

SCIENCE AND ART OF DECISION-MAKING IN MANAGEMENT SYSTEM

Abstract

This study focused insight into the science of mind management for success in both businesses. Decision-making has been one of the toughest puzzles to resolve. Why Science and Art here are due to their element of scientific and articulate ways to assimilate all the information to take decisions. For proper functioning, it is very important to understand what can be changed and what can't be changed. Some things to accept about ourselves and some things we can do away with. To change or improve, we must realize that we are not always functioning the way we should be functioning. Multiple scenarios and events simultaneously occur that become disturbances or mitigants for making decisions appropriate to the situation. The human mind comprises three parts that help make decisions: logical thinking, emotional thinking, and a storage house.

Keywords: Science, Art, Decision-Making.

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I. INTRODUCTION

The three would work together, but one can be dominant over the other, where the decision-making gets most affected. The thinking or logical brain thinks very differently from the emotional brain. Managing our emotions and thought is a skill. We must dedicate time to acquire emotional skills and also dedicate time to nurture them. In our day-to-day life, we get information from different sources and hence we interpret them in different ways too. The emotional brain interprets this information with feelings and impressions. Thus it fills in detail with assumptions that are based on hunches, paranoid feelings or defensive thoughts. With all clubbed together, it would derive its plan of action. It can only think and act with emotion. On the other hand, the logical brain would interpret information by searching for the facts and establishing the truth. After doing this, it would put things together logically using logical and scientific thinking, and form a plan. The storage house does not have any original thinking or any power to interpret on its own but will act on the stored information. It however runs automatic programs like the computer. Life's experience, truths of life, life force, and mindset all come into play when storing information for future use. Both the logical mind and the emotional brain use the storage house for reference. So whatever one is doing, the logical brain and the emotional brain always interpret what is going on and provide one with an opinion on what one should do. Sometimes, the two of them agree but more often than not they don't. However, if we recognize what is happening and have strategies for managing this, we will gain control of our thinking and we can act more logically.

II. LITERATURE REVIEW

Multiple views exist about strategic decision-making in complex firms, from rational, top-down perspectives to incremental and power-based ones (see Schoemaker, 1993). The rational unitary actor model posits that organizations carefully scan their environment and objectively match external opportunities with internal strengths. By contrast, the organizational view emphasizes that even though these may be the intentions of individual actors, the design of the organization (in terms of structure and process) greatly influences what is perceived, encoded and acted upon. The political view especially questions the intended collective rationality of organizational actors and frames them as coalitional in nature. Stronger groups will often enhance their power and interests at the expense of the minority or even the firm's overall well-being (Allison, 1971). Lastly, some scholars view the organization as entangled in its own inner complexity, with limited coping routines and a high degree of context sensitivity. The garbage can model (Cohen, March and Olsen, 1972) posits that what happens and why in organizations depends greatly on the vagaries of the moment, that is to say the actors involved, the timing of the decision, hidden agendas, information flows and other details in the mosaic of organizational life. Multiple views exist about strategic decision-making in complex firms, from rational, top-down perspectives to incremental and power-based ones (see Schoemaker, 1993). The rational unitary actor model posits that organizations carefully scan their environment and objectively match external opportunities with internal strengths. By contrast, the organizational view emphasizes that even though these may be the intentions of individual actors, the design of the organization (in terms of structure and process) greatly influences what is perceived, encoded and acted upon. The political view especially questions the intended collective rationality of organizational actors and frames them as coalitional in nature. Stronger groups will often enhance their power and interests at the expense of the minority or even the firm's overall well-being (Allison, 1971). Lastly, some scholars view the organization as entangled in its

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There exist Multiple views about strategic decision-making in today's complex business environment starting from sensible, top-down perceptions to incremental and power-based ones (Schoemaker, 1993). The unitary actor model hypothesizes that organizations cautiously scan their internal and external environment and neutrally match external opportunities with internal potencies. whereas, the managerial view emphasizes that though these environmental factors are related to the intentions of individual players, the design of the organization (in terms of structural arrangement and procedure) significantly controls what is perceived, determined and acted upon. The political analysis especially questions the intended collective rationality of organizational actors and outlines them as coalitional in nature. Stronger groups will regularly improve their influence and attention at the cost of the minority or even the firm's general welfare (Allison, 1971). Finally, some research finds the organization as intertwined within its own internal complexity, with partial coping strategies and a high level of context sensitivity. As per Cohen, March, and Olsen, 1972, what happens in organizations depends greatly on the need of the hour. In other words decision timing, internal strategies, the flow of information, and effort is crucial for the decision-making system of an organization. That is to say, the actors involved, the timing of the decision, hidden agendas, information flows, and other details in the mosaic of organizational life

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III. OBJECTIVE

Decision-making is the backbone of our ecosystem. Without the power of decision making it is very difficult to understand underlying objectives and have a proper framework of our mind and brain to arrive at proper conclusions.

The primary objective of this paper is to understand the science behind decision-making. Everything cannot be logical or scientific and it's very important to observe and

understand the difference in all to focus on the decisions that we make. This paper makes an attempt to clear concepts so that we can apply them in our real lives and arrive at decisions which are helpful in our business.

IV. EMPATHETIC TO OUR BRAIN

One must be wondering what neuroscience or neurology would do in one's decision-making and why is it so important to understand the parts of one's brain to make a decision. Here we would stop for a moment and understand the brain before we delve further into the art of decision-making and why it is considered a paradox.

Two different sets of brains develop pre-natal, the human and the emotional part. They both are independent and introduce each other through various connections. They both are quite opposed to each other and take decisions independently. Having different personalities, priorities, ways of thinking, and ways of operating, it is very difficult to arrive at a consensus on most things. It feels as if two different brains are operating within one body. But each does its duty and there's nothing wrong with this.

The human side can be conditioned but the emotional side of the brain frequently offers emotional challenges, thoughts, and feelings which can be both constructive and destructive. Challenge for human beings is to tame and harness this emotional brain and neutralize its bad effect on the self. An interesting story of Phineas Gage in early times throws an interesting light on how two different personalities exist in one brain. Phineas Gage (1823–1860) was the victim of a terrible accident in 1848. His injuries helped scientists understand more about the brain and human behavior. This story gets to grips and finds its place in the history of neuroscience.

The mind has two independent thinking structures that interpret and behave very independently.

- The Human is you and you reside in your frontal lobe
- The emotion, which was given to you by birth lives in your limbic system.

Another structure that we should not forget to mention is the storage house or data repository part of the brain also called the computer. This machine created by a human is present across the brain. The computer stores all the information and the learning that both the above two parts of the brain put inside it. It is smart as it immediately responds to situations by providing suggestions from its storage house or its learning from experience.

V. MANAGING CONFLICTS

The human emotion within us has a very uneasy relationship and frequently involves compromise and conflict. It is a constant war between the two. Emotion dominates and is far stronger than the human within us. Once we realize this, we are wise to understand it, and then nurture and manage it.

The conflict arises between the human and the emotional because there are differences in the agenda of both. The emotional mind looks for self-survival and the human

brain to accomplish societal agendas. The operational features of emotions are instincts, drives, vulnerable stances, and body language. The human centre is more honest, compassionate, conscious and law-abiding. To implement changes in life it is important to recognise the difference between the emotional brain and the human intellect. The Human and the emotional part operate in very different areas and in different ways. It is very important to recognise who has taken charge of the situation, the human or the emotion in the brain. Not so for others but it's important to understand the rules of how the brain works and accept these. Nurturing and managing the emotional brain is as important if one wants the best results.

A few examples will help to understand the above phenomenon better:

- When one is worried about something, one should always ask oneself “Do I need to worry?” When the answer is no, then it is not that I am worrying, but my emotional mind is. This is an indicator that I have to manage and tame my emotional brain.
- Things make one angry and every one of us at some stage has felt this emotion. The brain plays a part, where surprisingly both the human and the emotional mind agree. If I don't want to get angry my human takes charge and understands that it is not worth spending time being angry. I don't want to feel this way. Both parts of my brain decide to behave more calmly.
- Often that if one has to catch up with some work, or emails, or wants to play a sport, one feels demotivated for reasons. At that time the emotion within is taking charge and giving negative thoughts or emotions. Do we need these negative and indifferent feelings? The answer is no. They do not belong part of the decision. The human brain takes charge and manages the emotional mind more constructively.

Have we faced, the coffee and the cake dilemma, especially when we are on a diet plan? Our friend wants to meet us at our favorite café for coffee and on the diet day, we wish to avoid this bakery. The emotion and the human that maybe won't have in our favorite carrot cake even if it was freshly baked and out of the oven when we reach the venue. But the dilemma starts when the smell of freshly baked cake hits.

VI. HEALTH, SUCCESS AND HAPPINESS

Many of us forget that if health and motivations are not there, the brain would stop functioning and forget any decision-making power exists. Here again, humans and the emotional brain play a big role. Mental we have seen above through many examples, but physical needs another level of determination. Your nutrition, diet, weight, exercise and fitness play a very important role.

A human would always want mental and physical well-being. The emotional brain within you does not take any responsibility. It always wants a very easy life. It will be indifferent and adopt an easy life. Those who do not nurture the human brain to overcome this aspect fall easy prey and start blaming heredity or genetics.

Motivation alone does not help to achieve success and be successful in the long term. Motivation is a feeling that predominantly originates from our emotional brain. You need to be committed to making things happen. Commitment does not come from feelings it comes from plans.

VII. DECISION-MAKING

The journey of self-discovery which includes our mind, others, communication, the environment in which we live, maintaining health, being successful and most of all happiness plays a very crucial role in decision-making. Each is inseparable from the other and forms a chain of reaction when we get into the rationale of the decision-making process. This is our universe and we have to develop each of the planets in this universe. The truth is we can improve them all and bring out the best in us in all the situations that we live in.

The science and art of decision-making help us to understand and manage our minds. This is based on the complex science of the brain, but strictly is not a theory or a scientific fact but helps us delve into our universe and the planet to manage our thoughts, emotions, and feelings. Brain science is easy to understand and handle, once we practically witness issues, problems or targets in hand. Our brain would automatically give us concepts and facts which would resolve all the problems through the decision that we have made. It is fun to be with but yet very serious.

Changes within us take time and effort. They will happen gradually and often are unnoticed by us, but not by others. Don't be disheartened by any setbacks which come our way. We would not realize that they are stepping stones to success. They will help to learn from setbacks or failures. Remember to celebrate every little success that comes our way. Life is a celebration within the limitations that we have. The only thing is we ignore the signals and get into the rat race to achieve the goals which we have probably not set for ourselves. Don't compare ourselves with others because every individual is different and hence the capabilities of that individual. We will not realize our potential till faced the situation and taken a decision for ourselves.

We always have a choice. The choices that we make and how we deal with them ultimately define our successes and failures. The core principles of the planet that make the universe help us determine the choices we make. Ultimately our aim and goal are to be successful and bring happiness. Develop, nurture, and feed to polish our core every day. The opportunities are many but we should be open to receiving them through our senses. The emotional brain is always alive and it would keep on kicking us, but we must accept that fact and work with it. There is nothing to decipher that it is good or it is bad but it's the emotional brain that is under work. It is our best friend and it can bring out both the best and the worst in us. This is the paradox of this emotional world.

Science and the art of decision-making unlock all the potential and develop all the key measures that we need to take for a decision to be effective. The beauty of the journey is accepting changes. Change is the only constant thing in the world. Grab those opportunities which are untapped. Plan and work cause proactivity is the key to many solutions.

Proactive Decision Making: Proactive and Reactive are good measures and strong action plans. But being proactive and responsive is always better than being reactive to things. Being Proactive always prompts us to make a plan and if the plan fails we are responsive to have an alternate plan. Being reactive is positive as soon as we learn from our failures. It would be highly unsuccessful if we don't fight back and start blaming others for the failure. If we don't own up and are not responsible for our deeds, we won't be able to make these processes fruitful. Be more proactive and less reactive.

Measuring success is very different for everyone as every individual has a definition of measuring success. One may consider passing the exam as success, but another person may measure it through the effort that has been put into the task to achieve the objective. The emotional brain will always consider not passing the exam as a failure. The emotional brain and the human brain are divided when it comes to defining success and measuring success. Define our success at the first go when we start a task so that our success is measurable in our plan and action.

The most important aspect is that once we have decided on something stay committed to it to achieve it.

Important things to remember for setting up goals:

- Be realistic and set realistic goals or expectations within the means available. Manage time efficiently else would always be missing deadlines or targets.
- Quality matters. Give utmost importance to it.
- Prioritize all tasks. The best way is to list them out and focus.
- Do not multitask, as it does not help anyone. It would put in mind into trouble and the emotional brain will always dominate. Remember all the messages go to our emotional brain first.
- Avoid people who send negative signals. Be a listener as this would help to assimilate all the information and act.
- Decision-making is indeed difficult but if we plan, assimilate, think, and practice we can embed and be good decision-makers.

The biggest success for us is to function at our best both practically and emotionally. Here IQ is as important as EQ. Do not ignore but nurtures both.

VIII. CONCLUSION

Ownership keeps both the emotional and the practical brain happy. Most of the time they would work on conjunction. It creates pride when things are delivered on time, the functions are streamlined and increases the chances of success are with no control or ownership, the outcomes are usually poor. Responsibility is also another attribute. It brings accountability and discipline with it. This is where most fail because their emotional brain would take over and start working on feelings. One should have plans and they should be revisited frequently to ensure that no substantial changes are required for them to succeed.

Excellence is a must if we commit to keeping. Having overarching excellence goals or objectives can create issues in your emotional brain and it might get jittery if it doesn't

achieve them. Set your bar of excellence at a specific level so that your emotional brain remains calm and under control and you do not have to face serious consequences. Decision-making is not easy and does not come across to us naturally. It's a learned behaviour. We all can learn from putting things into practice and the right perspective. Decision-making is all about nurturing your emotions and striking a delicate balance between your emotional brain and the intelligent brain called the Human here. Both are necessary and we cannot do one over the other. A clash of power between them will always occur but who you ultimately give the power to ride over you is your judgement and is mostly circumstantial. Some traits and characters you inherit and some you learn as you grow and mature but the most important thing is that your ability to balance emotions and the human brain sets your identity and differentiates you from another person.

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