

УО «Алматы Менеджмент Университет»



ALMA
ALMATY MANAGEMENT
UNIVERSITY

УПРАВЛЯТЬ СОБОЙ – УПРАВЛЯТЬ БИЗНЕСОМ – УПРАВЛЯТЬ ВРЕМЕНЕМ

Сборник статей магистрантов
Магистранттарының мақалаларының жинағы
Collection of articles by Master Program students

Выпуск 6

Алматы, 2016

УО «Алматы Менеджмент Университет»

УПРАВЛЯТЬ СОБОЙ – УПРАВЛЯТЬ БИЗНЕСОМ – УПРАВЛЯТЬ ВРЕМЕНЕМ

Сборник статей магистрантов

Магистранттарының мақалаларының жинағы

Collection of articles by Master Program students

Выпуск 6

Алматы, 2016

УДК 005
ББК 65.290-2
У67

Редакционная коллегия

Исахова П.Б. - д.э.н.; профессор, заведующая кафедрой «Финансы, учет и аудит»

Никифорова Н.В. - д.э.н.; профессор кафедры «Менеджмент, предпринимательство и маркетинг»

Залученова О.М. - к.э.н.; заведующая кафедрой «Менеджмент, предпринимательство и маркетинг»

Габдулина А.С. - д.э.н.; заведующая кафедрой «Логистика и РДГБ»

Жанжигитова Г.А. – и.о. зам. декана по послевузовскому и дополнительному образованию

Шакирова С.М. – к. филос. н., директор Управления по науке

Управлять собой - управлять бизнесом - управлять временем: Сборник статей слушателей магистерских программ. Выпуск 6. – Алматы: Алматы Менеджмент Университет, 2016 – 116 с.

ISBN: 978-601-278-813-6

Все статьи прошли проверку в системе Антиплагиат.ру (уникальность текста не ниже 75%).

ISBN: 978-601-278-813-6

Содержание

№	Автор	Название статьи	Научный руководитель	Стр.
1	Алиева Л. С.	Финансовая модель предприятия	Косолапов Г.В., к.э.н., доцент	5
2	Ахмуллаев Н.И.	Управление проектами в условиях неопределенности и риска	Никифорова Н.В., д.э.н., профессор	9
3	Бердалиева Ж.М.	Глобализация международных финансовых рынков и ее влияние на экономику Казахстана	Исахова П.Б., д.э.н., профессор	14
4	Жалғас Л.Т.	Разработка и внедрение систем управления проектами на предприятии	Залученова О. М., к.э.н., доцент	16
5	Кайбалдиева Л.Б.	Особенности и механизмы управления экологическими проектами в Казахстане	Масакова С.С., к.э.н., доцент	19
6	Каримжан Е.Б.	Разработка и совершенствование электронного маркетинга на предприятии	Давлетова М.Т., к.э.н., доцент	23
7	Крылова Д.С.	Стратегический подход к финансовому пролированию в коммерческой организации	Чивазова А.З., к.э.н., доцент	26
8	Кузенбаева М.Д.	Теоретические оспекты выбора модели управления запасами в логистических процессах компании	Бодаубаева Г.А., к.э.н., доцент	30
9	Маженов Р.К.	Особенности становление и развития проектного управления в Казахстане	Исентаева Г.К., к.э.н., доцент	33
10	Нургалиева Б.С.	Развитие интернет - маркетинга: оценка перспектив и рисков компании	Закирова А.Т., к.э.н., доцент	38
11	Умерзакова Д.К.	Система управления рисками в логистике закупок	Ахмеджанова А.Х., к.э.н., доцент	41
12	Юсупов У.Н.	Методы эффективного управления изменения в организации	Залученова О. М., к.э.н., доцент	47
13	Abileva A.	Problems of project implentation managment	S. Masakova	49
14	Azhibayeva K.A	The WTO vs. the Customs Union	Davar Arash	52
15	Baltabayeva R.	Organization promotional activities of Mitsubishi Motors Company in Kazakhstan market for the period 2014-2015	Davar Arash	57
16	Diaz A.	Advances and challenges in Research Management in Higher Education. The case of Kazakhstan	S. Masakova	61
17	Dyussenova A.Z.	The role of decision making in the success of business	G. Isentayeva, Davar Arad	64

18	<i>Goncharova I.Yu.</i>	Kazakhstani system of financial management: essentials for change	O. Zaluchyonova, A. Salimbayeva	67
19	<i>Goncharova I.Yu.</i>	Crisis financial management: Ways to survive	O. Zaluchyonova, A. Salimbayeva	70
20	<i>Kim A.</i>	Company's financial growth development strategy	A. Chivazova	73
21	<i>Kopbayeva L.</i>	Analysis and evaluation of the financial position of an economic entity	A. Karshalova	77
22	<i>Kozybagarov A.</i>	The rationale for the development of public-private partnership in the tourism sector		82
23	<i>Kunayeva A.</i>	Value-added tax and sales tax, their difference, pros and cons of the Replacement of one tax by another	Zh. Elubaeva	85
24	<i>Nazyrov R.</i>	Marketing in fashion retail. Start your own business using marketing strategy	O. Zaluchyonova K. Abdykhalykov	88
25	<i>Nurtazina M.</i>	Theoretical aspects of economic entities' sustainability analysis	A. Karshalova	95
26	<i>Otarbayeva A.</i>	Financial analyses of JSC "IC "Kommesk-Omir"	A. Karshalova	98
27	<i>Rakhimberdinova A.</i>	The Essence of Innovation Management	Davar Arad	102
28	<i>Sharshankulova Z.</i>	Talent Management: Main Recourse of Organizational Performance	O. Zaluchyonova	105
29	<i>Uvaliyeva D.</i>	Organizational Life-cycle	Davar Arad	109
30	<i>Zhanzakova Aigul</i>	Life-cycle in Innovative projects	O. Zaluchyonova, Davar Arad	112

THE ROLE OF DECISION MAKING IN THE SUCCESS OF BUSINESS

Key words: decision making, self-awareness, emotional intelligence, success.

Introduction

Decision making has always been one of the most important activities in which business managers engage on daily bases. It is a process involving choices and generally consists of several steps such as identifying problems, generating alternatives, evaluating alternatives, choosing an alternative, implementing the decision, and evaluating decision effectiveness [Lunenborg, 2010]. The level of success of every manager is critically connected to effective and rational decisions. In fact, decision-making is a complicated task since it is necessary to consider all possible alternatives, choosing the most suitable option, taking into account the possible consequences, obstacles, the conditions under which this choice is made and many other factors. The academic core of decision science came from two older subjects, economics and psychology. The resulting hybrid of "behavioral economists" are starting to make their voices heard, specifically in public policy. Managers usually make decisions about many things. They make political decisions, personal decisions, including medical choices, romantic, career and financial decisions, which may also include some of the other kinds of decisions and judgments. Quite often, the decision making process is fairly specific to the decision being made. Some choices are simple and seem straight forward, while others are complex and require a multi-step approach to making the decisions. If the head of the company has decided to fire a subordinate, the latter may suffer greatly. If he or she do not stop a bad employee the organization may suffer, which will negatively affect all company. Therefore, a leader, as a rule, cannot take rash decisions [Averyanova E. A., 2014].

In practice, the organizations usually made many crucial decisions. In the book, «Career management» prominent theoretician and practitioner of management Lee Iacocca tells how he, while still young and inexperienced specialist had to decide on releasing of a new car model «Mustang». A few years before the company «Ford» failed with its model called «Edsel». After that, senior managers of this company were afraid of making new decisions. Rather, they were willing to continue to produce only the old model that was already a strong demand. In addition, senior managers did not want to take responsibility and delegated their powers to Iacocca. Lee Iacocca eventually released a new car model to the market, and it was a resounding success at that time. As a result, Lee Iacocca became famous manager and later became the president of the Ford company.

Few months ago, Lee Iacocca wrote in his book that he began to work with young specialists just graduated from university. Then Iacocca discovered the so-called costs of education. The young graduates were not able to make decisions quickly relying on their intuition [Lee Iacocca, 2007]. Decision making abilities can be very important in a career context. We should never hesitate in making business decisions. Favorable situation for decision-making can turn so that any action will be ahead of the situation and will only answer to what happened. Therefore, experienced manager should have professional intuition, which, of course, can be discovered only in the process. Many professions and situations require people to make time-pressured decisions for novel problems with vague or competing goals [Sarah J. Donovan C. Dominik Güss Dag Naslund, 2015]. However, unfortunately, most people are much poorer at decision making than they think. For instance, there is a misconception that the decision maker thought they do not have enough information to make good decision. Contrarily, in most cases, they spend much time to collect relative (or even irrelevant) information. Decision making is a sophisticated art and decision makers indeed require some help [Chen-Shu Wang,¹ Heng-Li Yang,² and Shiang-Lin Lin², 2015]. Every decision creates challenges and each of us have unlike ways of looking at issues. It is considered that decision-making is not irrational if we are using an analytical observation of applicable knowledge, so we will be able to choose the best option of decisions. Gradually, logic and reasoning operation have been seen as the most secure ways to reach a definite result. Intellect was a shield towards feelings that could impact rather than making decisions. Nevertheless, currently, the collective thinking has transformed and people are urged and encouraged more and more to believe in intuition and to follow their heart (Inbar, 2010 in Aurel Mircea NIȚĂ, Ionela Gabriela SOLOMON, 2015). instinctive knowing can help people in difficult situations when there is an increase or an experience unknown if the comprehensibility of clear expression is exists, and the cognitive process is oriented to the accompanying state and throughout the whole things and the concentration is enough improved. Hence, intuition can largely help in Public Management and not only in unstable situations like, for example in case of unpredictable circumstances. Decisions based on intuition are those that refrain from harming and save accessible resources and can indicate high probability of achieving professional

success [Aurel Mircea NIȚĂ, Ionela Gabriela SOLOMON, 2015].

Decision-making is the most important thing in the work of the manager. Therefore, you need to learn to make decisions even in any not critical situation. Besides, people can learn not only from their own mistakes, but also from the experience of other people and organizations. In deciding, managers must realize that they handle not only their own destiny, but also the destiny of the people working for them. In a fast changing business environment it is largely dependent on the industry, organizational, technological nature of the business. However, it is possible to formulate a number of standard recommendations for conducting business, which in varying degrees, relevant to all types of companies. An effective decision is different than a «good» or «bad» decision. There is a rational motive for a belief or action that leads for the selection to have impact, although it might not have as much an influence as expected. Leaders need to realize the alternatives and not classify every decision in two simple concepts. Sometimes it is not complicated to reveal a rational decision, such as when sales numbers increase or a new employee rises to the top. Other decisions may consider more ability to determine if it was the proper decision or if another option was better. This appraisal of the value process is crucial to get experience in making decisions and to develop a leader's potential to make effective decisions. By implementing lessons learned, a business manager can see similar situations and have more confidence with other options made and courses of action pursued. The bottom line is to be effective, not necessarily just right or wrong [Marci Martin, 2010].

Dan Ariely in 2010 studied a day care center in Israel to find out whether compelling a fine on parents who come late to pick up their children was a useful hindrance. Managers of this center concluded that the fine was not effective, and in reality, it had long-term unfavorable effects. The question is why? Before the fine was started, the teachers and parents had a social agreement, with particular rules about being not on time. Therefore, if parents were late as the cost of social norms they were infrequently felt guilty about it, and their guilt forced them to be more punctual in picking up their kids in the future. In that case, guilt seems to be an effective way to get formality. However, once the fine was enforced, the situation had greatly changed. Now that the parents were paying for their timing, they interpreted the situation in other terms. Interestingly, since they were being fined, they could come to a decision whether to be late or not, and they many times chose to be late. In fact, this was not what the day care center expected. The most amusing part arised a few weeks later, when the center took off the fine. Now the center was back to the previous norms. Once the fine was removed, the situation did not change. They continued to pick up their children late. This experiment shows an interesting fact: the surrounding business environment is changing rapidly, and making not efficient decisions might really cause many problems [Dan Ariely, 2010]. Although decisions vary in importance, ability to make rational decisions is significant. Furthermore, everyday decision-making results have outcomes that can be measured objectively as well as subjectively.

In order to be successful managers must pay their specific attention to the conflict between reason and emotion since many decisions involve self-control and emotion regulation. Given this, definite social skills can be taken to be the true in order to make competent decisions. In the epoch of globalization and internationalization, focusing on two aspects of such skills as self-awareness and emotional intelligence might help companies to run their business successfully [Martin Geisler, Carl Martin Allwood, 2015]. Being able to discover social evidences and conform self-presentation consequently can be expected to aid decision making in social everyday situations. Many studies have established the common advantages associated with self-monitoring skill, for instance, with respect to job performance successful handling of social-exchange relations. Moreover, it has been noted that the ability to present oneself/yourself is vital to be successful in different aspects life. However, people are different and they show unique abilities. Emotions have an effect on people's decision making. Many researchers found out a deep connection between high EQ and decision-making process in social context. EQ helps business leaders self-regulate their emotions and skills during crisis and critical situations [Martin Geisler, Carl Martin Allwood, 2015]. Furthermore, the results of decisions have a power on emotions. Isen [1993 in Hussien Ahmad Al-Tarawneh, 2012] argues that positive emotions broaden problem solving and make easier the integration of information. Bodenhausen et al [1994] find that people with positive attitude are likely to engage in more stereotyped thinking than people in neutral moods. By the contrast, the effect disappears when people are held responsible for their conclusions. Negative affect can cause a narrowing of attention and a failure to search for new options [Fiedler 1988 in Hussien Ahmad Al-Tarawneh, 2012].

Conclusion

Most decisions are based on the risk and probability, because we cannot foresee everything that will happen. We can only speculate about what might happen. It is important to do so that we can anticipate the likely consequences from the number of selected options. We can reliably estimate the potential effectiveness of a single decision with respect to the other when the results have already been identified and assessed. Experience, imagination and intelligence are those factors, which play a big role in decision-making process. Experience gives us samples and precedents on which to learn.

Imagination is very important to create options, and to anticipate the consequences and to prepare plans for possible unforeseen event after the decision. All decisions must be respected. It is unlikely that all will go entirely according to plan. Clarification must be made or included contingency plans in order to successfully overcome all the surprises. The decision making process is complex and multifaceted. Current economic conditions and management process have become sharply complicated. The demand for the professional managers has increased. Knowledge and experience of even the most competent and professional managers is not enough to take quality managerial decisions. The success of one company depends on how managers face different issues and take responsibility to make a definite decision. History knows many cases where the responsible decision-making at a critical moment saved the company from bankruptcy. On the other hand, and the adoption of wrong decision could have the most dire consequences.

References:

1. Dan Ariely, *Predictably Irrational: The Hidden Forces That Shape Our Decisions*. Revised and Expanded Edition, 2010.
2. Averyanova E. A, *Effective methods and models of decision making on company*, 2014.
3. Ben Hayers, *The Philosophy of making professional decisions*, 2010.
4. Lee Iacocca, *Kariera menedgera*. In Russian. 2007.
5. Brown, R. (2005). *Rational choice and judgment: Decision analysis for the decider*. Hoboken, NJ: John Wiley & Sons.
6. Hammond, John S., Ralph L. Keeney, and Howard Raiffa (2002). *Smart Choices: A Practical Guide to Making Better Life Decisions*. New York: Crown Business.
7. Schul, Yaacov and Peri, Noam. 2015. Influences of Distrust (and Trust) on Decision Making. *Social Cognition*, Vol. 33, No. 5, 2015, pp. 414–435.
8. Aurel Mircea NIȚĂ, Ionela Gabriela SOLOMON. *THE ROLE OF INTUITION AND DECISION MAKING IN PUBLIC ADMINISTRATION*, 2015.
9. Sarah J. Donovan* C. Dominik Güss† Dag Naslund, *Judgment and Decision Making*, Vol. 10, No. 4, July 2015, pp. 284–295.
10. Chen-Shu Wang,¹ Heng-Li Yang,² and Shiang-Lin Lin², *To Make Good Decision: A Group DSS for Multiple Criteria Alternative Rank and Selection*, 2015.
11. *How to Make Effective Business Decisions*, Marci Martin, 2010.
12. Hussien Ahmad Al-Tarawneh, *The Main Factors beyond Decision Making*, 2012.
13. Martin Geisler, Carl Martin Allwood, *Competence and Quality in Real-Life Decision Making*, 2015.

УО “Алматы Менеджмент Университет”

**УПРАВЛЯТЬ СОБОЙ –
УПРАВЛЯТЬ БИЗНЕСОМ –
УПРАВЛЯТЬ ВРЕМЕНЕМ**

Сборник статей магистрантов

Магистранттарының мақалаларының жинағы

Collection of articles by Master Program students

Выпуск 6

Верстка

Земзюлин П. С.

Подписано в печать 4.02.2016 г. Формат 60x84 1/8
Бумага 80 гр Svetocopy. Печать Duplo
Гарнитура «Segoe UI» Объем 14,75 п.л. Тираж 40 экз.
Заказ № 7.

Отпечатано в типографии «Баспагер»
г. Алматы. E-mail: baspager@mail.ru