

Research Article

## Strategige Perspektive of Decision-Making, Management Human Resources and the Environment

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### Abstract

*Decision-making in corporations is very straight as conscious and logical choice in top management. This includes information collection, data analysis, intuition and assumptions silent. Implementation of the decision to execute a decision, we hope to achieve success, but often wobbly little more confidence to achieve the desired results. Human resources management strategic is the practice of aligning the business strategy and practices of human resources, to achieve the strategic goals of the organization and ensure that the strategy decision-making is not a means but an end in itself in terms of business objectives. More on the decision - makers based decision making unintended and unforeseen challenges in facilitating corporate management. This research provides the skills and techniques needed to make decisions and high quality problem solving and methodology. A strategy will be developed to promote competitive management, which grows when faced with global turmoil. A decision-making process, the perspective is suggested that peripherals in various aspects of the organization focusing on the appropriate decision, doing the job right. The methodology will focus on collecting data medium. Case studies and books of famous authors, are referred to understand concepts, processes, techniques, advantages, and barriers to strategic human resource management, and decision to be right. Information obtained from the survey will help us appropriately, to govern an organization to its prosperity, stability and success.*

**Keywords:** Strategy, decision, perspective, environment

### Entry

It's easy to decide to do something that is more difficult to do it, says Michael Armstrong. Organizations are increasingly looking human resources, as a separate asset that can provide a sustainable competitive advantage. Changes in the business environment with economic growth and globalization, changing demographics of the workforce, increase focus on profitability through, technological, intellectual capital and changes innumerable organizations are going through, have led to increasing importance of performance management human resources. Decisions about recruitment, selection, training and development, corporate policy and planning, resulting in breakdowns at various levels. The concept of strategic management HRM (HRM - the concept of strategic management) is based on the important part of the philosophy of HRM that emphasizes the strategic nature of human resource management and the need to integrate RH (RH - Human Resources) business strategy. MRH (MRH - human resource management) can be defined as a strategic and coherent approach to the management of organizations most valuable assets.

People working organizations who individually & collectively contribute to the achievement of organizational objectives.

### Policies with an ideological and philosophical reinforcement.

The strategy is to establish long-term basic goals and objectives of the company, & adoption of courses of action and the allocation of resources necessary for carrying out these goals. The strategy is a set of fundamental or critical choices around the edges and a business tool.

Therefore, one can conclude that the strategy is concerned with the long-term direction & layout in an organization. It is also concerned, more importantly how the organizations position in relation to the environment and in particular, to its competitor, is concerned with the establishment of competitive advantages, overtime ideally stable, not with technical maneuvers, but they are taking a general and long-term perspective. Much of the research on strategic HRM has used as the establishment of the Miles and Snow (1978), this type of strategy organizational. Typology proposes strategic stability kind, defenders, perspective and analysis. Under Miles & Snow

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protection organizations serve only among potential product / market dominant, pursue technological efficiency, and maintain tight internal controls. On the contrary, we emphasize the perspective of competence acquisition; preference is to buy, instead of developing human resources training. Finally, analysis of facing a particular challenge due to their dual focus, efficiency & innovation decision-making is at the heart of management. It has been often defined as a choice of alternative courses of action. Decisions are made permanent, as well as problem solving behavior. And questions like are rational decision-makers in the organization? . Decision makers, individuals make choices between two or more alternatives. Decision - taking becoming usually occurs as a reaction to a problem. This is a discrepancy between some current work situation and some states and the like, which requires consideration of alternative courses of action. Decision-making, however, is the process of decision-makers thought. So, in thinking about the decision, we must first understand your attitude to risk. Some people are just more cautious by nature.

The decision making process is supported by people of different colors, with their own criteria that enables an individual to decide, process / her opinion and make appropriate decisions. Basically it provides an operational methodology to an individual who chooses, when faced with the uncertainty of the results. Strategic management means that managers are looking for at that they need to achieve in the future high or relatively remote, and they try to devise a suitable strategy for making the right decision. The concept of strategic adjustment states that in order to maximize competition for the benefit of a firm should comply with its capabilities & resources and opportunities available in the external environment. A critical aspect of managements higher today, includes the powers that match the organization itself (internal resources & skills) opportunities and risks created by changing the environment in ways that will be second-effectively and efficiently over time that such resources will be deployed.

### Strategy decision

High-quality decisions are essential for strong business performance, but only a few people get training that they need to be consistently good decisions with clarity and confidence. Furthermore managers is necessary to build competencies, learning how to work on the problem of the right to promote the objectives of the structure, understand the consequences and make appropriate compromises. An elaborate plan and systematic action has become necessary for every organization working now become dynamic and competitive so that day to day decisions are becoming more critical. Moreover, uncertainty about the outcome makes it necessary for top management, but be measured every decision they make.

Decision-making is the process by which managers respond to opportunities and threats analysis and options in making decisions regarding the goals and courses of action. Decision-making is always an uncertainty and risk perimeter after its effects. Moreover incomplete and ambiguous on the information received, together with the time constraints of managers baffle & thrown unjustified distress arising from their posts to the failure. Strategic Human Resource Management is designed to help companies better meet the needs of their employees by promoting the goals of the company. It requires forward thinking condition, and planning ways for a company to better meet the needs of its employees, and employees to better meet the needs of the company. Therefore, HRM's strategic management has to do with the relationship between HRM and strategic management in the firm. HRM - refers in general strategic direction of the organization who wants to follow in achieving its objectives through people. Strategic HRM- serves as the linchpin for decision making in the organization in many ways.

First, the decision on employment policies of the organization, placing the right person in the right job is the need of the time. Qualifications simply not enough current knowledge, and talents of individual employees to prove as useful to the organization.

Secondly, generating appropriate performance is another important task, because the actual performance of employees is the decisions that are indicative of an organization. The consequence of a wrong decision is evident in the internal environment of an organization.

### The philosophy of decision

In general terms in decision-making is a process by which managers to respond to opportunities and threats made to analyze the options and making decisions regarding the goals and courses of action. Decision - making is the heart of management, management is a continuous process of decision-making, a position to do anything in front of a problem is also a decision. When a manager faces a problem repeatedly, he usually makes an immediate decision and unintentional, going through all the steps of the decision-making routine. Such permanent decision can be fully rational, and even the most appropriate way of solving minor problems of a similar nature. A different decision-making process may be involved when a person faces an immediate problem.

**The problem of moderate complexity.** In such a situation, the manager can visualize the relevant information stored in his mind, to collect information available from outside sources, I think that the consequences of various alternative actions and see a solution, which he try and verify. So sometimes a maker of decision - making is a manager, they are always concerned whether the result will be negative. It is this concern which excludes intellectual managers

and learn from different decisions on keeping innovation and so they go away by avoiding the risks of taking decisions and stem dribble policies competitors and make safe.

### The psychology of decision

It is psychological and normal for every individual exhibited the self, as the best among others. It is past success and experience that gives him / her the confidence to stand upright and preach as things that must happen in a given situation. Organisations have past data, database as internal source of information commonly used for routine decision making. The basic problem lies with the type of hierarchy and organization leaders. Sense of accomplishment based on database and information system gives them confidence but there is no certainty that there situations in the future will bring the same result. Moreover, when decisions have to be made to promote at the at the moment, even experienced intellectuals and research reports do not come handy. Then the stun organizations in making the right decisions and obstruct to take the risk, even if it is necessary. Even if the decision taken is appropriate, resulting in inadequate implementation and fails the whole purpose. This is because there is a communication gap between senior management and enforcement in the management of functional level.

### Obstacles in decision

A number of situational factors, including organizations, environment and personality variables influence decision-making as follows:

**1. organizational variables** - A number of organizational variables influence the decision-making process and the quality of decisions. Objectives, strategies and policies provide a framework for decisions. Setting goals and defining policies that occur at the top level, but the execution of it lies in the middle management level. The problem arises when the functional-level managers, senior management purposes and fails to generate the desired results. On the other hand, the long process of decision-making and enforcement procedures kills the purpose of taking decisions.

**2. Environmental Factors** - Environmental factors, mainly as social, legal, technological, marketing, political and economic aspects, exert a significant impact on organizational decisions. Environment destroys and creates new opportunities, and organizations have to cope with in order to survive, grow and make profit. The task of policy makers is to integrate more environmental organization. This is that makes decision to err on the analysis of the dynamics of environmental variables and therefore made competition strategies to counter the severe suffering arrears.

**3. personality factors** - personality characteristics such decision as his values, needs, abilities,

intelligence, etc., have an important influence in his decision. That's when unscheduled decision to be taken, there is the complexity of the personality of the leader are displayed in decision-making. It is very easy to decide to do or not to do something, but to address the consequences that occur rarely. Administrative workers or the behavior of decision theory, the choice is always exercised in connection with a rough, simplified 'model' limited real situation. This is because the problems in decision making rarely meet safety. Managers rarely have access to complete information about this problem, he acts on the basis of information available. He also has knowledge in all possible alternative solutions to the problems and the subsequent consequences. Therefore, he finds a satisfactory rather optimizing solution. He searches for alternative solutions to the problem and gather information pertaining to as possible. The search stops when it reaches a point that meets his standards subjective. That is, instead of searching for alternatives and their associated consequences, he stops the search of alternatives as soon as he is satisfied with his search for possible alternatives. Of all the documented cognitive distortions and losses on optimism disgust they are more likely to lead people to make strategic decisions, decisions with an element of risk in all strategic ones that have two essential components:

The first is a judgment about the likelihood of a given result;

The second value or services placed on it.

For any organization, it is necessary to have such individuals are not only intellectually sound, but are prepared to handle the situations that bring forward the challenge after the action that has been affected. These individuals or group of individuals that is known as decision-makers.

Thus, the strategic human resource management plays a significant accessory to process highest recognition. Therefore, it is in the custody of the decision, each action plan is finished. The prospect of decision-making determines the path to a decision maker, an organization operating in the street. His first step is to set the target / goals to be achieved in the light of opportunities available. Moreover, it becomes an invasion for that to avail the opportunities present in the external environment before its competitors do. However, objectives are set, it must be changed to adapt to the challenges presented by the external environment.

The purpose of decision-makers is to help us to respond quickly to prove thinking through the situation.

First of behavioral economics teaches us that a host of universal human prejudices, such as the optimism about the likelihood of success, can influence strategic decisions.

Secondly, the decisions of senior management is usually based on the information provided to them by management. If, for instance, the organization decided

to expand into the market, re-examination made of the organization committee reviews and evaluates. The problem is affected by personal prejudices of directors and if leaders fall short of adequate, resulting in unintended distortions. Therefore, the above model focuses on designing and establishing the authority and responsibility in relationships as a priority task of senior management. It is necessary to know who is well equipped with his creative ideas and its employees if it is able to choose an appropriate strategy and fall right decision. Knowing the material and emotional biases of human nature leads to misguided decision. Wise leaders should use their knowledge to have their judgments when they make important decisions. This becomes credible only when management makes justice, the division of tasks and appropriately defines various profiles in decision-making roles. Educational qualifications are theoretical exhibition of an individual's talent. Current skills possessed by way of creativity, knowledge, and personality, in features such as dynamism, confidence in risk taking in decision-making have emerged only in real working situations. And senior managers should have an open mind and be cautious while selecting the leader of the organization. Another solution is important to introduce the perspective of the decision process is the review of organizational policies. Policies are tailored to achieve organizational objectives, and motivate them working environment processes. However, an optimal policy is if they are compatible with the ideologies of individual employees and the resources available, resulting in failure to achieve the desired goals. Moreover, political upheaval, economic recessions, socio-technical changes, changes in leadership, employee dissatisfaction and turnover, etc., are the consequences of a delay or outdated policies. Thus it is necessary to devise such policies and review it from time to time, in order to enable the system and processes that are able to reject the changes, within the external and internal to the organization.

### **The environment of an organization.**

Extraction of high quality productivity from each individual employee is a challenge filed before the high management. Decisions about recruitment, selection, training and development, corporate policies and strong planning, although still resulting in failures at different levels. Thus it becomes essential for management, to create such liability profile that matches the current skills and personalities of individual employees. Uncertainties in the division of labor in disability and individual skills, etc. All are imbalanced report of an organizational culture. An efficient technique of analysis is required, creating special role profiles liability right and authority to create the positive environment to work, creativity, support, competition, efficiency, generating a spirit of respect for what will task. Citing that initiate individuals to meet their basic needs, first and then eventually go toward self-actualization. By changing

technologically advanced society, all needs now been redefined with different ingredients such as he, fashion, competition and materialistic achievements, and adding in the hierarchy. Similarly, organizations have increased their expectations of its employees. For example, an individual appointed as marketing manager, is not only necessary to manage its sales force, but is also expected to provide the consumer, the design of such strategies, in order to ensure the stability of the product in the market. Further training and development of sales and his strength comes directly to its primary responsibility.

### **Conclusion**

Making decisions is an essential skill in leadership. If you can learn how to do the time, making decisions, we can bring your team a deserved success forward. Making decisions is a fundamental skill for any successful executive. But strategic level decisions are difficult to make, requiring large amounts of resources and commitments, which may be irreversible. Executives often faced with contradictory decisions, strategic objectives, which are difficult to balance, especially in the presence of risk and uncertainty. Companies can not afford to ignore the human factor in making strategic decisions. They can greatly improve their chances to become the best ones becoming more aware of the way the business. Decision making process and perspectives, to calculate such external uncertainties by formalizing environmental management bases. This in turn tunes the internal working environment to predict evolutions and confrontations. Moreover, this process provides a tactical use of human resources not only to increase their efficiency, but to create an organizational culture of trust and competition thus capturing all the potential of individual employees.

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