the one hand it is a content management process. Develop it as a whole, and also in various phases such as planning, organizing, motivating and controlling decision. On the other hand, the decision is a systematic process with identifiable stages. It is designed to process data and receive information to translate into new information.

Summary of content that processes information. In the scientific literature many descriptions of the process "Decision making" and its stages can be found. For example, S. Yang [16, p. 60] stated ten stages; Il. Christov [14, p. 144] accepts nine stages, Plunkett L. and G. Hale [23, p. 44] seen eight stages, D. Dimitrov [3, p. 185] describes seven stages of preparation technology related management decisions, Bartol K. and D. Martin [19, p. 259] taken six steps, P. Drucker [7, p. 419] identifies five stages; Fisher R. and W. Ury [13, p. 91] apply four steps in the creation of solutions, N. Nikolov [9, p. 64] identifies three stages that make up the process of "Decision making". Despite differences in the number of stages in the profiled literature there is reason to believe that the basic steps that make up this process are six [12, p. 212] - presentation of the situation, problem determination, problem analysis, development of options; estimate for the solution of choice, fulfilment the decision.

Exposition. There are various theories about how decisions are made. Most authors agree upon three approaches: rational and analytical, intuitive, emotional and behavioural Policy.

Rational-critical analysis. The decisive evaluation of all alternatives and consequences of each possible choice arranges these consequences as a scale of preferences and choose the alternative that provides the maximum profit.

This is the oldest theory of solutions. It recommends rational, conscious, systematic and analytical approach. It is a subject to criticism because conclusive often not the only actor, but one of the many people in the situation to decide, deciding not rational or informed enough to consider all the alternatives and provide all the consequences.

And the information is expensive, making the critical decisions have to type anything more than maximizing objectives. They try to satisfy i.e. to make decisions that lead to satisfactory output versus optimal. Moreover, the targets can be changed. For descriptions of the actual decision to question the validity of the 'rational approach.

Intuitively most emotional casting. It is the opposite of rational and based on habit or experience, feeling and instinct deeper consideration using unconscious mental processes. In the process of decision-making priority is the emotional side of this process, it is possible to ignore the analysis time and to downplay his involvement factor. Theorists who assert intuition as a good approach argue that in many cases the assessment can lead to Better solutions than optimization techniques.

For example, the sensitivity analysis of the factors influencing the results of the investment projects [6]. Also models for optimal order size suggests it can find the optimal amount of stored products in which to achieve minimum cost for preparation of orders and storage costs [5]. The sensitivity analysis shows that in most cases you rather be away from the optimal amount without having significant impact on final prices [8]. Hence the assessment of the other factors present in the situation could lead to a better overall solution size of orders. The third perspective argues that in fact crucial to assess the pressure coming from the people on which their decisions affect. An organization interacts with various stakeholders in a consistent exchange of interdependent relationships. Shareholder has any group or individual who can affect or are affected by the achievement of the objective of the organization. Opponents of this approach to support the following statement; does not effectively use all the resources that are available to today's critical, rational approach enables proper consideration of the consequences of decisions before they are made big mistakes. Political behavioural is crucial. Any shareholder gives the organization something and expects something in return. Depending on how far the organization has a favourable exchange relationship (gets a bit more than it), it has more power. Stronger shareholders have more influence over decisions, because the

organization is dependent on them. A majority of shareholders may have more influence over decisions to balance reinvestment / payout of dividends than many smallholders. It is possible that decision makers to combine these conflicting requirements by making political compromise, so that ultimately the interests to be in support of the decision. This type of decision is a descriptive theory, showing that the organization which employs decisive, limited available alternatives. Decisions are made when several people involved in the process agree that to find a solution. They do this through mutual adjustment and negotiation under the rules of the game the way decisions were taken in the past. The person makes the decision to assess whether the final decision is politically relevant. Personalities. The organization consists of a group of people working together. The organization has goals i.e. to achieve some results. In a satisfactory profit business organization is usually an important goal. Leadership in managing transformational change is key to making any organization strategically directed [10, p. 167]. The leaders of the organization are its government. Among managers, there is a hierarchy headed by a top manager is a chief administrative person (CHAP), then it is business unit managers (BU), department, division, etc. Depending on the size and complexity of the organization, there may be several levels of hierarchy. With the exception of the chief administrative person (top manager) any of the managers is both superior and subordinate. Each guide people in their part of the organization and is subordinate to the manager to whom he reported. These links usually appear within the organization. Chief administrative person (in some organizations and a group of senior managers) defines strategies through which it is expected to achieve the goals of the organization. If the company is divided into business units and their managers formulate strategy for their units, and it is approved by the CHAP. Structure necessarily contains a control function that determines the behavior of the system and its ability to grow in well-defined parameters to achieve the goal [11, p. 17]. Managers have personal goals and the main problem in control is to be motivated to act so that when they pursue their personal goals to achieve, and combined with the organization's objectives. This is called agreement between the objectives. This term objectives synthesize the various members of a business unit, which should be feasible, while consistent with the objectives of the business unit itself. Because of the reasons which will be explained later, it's impossible to achieve full compliance objectives. However, the system must enter deeply into this area. An important consideration when backed agreement aims is to develop optimal plans for compensation and other useful initiatives. General Manager - Chief administrative person (CHAP). General managers of a company are administrative leaders led the company responsible for the survival and success of the corporation. If a business is divided into business units (BU) or operational units, then these units headed persons are also general managers. However, general manager needs a variety of skills, and to perform many roles. It is estimated that the top levels of the professions focus on conceptual skills, with less need for administrative skills or skills in human relations and low requirements for technical skills. The traditional idea is that a manager is an entrepreneur (set goals), strategies (plans), organizer (organize), leader (guide) and chief executive (control). The task is to bring the company in unfamiliar territory in rather vague terms economic, political, social, and psychological. Human, technical, economic and political conditions are only partially amenable to rational analysis. According to Harvard Business School leadership of General Manager required judgment, courage, ability to put in place of the other, talking and persuading. Experience shows that CHAP has to deal simultaneously with several different activities in a program that it leaves little time for reflection. In this process, intuition and judgment become preferred models for decision making. Interpersonal roles [22, p. 93-94], [14, p. 61-63], [9, p. 151-152]. As a symbolic head of the organization CHAP performs multiple routine ceremonial duties with legal or social nature. This is often important in legitimizing the company of strangers. As a leader CHAP is responsible for the organization and staff training and motivating subordinates. As a CHAP connection maintains a network of external contacts to provide services and information. Information role. The role of informants managers read magazines and reports from businesses or attend meetings to receive information about BU and its atmosphere. As a distributor CHAP transmits most information to internal and external people. Roles in decision making. As an undertaker CHAP performs strategic functions in promoting projects. Encounters are held on current issues, to do that and solve problems or crises. Then role changed to that of a person who deals with the problems. As stewards distribution of resources CHAP approve budgets and requests for allocation of human, financial and material resources. Finally top manager is responsible for performance of the

organization as a negotiator in contact with unions, suppliers and major customers. Actually CHAP must spend considerable periods of time as an organizational leader and leader in personal communication with people who keep their money in and out of the organization - the Board of Directors review the results. Their achievement is often regarded as Preserved area exclusively to the CHAP.

Conclusions. Human beings are a combination of reason and emotion. We know that the environment is a combination of analysis and subject to erratic changes and impacts. Therefore, strategic management decisions are taken in a typically human way: using rational analysis and conscious and unconscious intuitive hunches, influenced by political reality. As already highlighted some give precedence to one or other element.

But due to individual differences and differences in the stability of the environment, the amount of rational intuitive compared to the political changes is crucial for each and according to each situation. In some situations it is very large analytical component in others it may be a predominant emotional. I recommend analytical and rational approach that reflects the actual components of the situation. But a truly rational analysis will include analysis of political and behavioral and intuitive side of the situation. To assist managers in these complex and intricate problems have developed various techniques such as dialectical inquiry, analysis and hierarchical graphs influences. These systems allow managers to identify and structure the critical rational and political factors will inevitably influence. Combining the approaches is recommended and description helps analyze and make effective decisions. In evaluating cases or business problems it is desirable to analyze the political and emotional side of the situation, in addition to funds available analytical tools.

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