

Making Decisions and Solving Problems

Lecture Outlines, Kreitner

Inti pengambilan keputusan:

- ❖ berarti memilih alternatif, yg jelas harus alternatif yg terbaik (*the best alternative*)

Contoh pengambilan keputusan tentang:

- ❖ Jenis usaha
- ❖ Lokasi usaha
- ❖ Pendanaan
- ❖ Investasi, dll

➤ *Certainty:*

Jika semua informasi yg diperlukan untuk membuat keputusan diketahui secara sempurna & tdk berubah

➤ *Risk:*

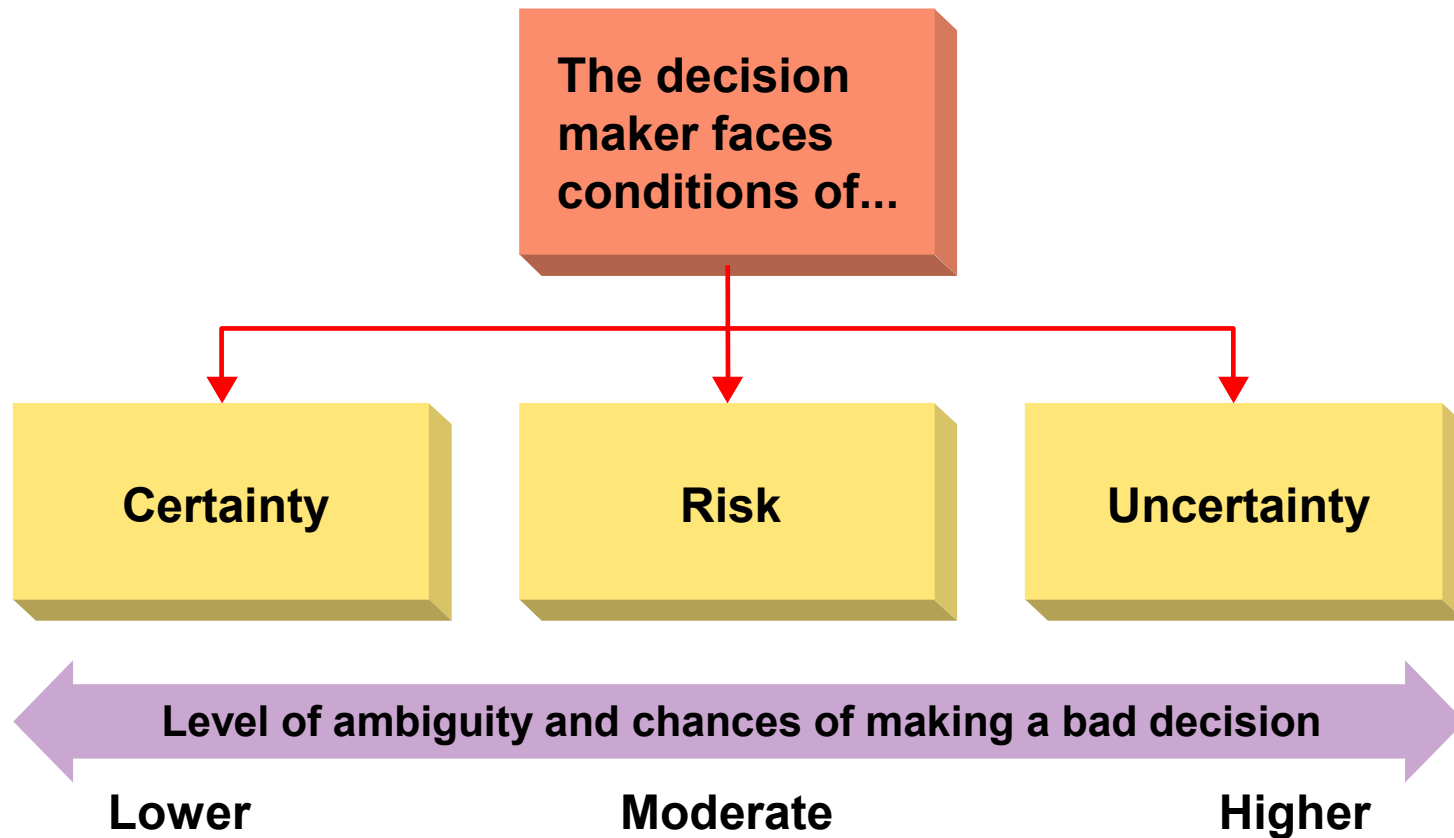
Jika informasi sempurna tidak tersedia, tetapi seluruh peristiwa yg akan terjadi beserta probabilitasnya diketahui

➤ *Uncertainty:*

Jika seluruh informasi yg mungkin terjadi diketahui, tetapi tanpa mengetahui probabilitasnya masing-masing

Decision-Making Conditions

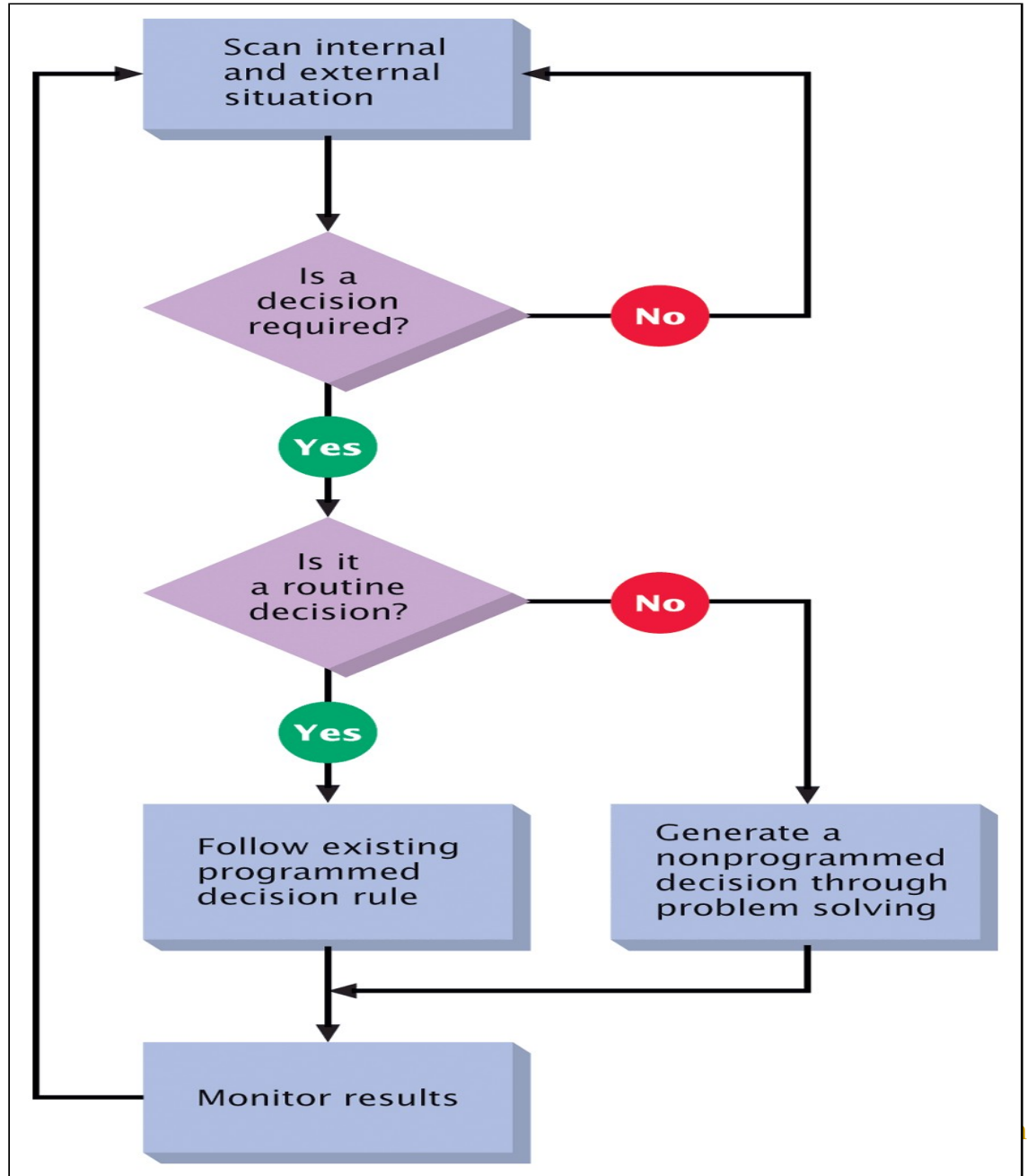
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Tipe Keputusan

- ✓ Keputusan yang terprogram;
keputusan yang terstruktur, yang muncul berulang-ulang
- ✓ Keputusan yang tidak terprogram ;
muncul karena ada masalah yang luar biasa, tidak ada pedoman yang cukup rinci

Figure 6.3
A General-
Decision
Making
Model

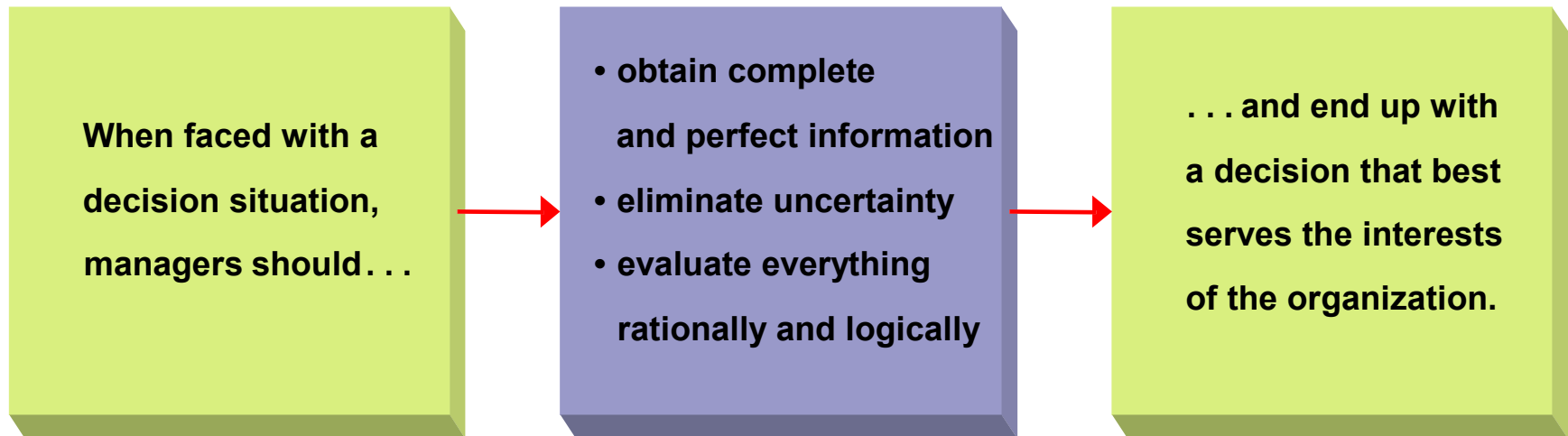


Proses Pengambilan Keputusan

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- ✓ Identifikasi masalah (Produk, Lokasi, Pendanaan, Pemasaran, dll)
- ✓ Analisis lingkungan yang relevan
- ✓ Mengembangkan alternatif keputusan
- ✓ Memilih alternatif yang terbaik
- ✓ Melakukan implementasi
- ✓ Memonitor keputusan

The Classical Model of Decision Making



Steps in the Rational Decision-Making Process

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Step	Detail	Example
1. Recognizing and defining the decision situation	Some stimulus indicates that a decision must be made. The stimulus may be positive or negative.	A plant manager sees that employee turnover has increased by 5 percent.
2. Identifying alternatives	Both obvious and creative alternatives are desired. In general, the more important the decision, the more alternatives should be considered.	The plant manager can increase wages, increase benefits, or change hiring standards.
3. Evaluating alternatives	Each alternative is evaluated to determine its feasibility, its satisfactoriness, and its consequences.	Increasing benefits may not be feasible. Increasing wages and changing hiring standards may satisfy all conditions.

Steps in the Rational Decision-Making Process (cont'd)

Step	Detail	Example
4. Selecting the best alternative	Consider all situational factors, and choose the alternative that best fits the manager's situation.	Changing hiring standards will take an extended period of time to cut turnover, so increase wages.
5. Implementing the chosen alternative	The chosen alternative is implemented into the organizational system.	The plant manager may need permission from corporate headquarters. The human resource department establishes a new wage structure.
6. Following up and evaluating the results	At some time in the future, the manager should ascertain the extent to which the alternative chosen in step 4 and implemented in step 5 has worked.	The plant manager notes that, six months later, turnover has dropped to its previous level.

Rule of thumb


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- ✓ Pengalaman, kejadian yang pernah dialami yang selalu dijadikan referensi
- ✓ Stereotype, orang bali, jawa adalah pekerja yang baik
- ✓ Anchoring, membandingkan sesuatu dengan yang ada di dalam otak.

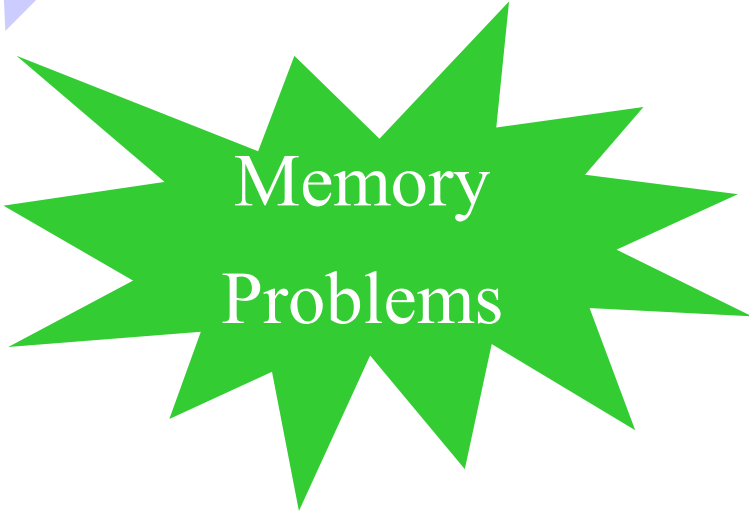
Faktor Penghalang Pengambilan Keputusan yang Efektif

- ✓ Relaxed Avoidance : tidak bersedia bertindak karena tahu konsekuensi tidak terlalu besar.
- ✓ Relaxed Change : baru bertindak setelah memahami konsekuensinya cukup serius. Memilih alternatif yang pertama kali ditemukan, belum optimal
- ✓ Defensive Avoidance : membiarkan orang lain mengerjakan keputusan dengan menanggung konsekuensi keputusan tersebut. Memilih alternatif yang paling aman.
- ✓ Panic : mengambil keputusan yang tidak rasional atau tidak realistis.

Four Constraints to Rational Decision Making



Limited
Resources



Memory
Problems



Information
Overload



Expertise
Problems

Advantages and Disadvantages of Group and Team Decision Making

Advantages	Disadvantages
<ol style="list-style-type: none">1. More information and knowledge are available.2. More alternatives are likely to be generated.3. More acceptance of the final decision is likely.4. Enhanced communication of the decision may result.5. Better decisions generally emerge.	<ol style="list-style-type: none">1. The process takes longer than individual decision making, so it is costlier.2. Compromise decisions resulting from indecisiveness may emerge.3. One person may dominate the group.4. Groupthink may occur.

Beberapa teknik yg digunakan dlm pengambilan keputusan:

Situasi keputusan	Pemecahan	Teknik
Ada kepastian (<i>Certainty</i>)	Deterministik	<ul style="list-style-type: none"> - Linear Programming - Model Transportasi - Model Penugasan - Model Inventori - Model Antrian - Model “<i>network</i>”
Ada risiko (<i>Risk</i>)	Probabilistik	<ul style="list-style-type: none"> - Model keputusan probabilistik - Model Inventori probabilistik - Model Antrian probabilistik
Tdk ada kepastian (<i>Uncertainty</i>)	Tak diketahui	Analisis keputusan dlm keadaan ketidakpastian
Ada konflik (<i>Conflict</i>)	Tergantung tindakan lawan	Teori permainan (<i>game theory</i>)

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