

Summary, outline, or diagram of key concepts:

Linking Processes: coordinating activities so they can be achievable

- Decision making: define the problem, seek out possible solutions, select the solution
 - Programed (follow established policies and procedures; routine) vs. Non-programmed (higher judgment; more difficult)
 - Non-programmed has two categories: Organizational (purposes, objectives) vs. Personal (manager's goals)
 - Steps to decision making: define the situation → identify alternatives → evaluate alternatives → selecting the best alternative → implementing the chosen alternative → follow-up and evaluation
 - Decisions are made on certainty (info available) , risk (results uncertain), and uncertainty (no prediction) levels
 - Help in decision making?
 - Decision trees, cost-benefit, cost-effectiveness, network, linear programming (pg. 339 for example pictures)
 - Group Decision Making: necessary when judgments are needed from others
 - Interacting Groups: members discuss the best decision
 - Delphi Groups: panel of experts; forecasting technology breakthroughs; expensive
 - Nominal Groups: do not interact with each other; take turns writing their thoughts and then present them to everyone
 - Focus groups: use when wanted to gather qualitative information
- Communication
- Balance

So . . .

There are so many possibilities when it comes to decision making! I feel the most important piece of information from this reading is the various techniques you can use to help make decisions about your company or organization. I tend not be the best at decision making—or at least the fastest—but these techniques could help me in future management positions to help seek out the best possible solution to a problem the organization is facing. There are numerous ways to approach solving a problem and although I haven't tried them yet, I feel it would be beneficial to use multiple techniques to try and get another view on the problem at hand.

I'm still not sure about:

It's hard for me to wrap my brain around non-programmed decisions. I understand they need more creativity and time to solve when compared to programmed decisions. However, I could not full think of an example to help understand what this situation may look like.