

## Kim's Knowledge Knook

Directions- Select the best multiple-choice answer.



### Management

1. The management decision-making theory that uses ideal or perfect conditions is the:
  - a. Logical Theory
  - b. Rational Theory
  - c. Classical Theory
  - d. Behavioral Theory
2. The creative management decision-making style that focuses on long-term needs is:
  - a. Behavioral
  - b. Directive
  - c. Conceptual
  - d. Analytical

Answer #1: c - Classical Theory- According to Club Managers Association of America on <http://www.cmaa.org/prodev/bmiteam/decision/page3.asp#class>, "Classical decision theory assumes that decision making is (or should be) a rational process whereby decision makers seek out and choose the course of action that is most likely to maximize the attainment of their goals and objectives. According to the classical theory, the decision-making process can be broken down into a series of sequential steps."

Those steps are:

1. Identify the problem
2. Presence of certainty or amount of risk involved
3. Alternatives to the problem
4. Maximize the outcome

The manager's goal in Classical Theory is to attempt to make the best ideal decision.

Answer #2: c - Conceptual – Conceptual decision makers are more creative, more optimistic, they initiate new ideas and look toward the future. Those who plan and organize their departments or offices with the future in mind are conceptual. Think of the word "conceptual" as the whole picture from beginning to end.

For a definition of conceptual look at [http://encarta.msn.com/dictionary\\_1861599306/concept.html](http://encarta.msn.com/dictionary_1861599306/concept.html).

## Kim's Knowledge Knook

Directions- Select the best multiple-choice answer.

### Management



1. When you or your supervisor chooses the solution that is status quo or meets minimum requirements (“good enough”), he/she is using what type of decision-making?

- a. Minimizing
- b. Rational
- c. Satisficing
- d. Programmed

2. What is the difference between single-use plans and standing-use plans?

- a. One is done standing up and the other sitting down
- b. One addresses a one-time occurrence (strange or emergency) and the other addresses day-to-day occurrences
- c. One is done by support staff and one is done by management staff
- d. One is detailed and one is general

Answer #1: c –Satisficing. According to <http://groups.msn.com/DecisionModeling/mpx.msnnw> it outlines the decision model **Satisficing** as a decision-making behavior where, instead of trying to optimize system performance, a level of aspiration is set either subjectively or heuristically and no further effort is expended in exceeding that level of performance once a minimally acceptable solution is found (term coined by Herbert A. Simon).

Answer #2: b- One addresses a one-time occurrence (strange or emergency) and the other addresses day to day occurrences. There are two basic categories for **plans- single-use plans and standing-use plans**. Standing-use plans outline solutions to problems that occur frequently. An example of these would be policy and procedures or rules of the office. Single-use plans are specific and complex. Single-use plans are usually discarded after a solution is found, as they do not fit the regular mould or are specific to certain projects. Take a look at the PowerPoint under this link [http://www.uh.edu/~wagon/OD\\_07.ppt](http://www.uh.edu/~wagon/OD_07.ppt) it outlines the Fundamental of Planning and lists several topics that you will see on the certification test.