

DECISION-MAKING – THE KEY TO MANAGER’S CAREER

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Доповідь присвячено процесу прийняття рішень, який автор вважає ключем до кар’єри менеджера. Виокремлено основні етапи цієї діяльності та запропоновано шляхи подолання труднощів під час виконання функціональних обов’язків керівника.

In carrying out management functions, such as planning, organizing, motivating and controlling, a manager will be continually making decisions. Decision-making is a key of management responsibility and career. Some decisions are of the routine kind. They are made quickly. Because a manager is experienced, he knows what to do in certain situations. He does not have to think too much before taking action. Other decisions are often intuitive ones. They are not really rational. The manager may have a gut feeling that a certain course of action is the right one.

Many decisions are more difficult to make since they involve problem-solving. Very often they are strategic decisions which will affect the future direction of the enterprise. In practice, decisions are usually made in circumstances which are not ideal. They must be made quickly, with insufficient information. When a complex problem arises, the manager has to collect facts and weigh up courses of action. As a first step, the manager must identify and define the problem. And it is important that he does not mistake the symptoms of a problem for the real problem he must solve. At this early stage the manager must also take into account the rules and principles of the company which may affect the final decision. These factors will limit the solution of the problem. The second step is to decide what additional information is necessary before a decision can be taken. However, as already mentioned, the manager will rarely have all the knowledge he needs. This is one reason why making decisions involves a degree of risk. It is the manager’s job to minimize that risk.

Once the problem has been defined and the facts collected, the manager should consider the options for solving it. This is necessary because there are usually several ways of solving a problem. The enterprise might be modernized or service might be improved, for example.

So, before making a decision, the manager will carefully access the options, considering the advantages and disadvantages of each one. Having done this, he will have to take a decision. Perhaps he will compromise using more than the option.