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Принятие управленческих решений
в условиях неопределенности

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Management decisions in a context of uncertainty

Довольно часто менеджеры сталкиваются с проблемой принятия решений в условиях неопределенности. Наиболее целесообразным зачастую бывает привлечение ряда экспертов, компетентных в рассматриваемом вопросе. В данной статье представлен алгоритм действий, который может использовать менеджер с целью принятия управленческого решения на основе экспертного мнения в условиях риска

Ключевые слова: менеджер, управленческие решения, условия неопределенности, эксперты

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Fairly often managers must make a decision under conditions of high uncertainty. The most appropriate way to find a solution is to involve competent experts to the working process. This paper describes algorithm which manager can use as a tool with a goal to make a decision on the base of expert opinion in a context of uncertainty

Key words: manager, management decisions uncertainty, experts

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In the process of organization operation such situations arise when a manager has to decide on the most appropriate alternative. For this he creates an algorithm applicable to a situation. In the free market economy there is a high level of uncertainty in the market participants' behavior. Consequently analytical procedures play an important role as they give an opportunity to make a decision on the potential situation, to develop and implement competitiveness of an organization and create an appropriate structure, working environment, and reasonable staff policy [1].

Experts Help

Most managers tend to rely on their personal experience which is subjective and limited. This limited level of competence can hardly be of help in the dynamic competitive environment and sometimes even do harm. As a rule the final decision depends both on the decision-maker and the environment [2]. In the beginning it is difficult to say whether the consequences of the chosen decision will be good. In practice seemingly reasonable decisions do not necessarily yield the desired outcome.

Experts from the organization or from outside can unite their efforts and work out a comprehensive assessment of the given problem. One of the possible scenarios is to collect experts opinions on the issue before making a decision [3].

A manager should prepare a list of questions in order to get independent answers from respondents or a person in charge could describe the problem asking respondents to give their decisions, the most effective ones.

Having gathered the opinions, it is advisable to hold a meeting of experts so that they discuss the issue in the form of brainstorming. It allows each individual to hear the experts opinions on the proposed solutions and possibly to reconsider their decisions. It is much easier to make the most appropriate choice after such an independent investigation of a problem [4].

Decision-making process automation

Let's focus on the process of decision-making automation based on the experts' judgments. The process of decision-making cannot be formalized, as it is often determined only by the experience and intuition of the manager and depends on the factors, many of which are only qualitative assessments [5]. Automation shouldn't be understood as an algorithm to find a solution, because it's virtually impossible taking into account the essence of the issue. Automation should be considered as a major reserve for increasing management efficiency.

Automation of management today is viewed as the automation in different areas of accounting, document management, data analysis, etc. The aim is to have current information and help executives at various levels make sound management decisions.

The advantages of automation are well-known, namely information exchange acceleration, routine operations reduction, error reduction, easier access to information. There are additional means to rapidly analyze large amounts of data [6].

It should also be said that in the course of automation business processes are optimized, the structure of the enterprise is reformed, and the mechanism of making administrative decisions is changed.

Automation of an enterprise management presupposes meeting the following targets:

- a) to create or optimize a unified system of business planning;
- b) to formulate or optimize detailed internal accounting policy
- c) to support decision-making at all administrative levels by improving the ways of gathering and processing information.

The system of enterprise management should be understood as information support of decision-makers [7].

It should be noted that the modern organization makes the most of employee participation in decision-making and provides a high degree of freedom in the actions of employees to improve their competence and ability to independently solve problems [8, p.44].

Managers don't have to process the available information themselves anymore as they are able to consult with a few highly skilled professionals. It will minimize the possibility of administrative mistakes [9].

Standard decision plan

Distinguish and describe the stages of the model action plan management decisions in conditions of high uncertainty. Here are some suggestions on the action plan under uncertainty:

1. Create a list of questions. At this stage, a list of targets and acceptable solutions for performance is compiled. The benefits of such a method of analysis should not only surpass other solutions that can be obtained without the involvement of expert assessments, but also cover the cost of material and time to be used for the implementation of this algorithm. Then state the estimated parameters and the most important criteria. The results are given in the form of a questionnaire.

2. Select some experts. At this stage it is very important to choose competent professionals. They should fully understand the issues discussed, have enough experience in decision-making in the given sector and be able to cooperate. They should also be independent, highly motivated and interested in the success.

Their background should also be taken into account. Well-educated people can observe all the possible options. The higher the level of education they have, the more critically they assess their solutions.

3. Use particular methods for obtaining information on the problem posed. It is proposed to use the following sequence of obtaining necessary information. First, use the questionnaire, worked out at the first stage. You can ask the selected experts to fill it in or conduct interviews with them. Experts can operate independently or together. Another possible scenario is to work independently and later meet for the joint discussion. There are different ways of organizing this interaction in which you can guarantee the anonymity of the experts involved.

4. Analyze the obtained data critically. This is the most difficult stage. Since the very nature of the decision-making is based on subjective expert judgments, there are no clear selection criteria in favor of a different approach. At this stage, it is advisable to make each expert responsible for a particular issue in accordance with their competence.

5. Make the final decision. Having compared the experts answers to the questions it's possible to work out the most objective judgment. This is not necessarily the position of one expert. Ideally, the most appropriate decision is the result of a synthesis of different views [10].

Conclusion

The proposed approach to decision-making under conditions of high uncertainty and lack of similar problems in the past makes it possible to split a big task into smaller ones, the analysis of which is not so complicated. These automated decisions will be based on high quality information support provided by staff experts and may be reached more quickly. As a result it will make in-depth analysis of their consequences possible both in the short-term and in the long-term.

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