

Two-Day Management Development Programme

On

EFFICIENT DECISION MAKING: PROCESSES & PRACTICES

May 24-25, 2019



Programme Coordinator- Dr. Supran Kumar Sharma, Associate Prof., School of Business, SMVDU

**School of Business, Faculty of Management
SHRI MATA VAISHNO DEVI UNIVERSITY
Kakryal, Katra (J&K)-182 320**

A. ABOUT THE UNIVERSITY

Shri Mata Vaishno Devi University has been established through an Act of J&K Legislature as an autonomous, fully residential University of excellence with grant and continuing support from Shri Mata Vaishno Devi Shrine Board, Katra. The University is recognized under section 2(f) and 12(B) of University Grants Commission. Different agencies of Government have supported our projects and the industry has been closely involved in our R&D activities. University witnessed a remarkable growth and has transformed 470 acres of barren land in the lap of Trikuta hills, the abode of Shri Mata Vaishno Devi, into a magnificent "Temple of Learning". Continuous evaluation system forms the basis of our academic pattern, syllabi and examination. The University had signed Memorandum of Understanding with various national and international academic, professional and research institutes as well as industry to augment the learning process and to develop research and development infrastructure. The University has four Faculties of Studies comprising of School (Departments) which promote Under-graduate and Post-graduate programmes besides Ph.D. and Post-Doctoral research fellowship. University has the unique distinction of being inaugurated by the then President of India in the year 2004. Outgoing students of the university have been privileged to be addressed by Dr. Manmohan Singh (the then Prime Minister of India), Dr. Narayan Murthy (Chairman, Infosys), Mrs. Pratibha Devi Singh Patil (the then President of India), Mr. Hamid Ansari (Honble Vice-President of India) and Mr. Narendra Modi (Prime Minister of India) in the convocations held at SMVDU. This alone speaks of the quality of infrastructure and education at this University.

A1.FACULTY OF MANAGEMENT

As part of the University, Faculty of Management (FoM) has established itself as one of India's leading centres of excellence in management education and research. The School of Business as one of the constituents of FoM is running course Master of Business Administration (MBA) and Ph.D. and provides specialization in Financial Management, Human Resource Management and Marketing Management. The Faculty of Management is working very close to Industry and certain government agencies. The Faculty members are involved in various research and consultancy assignments.

III. OUTLINES OF THE THEME AND SUB-THEMES OF PROPOSED MANAGEMENT DEVELOPMENT PROGRAMME

Broader Theme: - EFFICIENT DECISION MAKING: PROCESSES & PRACTICES

"Choices made, whether bad or good, follow you forever and affect everyone in their path one way or another."

– J.E.B. Spredemann, An Unforgivable Secret

Problem solving and decision making are critical competencies for every executive officer across all levels in any organization. The ability to predict, identify and quickly/timely resolve problems arising out of daily operational issues has become important to keep pace with the changing organization requirements. This interactive MDP aims to provide insight regarding a variety of creative problem solving and decision making tools and techniques. Participants will learn to analyze problems, generate creative solutions, and decide which solution most closely matches their needs and organization requirements. In addition to the numerous activities and exercises throughout the training where participants get to practice the different tools and techniques learned, they will also apply the learning and their problem solving skills on interesting real time case studies. The aim is to make them learn how to set

the context around which decision must be taken, how to evaluate all factors involved in developing possibilities, how to assess each possibility against set criteria, to identify the best option and then how to develop that into a successful decision. Within the robust decision making framework, you will also learn how to ‘sell’ the decision and communicate it effectively, and how to monitor the decision taken to ensure that it remains on track and successful.

Sub-Themes of the Programme

The modules of the proposed training programme are as follows:

- 1) **Techniques of Rational Decision Making Process:** Decision making also relies on a thorough knowledge of a variety of techniques and processes. Various techniques are being used for effective rational decision making process including Brainstorming, Ideas writing, Disney method, Setting well formed outcomes, Mind Mapping, Lateral thinking, Six thinking hats, Decision trees, Ishikawa fishbone diagrams, Force field analysis, Future pacing. Choice of effective technique for rational decision making process aim to facilitate the participants to think like a leader.
- 2) **Communicating Strategies for Effective Decision Making:** The strategic role of communication has increasingly occupied a prominent relevance in decision making. In the role of enabler the effective communication strategies facilitates the decisional processes by transmitting their contents to interested parties, involving and motivating other individuals, helping in planning and organising the managerial and operational activities, and making it possible to check the results obtained. There are many factors relating to communication which can influence the effective decision making of the individuals. So getting an insight relating to different barriers, and styles of communication help addressing the various problems which may come in the way of effective decision making.
- 3) **Creativity:** As mentioned by Daniel H. Pink- ‘Future belongs to a very different kind of person who works with a very different mindset’. So to become successful, the individuals need to hone their qualities of innovativeness. It underlines the importance of thinking differently in order to excel one-self and others and creating a co-operative spirit in the organisation. Thinking differently and in a innovative way become one of the essential underpinnings of effective decision making.
- 4) **Techniques for prioritizing and choosing from options:** The right decisions can lead to success and wrong one can lead to failure. With so many riding on each decision, it becomes imperative that thoughtful consideration is put into each option so that rational and effective decision can be made. Generating a number of different options may seem to make one decision more complicated at first, but the act of coming up with alternatives forces one to dig deeper and look at the problem from different angles. So getting an understanding about the various techniques of choosing from wider options may help in arriving at better, realistic and innovative decisions.
- 5) **Effective Decision using Behavioural Skills:** Decision Making techniques underpin most aspects of management. Deciding something means making a choice or coming to a conclusion. This involves a wide range of personal and interpersonal skills, including fact finding, logical thinking, analytical ability, sensitivity to others and assertiveness. These behavioural skills may make significant impact on effective decision making process of individuals.
- 6) **Improving the Effectiveness of Group Decision Making:** It is often harder to make decisions, particularly collective decisions where people and emotions are involved, which can all too readily paralyse us into inactivity. The quality of the decision-making process depends on factors such as the availability of data and information and the expertise of the decision-maker. However, in case of group decisions, the decision is also affected by intra-group factors like explicit or implicit communication of uncertainty and various kinds of biases in group decision making. Moreover the

group-specific aspects like respect and appraisal of different opinions or dealing with hierarchy have crucial influences on decision-making processes.

- 7) **Decision Focused Strategic Planning:** Strategic planning cannot have impact if it doesn't drive decision making. And it can't drive decision making as long as it remains focused on individual units and limited by the calendar. The output of this new process isn't a plan at all-it's a set of business plans through the existing planning process, which remains in place. Identifying and making decisions is distinct from creating, monitoring, and updating a strategic plan, and the two sets of tasks require very different, but integrated processes.
- 8) **Noise and Biasness in Decision Making:** Decisions made by different people are even more likely to diverge. But decisions made by same person for same thing may also be different because of influence of various factors such as such as their current mood, the time since their last meal, and the weather, etc. This is called the chance variability of judgments noise. The aim of this theme to get an understanding of different types of noise and biasness one can experience knowingly and unknowingly in decision making.
- 9) **Decisions without Blinders:** In many cases decision makers ignore certain critical information. They are imperfect information processors. In many cases due to tremendous demands of time people make critical decisions under highly ambiguous circumstances. The lapses in decisions making here may be more in terms of the quality of decision making than in any intentional unethical behaviour. So understanding the specific ways in which cognitive blinders may prevent person from seeing, seeking, using or sharing highly relevant easily accessible, and readily perceivable information during the decision-making process is essential for effective decision making process.

V. PEDGOGY & METHODOLOGY

The program would use variety of pedagogical tools including Case Studies, Role Plays, Business Games, Lectures, Demonstration, etc. During the whole Two Days a total of 10 sessions (as mentioned in the following Table) would be conducted, for enriching the participants, by the resource persons par excellence from other primer institutes of national and international repute apart from SMVD University.

VI. TENTATIVE SCHEDULE FOR THE MDP

Date	Day	9.15 AM-10:30 AM	10:30 AM-11.45 AM	11:45 AM-12.00 PM	12.00 PM - 1:15 PM	1:15 PM- 2:15 PM	2:15PM - 3.30PM	3.30 PM- 3.45 PM	3.45 PM -5.00 PM
Day 1	Friday	Registration & Inauguration Ceremony	Techniques of Rational Decision Making Process-I	Tea Break	Techniques of Rational Decision Making Process-II	Lunch	Improving Effectiveness of Group Decision Making		Noise and Biasness in Decision Making
Day 2	Saturday	Effective Decision Making Behavioural Skills	Decisions without Blinders		Decision Focused Strategic Planning		Communicating Strategies for Effective Decision Making		Techniques for Prioritizing and Choosing from Options

IV. WHO SHOULD ATTEND THIS MDP

Preferably Middle Level Management Employees- eager to be prolific and productive human capital for their own as well as organizational excellence.

VII. PROGRAMME FEE

Participation Fee for this capsule Management Development Program will be Rs. 6000/- for each participant (with a maximum of 25 participants). The Programme Fee includes

Boarding & Lodging for two days at University Guest House or nearby SMVD University Campus.

VIII. MODE OF PAYMENTS

The MDP fee may be paid in advance alongwith filled-up Nomination Form in favour of Registrar, SMVDU, either in the form of

**(i) Demand Draft drawn in favour of Registrar, SMVDU payable at Jammu or
(ii) Through NEFT/RTGS Mode:**

Name: The J&K Bank Ltd. Sub-Post Office-182320, SMVDU

Branch: Kakryal (SMVDU)

Account No.:0477040100000023; IFSC: JAKA0SMVDUN (5th character is zero); MICR: 182051202

VIII. DATES of MDP: **May 24-25, 2019 (Friday-Saturday)**

IX. LAST DATE FOR SUBMISSION OF NOMINATION FORMS: **May 15, 2019**

X. VENUE: **School of Business, Faculty of Management, SMVD University Campus**

FOR MORE DETAILS & ENQUIRIES PLEASE CONTACT:

MDP COORDINATOR

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