

Methods of development of management decisions in pharmacy. Plan.

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1. A management decision is the choice of a previously meaningful goal, means and methods to achieve it.

Types of management decisions

There are managerial decisions on the tasks to be solved:

- operational - responding to specific fluid changes;
- information - based on the assessment of the information received;
- organizational - solving tasks aimed at achieving the ultimate goal of the organization. They are accepted by the head in the process of fulfilling his duties and exercising his powers.

Depending on the level of management, the scope and characteristics of the activity, management decisions differ in content, level and nature. With an increase in the level of management, the share of strategic and operational decisions increases and decreases.

2. Requirements for management decisions

Regardless of the level at which a decision is made, it must have a set of properties that determine its quality. These properties are achieved by meeting the following basic requirements:

1) concreteness, solutions should have a strict target orientation, solve a specific urgent problem so that their implementation can be controlled (what, who, when should be done);

2) competence and legality, i.e., they are taken only within the limits of those rights that the decision-making head is endowed with, to comply with current legislative acts (for example, dismissal without taking into account the law on labor relations);

3) timeliness, i.e. the moment of making a decision must correspond to the necessary stage of the problem development, achieve the set goal in a timely manner (for example, a premature decision is ordering goods before receiving new data on demand, a belated one is retirement without a replacement found in advance). Making a decision should not be delayed and should not be rushed. It should be taken into account the condition of the object, the requirements of the time and the specific conditions when it is necessary.

4) validity, i.e. to be accepted on a scientific basis using complete, reliable information and modern management methods;

5) efficiency and cost-effectiveness, i.e. to ensure that the set goals are achieved at the lowest cost;

6) consistency, i.e. they must be consistent with the decisions of the Supreme Council and previously adopted decisions, regulations;

7) simplicity and accuracy in form, conciseness, clarity and clarity of wording in content, the exclusion of contradictory interpretations should be understandable to those who will carry them out

8) optimality, the best solution;

8) reliability, they must ensure durability, effectiveness even if the situation changes;

10) real feasibility, specific capabilities, available resources and real conditions of their use should be taken into account;

11) flexibility, mobility, its formulation should provide opportunities for creative activity and initiative.

In addition to general requirements, in a specific, specific situation, there may be additional specific requirements for management decisions.

3. The consequences of management decisions

The decision taken is inseparably linked with responsibility for the consequences of its implementation. Every decision has both positive and negative consequences. The solution that is more desirable from the point of view of the final effect is chosen.

The consequences may be:

- political (the solution of any task must meet the national interests, the interests of this collective and each of its members, i.e. it is aimed at fulfilling the main goal);

- economic (not to cause a significant increase in costs); technical (technological) (not to lead to a decrease in product quality);

- psychophysiological (do not violate the employee's satisfaction with their work);

- environmental (environmental impact).

4. Types of problematic situations.

A management decision must be made when a problematic situation arises that requires a solution. The manager's reaction to emerging situations and problems can be twofold:

1. The manager anticipates the management situation and manages it. This is the so-called proactive management, and the solution in this case is aimed at eliminating the cause of the problem and has every chance of being complete.

2. The head reacts to the situation that has already arisen, the management is aimed at eliminating the consequences of the problem (deficit management).

In this case, the decision is usually incomplete.

Problematic situations can be:

structured and unstructured , recurring, not regularly occurring before , or constantly occurring or rarely occurring

For situations that are often repeated, it is advisable for the manager to develop the necessary sequence of actions (program). Programming reduces the likelihood of error, saves time, if a similar situation occurs again, you do not need to develop a solution again, you can use the experience of past situations.

5. The scheme and main stages of the decision-making process

The decision-making process is carried out according to the following scheme:

Stage 1. Identification and analysis of a problematic situation.

Stage 2. Developing a solution:

- 1) Drawing up a complete list of possible alternatives to solve this problem.
- 2) Selection of an acceptable list of alternatives, taking into account restrictions and criteria.
- 3) Evaluation of alternatives.
- 4) The choice of the final solution.

Stage 3. Solution implementation and execution control.

Stage 1 of the process includes only one stage and begins with the recognition of the need for a solution, i.e., establishing the deviation of the situation from the state set by the goals (the gap between the goals and the level of their achievement). After determining the existence of a problem, it is necessary to formulate it correctly, evaluate the novelty, identify the causes of its occurrence, establish a relationship with other problems, assess the degree of completeness and reliability of information about the problem and determine its solvability. At this stage, various methods of analyzing a specific situation are used.

1. Formal methods: market analysis, results of economic and financial activities (statistical reporting, accounting reporting).

2. Informal methods: data from the analysis of communication networks (conversations, observations, etc.), expert surveys of specialists.

Stage 1 ends with the selection of relevant information (related only to the problem being solved).

Stage 2. The decision-making stage. At this stage, actions are consistently implemented in 4 stages. Various methods can be used to develop a complete list of alternatives to solving the problem.

Methods that can be used in the preparation of management decisions.

The analogy method is the use of similar situations from other fields of knowledge or from past experience.

The inversion method is overcoming psychological inertia and approaching the problem from a new perspective.

The method of "brainstorming" is the free expression of ideas without criticism and discussion.

The method of empathy is to consider a problem from the perspective of someone.

Morphological analysis is the identification of functional areas, the formation of ideas and solutions based on them.

Simplification - discarding, neglecting non-essential factors and highlighting the determining factors.

Classification is the assignment of a problem (situation) to a typical group.

Structuring is the division into parts, the deployment of the problem.

The method of diaries is to prepare proposals in advance and pre-analyze them by the leader.

Induction is the inference from individual facts to a general statement.

Deduction is a conclusion according to the rules of logic from general patterns to a particular result.

The decision tree is a description of possible actions, taking into account their sequence and alternatives.

Stage 3. The stage of choosing the best solution

From the full list of solutions (alternatives), possible solutions are selected, taking into account the limitations and consequences of the decision. Restrictions can be:

- legal - laws;
- resource - availability of appropriate financial, material and labor resources;
- social - individual and group behavior;
- moral and ethical - compliance with moral principles and values.

When choosing acceptable solutions (alternatives) :

1) Make a list of possible results for each

A solution option.

2) Evaluate the possibility of obtaining the desired result.

3) Compare the expected results of each option and the corresponding possibilities.

The decision of the head is his choice of the best course of action out of many possible ones. The best solution to the problem will be close to the optimal solution.

The optimal solution is considered to be one in which the result indicators take the maximum or minimum value. This solution has the highest probability of fulfillment, meets most requirements and has no predicted negative consequences. At the same time, the goal is achieved at the lowest cost.

There may be several correct solutions, and one optimal solution must be chosen from them.

6. The choice of a solution can be carried out using various methods. The methods of choosing solutions depend on the tasks set. Both heuristic and economic-mathematical methods can be used.

The group of heuristic methods includes:

- the narrowing circle method;
- an indifferent approach;
- trial and error method;
- expert assessments - the Delphi method.

1. The narrowing circle method is a logical and intuitive assessment of various solutions according to their preference. In the course of it, ineffective options are eliminated and the best ones are selected. The boundaries of its application are current operational activities that require quick decision-making.

2. An indifferent approach is used to resolve unimportant stereotypical issues when the difference between the options is insignificant. In order not to waste time evaluating all aspects of each option, the manager makes a strong-willed decision.

3. The essence of the trial and error method is that first a trial decision is made, the results achieved are analyzed and a new solution is developed on this issue. This allows you to show maneuverability and minimize risk in uncertain situations.

4. The choice of management solutions is carried out using the method of expert assessments. Two groups of expert assessments can be used: individual and group. Experts use:

- 1) Ranking - ordering according to a certain criterion.
- 2) Scoring - assigning points to each object according to the selected attribute.
- 3) Quantitative assessment - based on absolute values of indicators (for example, turnover, cost, profit and other indicators of pharmacy operations), the second group of economic and mathematical methods are methods of economic analysis, economic and mathematical modeling, while the use of computers increases the validity and quality of the solution.

Making a decision means its formulation and formal approval. After that, it acquires legal force. The decision can be made in the form of an oral order or in the form of a document. Depending on the form of exposure, the solution can be of 3 degrees:

1. an order reflecting the strictest form of influence;
2. The order is limited by less stringent limits of coercion;
3. The recommendation is a mandatory form that allows clarification and specification.

The order, order or recommendation is communicated to the executors, the deadline for execution and decisions and the type of report on implementation are assigned.

Stage 3 includes the stage of execution (implementation) of the solution. Regardless of the form, the solution must be implemented in practice. The head is personally responsible for the decision made.

The evaluation of the solution is based on feedback and allows you to adjust it. The assessment is that the results obtained from the implementation of the solution are compared with the expected results. If the results do not match the forecasts and the program, then there is a need to correct the decision, change it, cancel it, or make a new decision.

in the decision-making process, managers sometimes make 1 or more mistakes. The most common mistakes managers make are the following:

- there was no systematic approach to decision-making;
- when choosing options, preference was given to the "familiar" alternative;
- only positive options were considered, the possible risk was not taken into account;
- there is no reliable information, based on assumptions and guesses;
- haste was allowed in making the decision;
- the decision was made due to emotions;
- the facts have been misinterpreted;
- the decision was made impulsively.

Monitoring of the work related to the implementation of the solution is of great importance, Monitoring can reveal not only deviations from the implementation plan, but also shortcomings of the solution itself that require correction. In order to reduce such shortcomings, the control function must be carried out at all stages of the decision-making process.