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# Business Management

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## CHAPTER 4:

## CREATIVE PROBLEM SOLVING AND DECISION MAKING



# Problem Solving and Decision Making

ပြဿနာဖြေရှင်းမှု နှင့် ဆုံးဖြတ်ချက်ချမှတ်ခြင်း



Problem: Exists whenever objectives are not being met

Problem Solving: Process of taking corrective action to meet objectives

Decision Making: Process of selecting a course of action that will solve a problem

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# Management Functions

## စီမံခန့်ခွဲမှုလုပ်ငန်းဆောင်တာများ

When Planning Organizing - စီမံကိန်းချမှတ်ရာတွင်

- Make decisions about objectives, as well as when, where and how they will be met

When Organizing - ဖွဲ့စည်းလုပ်ဆောင်ရာတွင်

- Must make decisions about what to delegate and how to coordinate the department's resources

When Staffing - ဝန်ထမ်းများထားရှိရာတွင်

- Must decide whom to hire and how to train and evaluate employees

When Leading - ဦးဆောင်မှုပြုလုပ်ရာတွင်

- Must decide how to influence employees



# Decision Making Styles

ဆုံးဖြတ်ချက်ပြုလုပ်သည့်ပုံစံ



**Reflexive Style** - ကိုယ်တိုင်ပုံစံ:

make quick decisions without taking the time to get information that may needed and without considering alternatives.

**Reflective Style** - တွေးတောစဉ်းစားပြီးတုန့်ပြန်သောပုံစံ:

to take plenty of time to make decisions, gathering considerable information and analyzing several alternatives.

**Consistent Style** - ဆီလျော်ညီညွတ်မှုရှိသောပုံစံ:

to make decisions without either rushing or wasting time.



# The Six- Step Decision Making Model

## အဆင့်ဆင့် ပါဝင်သော ဆုံးဖြတ်ချက် ချမှတ်သည့်ပုံစံ



- Classifying and defining the problem or opportunity
- Setting objectives and criteria
- Generating creative and innovative alternatives
- Analyzing alternatives and selecting the most feasible
- Planning and implementing the decision
- Controlling the decision



# Classify and define the problem or opportunity



Classify the problem  
Decision –making structure

Programmed decisions : decisions that arise in recurring or routine situations, for which the decision maker should use decision rules or organizational policies and procedures.  
(scheduling employees, and handling customer complaint ,and so on)

Non-programmed decision: significant decisions that arise in nonrecurring and non routine situations, the decision maker should use the decision –making model.  
(selecting a new product to sell ,entering new market, and so on)





# Decision Making Conditions

ဆုံးဖြတ်ချက် ပြုလုပ်ရာတွင်ရှိသည့် အခြေအနေများ

Certainty သေချာမှုရှိခြင်း:

- The outcome of each alternative is known in advance

Risk စွန့်စားမှု:

- The exact outcome of each alternative is not known in advance
- Can assign probabilities to each outcome

Uncertainty သေချာရေရာမှုမရှိခြင်း:

- Lack of information or knowledge makes the outcome of each alternative unpredictable
- Cannot accurately determine probabilities



# Decision Making Types

ဆုံးဖြတ်ချက်ချမှတ်ခြင်း အမျိုးအစားများ



## ➤ Rational Decision

- Use optimizing
- Selects best possible alternative

## ➤ Bounded Rational Decision

- Use satisfying
- Selects the first alternative that meets the minimal criteria
- Can lead to suboptimal criteria ( time pressure and cost of information)



# Potential Advantages and Disadvantages of using Group Decision Making

အုပ်စုလိုက်ဆုံးဖြတ်ချက်ချမှတ်မှုကို အသုံးပြုခြင်းဖြင့် ဖြစ်ပေါ်လာနိုင်သော အကျိုးကျေးဇူးနှင့် အကျိုးဆုတ်ယုတ်မှုများ

## POTENTIAL ADVANTAGES

Better quality decisions:

Groups usually do a better job solving complex problems than the best individual in the group

More information, alternatives, creativity and innovation:

A group of people usually has more of these important factors

Better understanding of decisions: When people participate they understand why the decision selected was the best alternative

## POTENTIAL DISADVANTAGES

Wasted time and slower decision making:

Longer for a group to make a decision, and employees are not on the job producing

Satisficing:

Groups are more likely to satisfice than an individual, especially when group meetings are not run effectively

Domination and goal displacement:

One group member or a subgroup may control the group decision with the goal of personal gain



# Potential Advantages and Disadvantages of Using Group Decision Making

Greater commitment to the decision:

People involved in making a decision have increased commitment to implementing the decision

Improved morale and motivation. Participation is rewarding and personally satisfying

Good training: Participation trains people to work in groups

Conformity:

Group members may feel pressured to go along with the groups decision without questioning it out of fear of not being accepted

Groupthink:

It occurs when members withhold different views to appear as though they are in agreement . This nullifies the advantages of diversity

Social loafing:  
Team members may withhold their effort and fail to perform their share of the work



# Setting Objectives

ရည်မှန်းချက်များ စီစဉ်ချမှတ်ခြင်း



Helps managers make better decisions as it increases commitment.

States when the decision should be accomplished.

Teams are good at setting objectives and standards.



# Setting Criteria

စံသတ်မှတ်ခြင်း



Standards that an alternative must meet to be selected as the decision that will accomplish the objective

Types of Criteria:

- Must: items that must be met in order for an alternative to be acceptable
- Want: items that are desirable but not necessary for the alternative to be acceptable



# Generate Creativity & Innovation

ဖန်တီးနိုင်စွမ်းရှိမှု နှင့် ဆန်းသစ်တီထွင်မှု



## ➤ Creativity

thinking that generates new ideas

## ➤ Innovation

the implementation of a new idea



# Killers of Creativity & Innovation

ဖန်တီးနိုင်စွမ်း နှင့် ဆန်းသစ်တီထွင်မှုကို မဖြစ်အောင် တားဆီးထားသည့်အရာများ

“It’s impossible”

“it can’t be done.”

“We’ve never done it.”

“Has anyone else tried it?”

“It won’t work in our department/company/industry.”

“It costs too much.”

“It isn’t in the budget .”

“Let’s form a committee.





# Three Stages in the Creative Process

ဖန်တီးမှုဖြစ်စဉ်တွင်ရှိသော အဆင့်(၃)ဆင့်

Preparation :

define the problem by getting other's opinions, feelings, and ideas, as well as facts.

Generate as many possible solutions

Incubation and illumination :

After generating alternatives, take a break, sleep on the problem. Subconscious works on the problem then gain insight into the solution

Evaluation :

Make sure the idea is practical .



# Generating Alternatives

ရွေးချယ်စရာနည်းလမ်းများရရှိခြင်း

Brainstorming: Process of suggesting many possible alternatives without evaluation

Synectics : Process of generating novel alternatives through role playing and fantasizing

Nominal Grouping: Process of generating and evaluating alternatives using a structured voting method

Consensus Mapping: Process of developing group agreement on a solution to a problem

The Delphi Technique: Uses a series of confidential questionnaires to refine a solution



# Quantitative Techniques

အရေအတွက်ဆိုင်ရာနည်းစံနစ်



Break-Even Analysis မရှုံးမမြတ် ဆန်းစစ်မှု

: allows calculation of the volume of sales or revenue that will result in a profit

Capital Budgeting အရင်းအနှီးရဆုံး အစီရင်ခံချက်

: Used to analyze alternative investments in assets, such as the make-or-buy and rent/lease/buy decisions

Linear Programming: Optimum allocation of resources such as time, money, space, material, equipment and employees

Queuing Theory : Focuses on waiting time

Probability Theory: Enables the user to make decisions that take into consideration conditions of risk



# The Kepner-Tregoe Method

ကပ်နာ - ထရီဂိုနည်းလမ်း



Technique for comparing alternatives using the criteria selected in step 2 of the decision making model

- Step 1: Assess each alternative with regard to the “must” criteria
- Step 2: Rate the importance of each “want” criterion on a scale of 1 to 10
- Step 3: Determine how well each alternative meets each “want” criterion
- Step 4: Compute the weighted score for each alternative on each criterion
- Step 5: Select the alternative with the highest total weighted score



# Cost-Benefit, Pros & Cons, Intuition

စရိတ် - အကျိုးကျေးဇူး - အကျိုးအပြစ် ထိုးထွင်းသိမြင်မှု



Cost-benefit Analysis: Whether the benefit to be gained from an alternative is worth its cost

Pros and Cons: Identify the advantages which can be considered benefits and the disadvantages which can be considered the cost of each alternative

Intuition: Decision based on experience, feeling and accumulated judgment; it is unconscious reasoning



# Vroom's Participative Decision-Making Model



Assists in selecting which leadership style to use in a situation

- Time-driven
- Development driven

When it is more important to make a decision relatively quickly, use the time –driven model

When it is important more important to gain group commitment and support by giving group members decision –making practice , use development driven.



# Vroom's Five Leadership Styles

## ဝိရွန်း၏ ဦးဆောင်မှု ပုံစံ(၅)မျိုး

Decide - ဆုံးဖြတ်ခြင်း

- As the leader of the group, make the decision alone

Consult Individuals တစ်ဦးချင်း အကြံဉာဏ်ယူခြင်း

- Describe the problem to individual group members, get information and suggestions

Consult Groups အုပ်စု၏ အကြံဉာဏ်ယူခြင်း

- Hold a group meeting and describe the problem to the group, get information and suggestions

Facilitate - အဆင်ပြေချောမွေ့ခြင်း

- Act as a facilitator as the group works to define the problems and the limits within which decisions must be made

Delegate - ကိုယ်စားလှယ်လွှဲအပ်ခြင်း

- Let the group diagnose the problem and make the decision within stated limits





**THANKS YOU**

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