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## 8.5 TYPES OF DECISIONS

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Decisions may be classified into five major types. These are:

- Organisational and personal decisions
- Routine and strategic decisions
- Policy and operating decisions
- Programmed and non-programmed decisions
- Individual and group decisions

Let us discuss each type in brief.

- (i) **Organizational and personal decisions:** Personal decisions are those decisions that cannot be delegated to others. These decisions are meant only to achieve personal goals. Organisational decisions are those decisions that are taken to achieve organizational goals. For example you want to solve food habits related problems of your students. Advising them to take nutritious food becomes a personal decision. As a teacher you adopt different kinds of teaching methods so that your students are able to understand science and mathematics better. These are for organizational goals because good performance enhances the credibility of the school.

### Activity 1

Illustrate with reference to your school on what occasions you had to follow organizational or individual decisions.

- (ii) **Routine and strategic decisions:** Routine decisions are those which are repetitive in nature. For example, certain established rules, procedures and policies are to be followed. You might have experienced that when a teacher goes on leave another teacher who is free at that time has to engage the class. This is a routine decision. 'Strategic' decisions are those decisions which have to be deliberated upon in depth. For example, highlighting the characteristics of the school, before giving an advertisement for admissions, can bring more revenue to the school.

**(iii) Policy and operating decisions:** Policy decisions are those decisions which are taken at the higher level. For example, fixing pay scales for teachers. Operating decisions are those decisions which mean procedure of execution of the policy made. For example, how to disburse the arrears accumulated to a teacher (e.g. calculations).

### Activity 3

What do you mean by 'operating' decision?

**(iv) Programmed and non-programmed decisions:** Non-programmed decisions are those decisions which are unstructured. For example, if a child is often absent, the class teacher can analyse the reasons for his/her absenteeism from the information provided by the child and then advise as to how to recoup with the situation. Whereas programmed decisions are of routine type and repetitive in nature. For example, when should children take their breakfast, lunch etc.

### Activity 4

Differentiate between programmed and non-programmed decisions citing appropriate examples.

**(v) Individual and group decisions:** A decision taken by an individual in the organisation is known as 'individual' decision, where autocratic style of functioning prevails. For example, if only the principal takes a decision without the participation of teachers, it is an individual decision. 'Group' decisions are collective decisions which are taken by a committee with a proper representation. For example, decisions taken collectively by parents, teachers and principal for the welfare of students.

### Activity 5

Describe a situation where individual and group decisions have to be taken?

**Some other types of decisions:** Decisions can also be classified on the basis of dimensionality i.e., complexity of the problem and certainty of outcome of following the decision. These are described below:

**Mechanistic decisions:** Mechanistic decision is routine and repetitive in nature where the outcomes are known. For example, if a child misbehaves in the class, the teacher raises voice to control it.

**Analytical decisions:** In this type of decision one has to analyse the situation and take a decision. For example, if students are not performing well in science, the reasons have to be explored. It can be because of the teacher or the method of teaching science, lab-facilities provided, etc.

**Adaptive decisions:** In this kind of decision outcomes are not known and often unpredictable. It varies from situation to situation. For example, a decision taken by a teacher without prior experience of the outcome.