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## **APPLYING A THEORETICAL MODEL FOR ORGANIZATIONAL DECISION MAKING BASED ON SCHOOL OF INTELLECTUAL STAFF (MODERNISM, SYMBOLIC, POST MODERNISM)**

**Abstract:** Decision making and its process have been frequently discussed, but the philosophical underpinning of decision making has been under attention lesser. In this article after reviewing the different models of decision making, the philosophical analysis of decision making discourse from the perspective of modernism, symbolic and postmodernism have been discussed and after comparing the outlooks of these three thought schools by presenting "range of models belonging to any style of decision", the position of each of the models mentioned in above schools have been reviewed. Finally, the writer according to the thought school of staff and according to the range of belonging decision making to each style for the purpose of increasing the acceptance of managers, the reasonable model of the organization is offered.

**Keywords:** Organizational decision-making, school of modernism, symbolic school, school of postmodernism, acceptance of decisions

### **1. INTRODUCTION**

The Charles Handibelieves that the current era is the time of changes and going away from traditions and this issue leads to the intensity of organizational opposition and contradictions [1].

So that is why decision making is the main and most important responsibility and skill of a manager and it is the main pillar of actions and management implementation. Also it is a mechanism which covers all the activities of an organization and understanding the decision making issue for successful managers is something vital.

Herbert Saimon believes that management and decision making are two

synonym words [2]. As Richard Daft says, the decision making process can be considered as the core and the nervous hierarchy of an organization [3]. Also Barnard believes that the skills of managers in decision making are appeared in the sufficiency of duties and quality of services [4]. Decision making is considered as a starting point in identifying the organizational processes and it benefits of vital importance and the organization can be considered as a center of decision making activities which without the decision making mechanism it would be damaged and it is formed as a complex of individuals who follow a special objective. Using the decision making models help the managers to improve the quality of their

decisions and as a result the success and realization of organizational goals will be increased. Model includes something which is sourced from reality and it can be used for prediction of decision making. By using a model, the consequences of different changes can be evaluated with high accuracy and acceleration and the decision maker can be aware of them without dangers and risks.

Also an ideal model is a model that has the main components required for decision making and showing relations between the parts can provide a simple and suitable tool to the analyzer and decision maker [5].

In this article at first we investigate the organizational decision making and then we explain viewpoints of modernism, symbolic and postmodernism in regard to organizational decision making category. Meanwhile different models of organizational decisionmaking with regard to the ideas of theorists of different schools have been elaborated.

At the continuation by determining the position of each model and the belonging level of that to each school of belonging range of decision making models to each style has been presented. Eventually by considering the current conditions, some suggestions have been offered for the purpose of improving the decisions and increase of acceptance level of managers decisions by the staff.

## **2. ORGANIZATIONAL DECISION MAKING**

The organization is made up of managers who decide and they use the logical methods and intuitive processes. Decisions of all kinds and any kind of size form the organizations and that is why the organization is considered as a focal point for decision making. Success of any organization depends on the decisions of managers of that organization and the

managers usually when taking important decisions are simply prone to errors and biases and sometimes by their prejudices and mistakes make decisions that will lead to undesirable results [6].

Also in organizations, the decision making process is influenced by some factors such as organizational structure and the level of stability or instability of environmental factors, that is why in decision making process, different models are identifiable and the managers by using these models to make more appropriate decisions without risking in the real world and the use of each of these models is dependent to the perceived and belief power of decision makers that by analyzing time and situational conditions to revise the engineering conditions and to use the reasonable models based on the conditions [7] some of the most common decision models include: the rational model, the bounded rationality model, the Carnegie model, incremental model, the garbage can model and ... Each of these models and patterns are created by group thoughts from theorists in the field of organizational decision making. The outlook of modernist theorists is based on this issue that the objective and the physical reality of decision making process of managers in our organizations is discussed and they are seeking valuing to rationality and efforts for formation of integrated process based on the principles and scientific methods in the field of decision making in the organizations.

In contrast, many theorists of symbolic and postmodernist claim that knowledge can not be tested in the real world because real world is made of experiences, ideas and statements and it means the reality is defined as a subjective and different outlooks creates different facts and these facts may be complementary, conflicting or inconsistent.

Postmodernist is mainly the modern ideas from the best searching to decision

making and knowledge idea as a integrated series from thought which must be reviewed completely and it helps us to conform ourselves with the fast changes which is the result of using modernist technology and science use.

### **3. MODERNIST VIEW REGARDING ORGANIZATIONAL DECISION MAKING**

Modernists consider the organization as a tool which is designed to achieve specific goals and specific objectives and these special objectives guide the decisions and they lead to the selection of the optimal solution. They believe that the decisions in the organizations should be based on the tools and objectives which are fully rational and a complete and coordinated system has some priorities which enable the individuals to select from different selections. Usually managers in the organizations make decisions in their professional fields and they should be aware of all possible options.

From the modernists view, the decision making process in the organizations has followed the classic model and they have mostly idealism aspects. This model that the modernists consider it as the substructure of decision making in the organizations and it forms the framework of decision making for them is known as a standard and step to step process and it is started by defining the problem and compiling and analyzing reasonable and related information an the decision maker evaluates the issue systematically and then he/she will selected a solution and he/she passes some logical states one after another [8].

This model, which is called rational decision making model uses the mathematical methods to solve complex problems and assume that the required information, are certain or predictable. The

model is excellent for solving problems that have many variables and issues that will allow them to analyze and measure and they can be set to a logical manner [3].

Pattern presented by these theorists has many strengths and weaknesses. Strengths of this model include:

1. In this model, the decision maker is required to consider a decision logically and systematically.
2. Deep analysis of the data makes the decision maker rather than being influenced by emotions and social pressures to have a reliance on the information to decide.
3. This model because it is considered reasonable and economical.

Despite these qualities, the real decision-making process is quite rational, and this model also has shortcomings, including:

1. Quantitative data are not rich and not rich enough.
2. Careful and rational decision-making unrealistic assumptions are dry.
3. This model is under attention due to its logical and economic reason of that.

Despite of these qualities, the real decision making is not an absolute logical process and this model has some shortages as well which included:

1. Quantitative data are not rich enough.
2. Careful and rational decision making are unrealistic not logical.
3. All solutions cannot be expressed quantitatively and thus are not comparable with each other.

Under such situation, the scientific method has a supportive aspect and some results from these models can be given to the managers to discuss and according to the type of comment, believe and witness judgment some qualitative and quantitative calculation can be considered. Since these solutions are not predictable in the future, it does not seem that the decision maker to know all the possible consequences for each of the solutions [9].

Due to these shortages, we cannot consider the real decision making in the way that the modernists claim as an absolute rational process and the model that later was considered as the bounded Rationality model for decision making in the organizations was indeed an effort to realizing the decision making methods and being away from limitations and idealism which is not practical in rational decision making and this model due to acceptance of rational in decision making is still in the area of modernist theorists and in this model the frameworks and principles of modernists in decision making can be obviously seen [8].

On the other hand the modernists believe in some situations in organizational decision making that the parties of decision at those situations have agreed towards the objectives or subject nature, but regarding the procedure of objective realization or solving the issues had differences, it means the lack of high confidence, but ambiguity is not a key factor, the decision making is a form of takes trial and error learning.

In this model, which the decision making model is called incremental model (trial and error, step to step stage) and an obvious trace of modernists can be found. In fact this model is the rational model which has been presented by these theorists already, but in the new model it is suggested the for the purpose of reducing the risk and taking cautious decisions, the time of decision making should be shortened, because in long term the conditions are changed and the validity of decisions is weakened. Thus, this model is also exactly the rational model and it does the turn of activities or stages should be solved after identifying the problem and they emphasize and due to this stage to stage method, this method can be considered something attributed to the modernists.

In fact this model for great decision making in the big organizations should be

used and at this condition the decision makers make cautious decision making and they adopt limited small decisions which can be put in a practical plan within a short period of time and since finding and evaluating the information regarding all the solutions is acceptable, due to restricted logicity of decision makers, mostly the decision makers attempt to get sufficient information to compare among several limited solutions which a great deal of them have little changes in comparison to the previous decision making. Despite of that, in this model the decision making source at the time of setting the objectives and applied solutions face with them which must be considered in their decisions as well.

At this condition the preparedness of decision maker in order to face with the events, adventures and interference of unpredicted variables increases and against the rational outlook, all the interfering variables have been previously estimated, but they are not done according to long term periods and since most of the decisions have been taken in a long period of time, they change during this condition, so according to this issue decision making is a dynamic process and it is possible that before solving the problem the work to be started once again and the role of decision maker is reactive rather than active and based on the events the reactions take place [3].

#### **4. ORGANIZATIONAL DECISION MAKING BASED ON THE SYMBOLIC VIEW**

The beginning of way of this theoretician was done by questioning the rational decision making. The decision making studies in the following process was done by questioning the rational decision making and the significant reasoning in the field of logicity in the decision making which was sourced from

the symbolic researchers in the section of challenging the modernist outlook in the organizational theory.

Theorists of symbolic have this idea that all the decisions cannot be taken and all the involving variables in decision making are not always fixed and always a regular and systematic method cannot be used for decision making in organizations. So they use the witness and judgment method and personal comments instead of systematic method in the field of decision making which this kind of thought due to the witness methods and personal comments for problem solving take us in the symbolic world.

With Herbert Simon's vision of modernist assumptions into question the model of rational decision making and to provide a more realistic model than the economic model, a model known as "administrative human" that have been proposed.

Rational method of decision-making processes is limited, as appropriate, often based on intuition and judgment, personal opinions and logic. Intuitive decision making, experience and personal judgment (not the principles of logic and reasoning) are used and their experiences as managers of the unconscious and often what they think is right and not what the certified data and documents. Using the creativity research methods in the individuals in this method causes the increase of confidence coefficient and the success of managers' decisions. Many intangible factors (such as fear of failure and social attitudes) in choosing the best solution to a severe impact on the decisions a manager cannot offer a systematic method for systematic assessment. These factors cannot be evaluated with regular systematic method. The bounded rationality method characteristics are as follows:

1. Using Instructions and common sense to reduce uncertainty in decision making.
2. Minor optimization in order to avoid

unexpected effects on other parts of the decision and other parts of organization and other decisions.

3. Confine ourselves to solutions that are not ideal and complete in order to meet the minimum expectations.

Given the above reasons using the limit rational methods can be effective in the following cases:

1. In large organizations where decisions are very complex and they cannot be fully understood and there are many limiting factors.
2. Regarding the unplanned decisions which are typically complex and ambiguous cases in which data are not adequate and reasonable procedures.
3. When managers have limited resources and limited opportunities.
4. When agents cannot be measured and analyzed and expressed as a quantity [3].

The decision making mode that was used to portray the actual pattern of decision making in organizations by Richard Sayert, James March and Herbert Simon was named Carnegie or coalitional or political [10].

This pattern is the brainchild of decision of symbolic theorists, which is based on our decisions based on subjective perceptions of the phenomenon and it can be said what seems good from our perspective, finally we take decisions based on the fact that this decision maybe from the perspective of other individuals and groups with different perceptions and interests is not a good decision. It means those individuals who have similar thoughts and imaginations have some phenomenon which appears in the form of a coalitional and they seek look for their objectives. In fact according to this model, there is no only one manager in the organization who decides, but also there are different managers who participate in decision making. The coalition is a group composed of executives who have agreed on the goals and priorities. Formation of

coalitions in the decision process of organizational realities such as multiple and conflicting goals, competition over scarce resources, task dependencies, and other sources of conflict and contradiction is something necessary.

Applications of coalition formation process of the decisions taken at the organization level include:

1. Decisions are made to provide a satisfactory solution not a very desirable solution. Coalition accepts a solution that satisfies all members.
2. In the decision making to identify the issue we should discuss and negotiate and it is very important because if the coalition members to think that there is no any problem, no action will be done.
3. Managers are often dealing with issues of immediate and short term solutions and the solutions that can come on quickly and at the same time solve the problem [3].

Carnegie pattern is inconsistent with the rational model. This model is against the rational model and it questions the pre-assumptions of rational model, because there it is based on this issue that the problems can be analyzed and some related and logical decisions be made, but in the Carnegie model managers by reaching the first satisfactory solution they will suffice. Carnegie decision making model in organizational decision making model, especially at higher levels of management and at the stage of identification they play an important role and in this model ambiguity is more than the uncertainty and the decision makers are not mainly seeking information to solve problems, but also they emphasize on the benefits of compromise, but when the interests are conflicting that they are not agreed upon, the interests of compromise is changed into a reasonable basis for decision making process [8].

The theorists of symbolic to solve complex problems and make decisions in

unusual cases offer using good-implicit pattern. In this model, the decision maker is trying to streamline decision-making process to solve complex problems. The decision maker does not act logically and his judgment is not objective, but also from the beginning according to the taste and personal opinion, they choose a better solution. In this model, pattern implies a decision to be more influenced by feelings and intuition rather than logic and objective. The evaluation methods of individuals are not fair and without personal opinion. The individuals distort the judgment process in order to match his/her personal taste and preference intuitive [4].

In this model also the base of decision making is Carnegie pattern, but the difference is that in this model the decisions will be made according to the individual interests and imaginations which aims to changes the process of decision making towards the personal profits, but in the Carnegie pattern, the decisions will be a group result and the decision makers in the group or the coalition attempt to make their decision in a way that provides their joint objectives, but both models of decision making are considered only as a tool in the hand of decision maker (individual or group) which uses it as a symbol to achieve its interests.

The fans of both groups believe that the decision making process can be logical only under very restricted conditions and this process uses the intuitive methods. According to their vision, the decision making is indeed a symbol that the different individuals and groups of organizations use that to get their idea results or to promote their personal interests.

Also the theorists of symbolic consider the pattern of decision-step method of problem solving as the modernists would use it, because they thought in the process due to the use of

trial and error process and intuitive ways to solve problems, to their data.

But sometimes, some situations occur in the organizational decision making that the decision makers are uncertain in the two parts of decision making process which means identifying the problem and solving the problem, at this condition, they offer a symbolic for their decisions and the Carnegie stage in solving the problem and use the model could be remedial and make a case that the pattern is called a mixed decision.

Alvin Toffler the famous writer of the book *The Third Wave* says: organizations often stay at internal political disputes, conflicts and power ... And this fact is their normal life. When the individuals do not agree on the objectives or the tools for realization of their objectives and the organization faces with the phenomenon of lack of confidence and contradiction, the individuals and groups for the purpose of reaching their ideal results and influencing the decision making process, they join the political strategies as well. Many of the decision processes are ultimately political and those managers who do not identify the political behaviors in the organization, not only they will face with losses of points, but also they will face with problems in doing their work as well.

So the political process in the theorists' patterns is very influential on the decision making. In fact we can say the decision making means the tools in the hands of groups to reach their goals. Samuel Bacharach and Edward Lavlez, as sociologists argue that surviving in the organization is a political action and the organizations have been field daily political activities [8]. In this approach it is believed that the Machiavellist advice and the power and control teaching have been as better determiners of decision. According to the interpretation of this approach, before deciding deliberate choice and is quite reasonable decision, could be considered the power games and

political dealings, and is considered an act of political action.

In other words, the rational process regarding the issues which are passing their path, but this crust has another core and the struggle for survival rule will be the feedback of decision making process, anyone or any group who has a higher source of power, they will be the determiners of options and better solutions [1].

One of the political models of decision which has been presented in decision making is the proposed model of Foster.

This model also states that managers are generally faced with political pressures, so their decisions are associated with a political approach. Political decisions from the perspective of Foster are classified in four conditions:

1. Managers are faced with limitations in cognitive strategies; as a result they select the limited rational strategy.
2. Managers are faced with conflicts between individuals; as a result they put the social network development strategy in their agenda.
3. Managers are faced with conflicts between groups; as a result they put the bargaining and negotiation strategies in their agenda.
4. Managers are faced with structural contradictions, as a result they put the strategy to expand democratic participation in their agenda.

Culture includes a set of values, beliefs, norms, perceptions and practices of decision makers 'recipients, including other factors that theorists of symbolic consider them effective in managers' decision making. Theorists of symbolic believe that the social effects and periodic or cyclical factors that impact on decision making process are quite obvious and considerable.

Sigmund Freud believed that feelings, emotions and instincts of man are infinite, and his behavior is driven by unconscious

desires. Although most psychologists now accept only a few points of Freud's description of the man, but almost all accept that social borne in decision making has a significant effect. Social factors involved in making decisions, create the correct and systematic options which require a systematic and efficient, comprehensive expertise in decision makers. Positive feature of this theory is considering all the possible factors in the decision making environments inside and outside the organization [11]; also according to their view, that periodic or cyclical influence on decision making and the power of decision is greatly influenced by the culture of decision makers [4].

The modernist studies in the field of culture impact in the managers decision making is generally involved the statistical relations between the created phenomena regarding culture and the organizational performance to be able to identify the variables which can maximize the organization performance and this issue requires the quantity variables of culture and then select either the specific dimensions of culture and cultural structures that should be measured. According to their thought, the culture is imaged a variable to strengthen the likelihood of achieving desired levels of performance than others in the organization can be manipulated. Unlike modernists, the symbolic theorists believe that that whatever the modernists during the claim time evaluate regarding culture is only a reflex of their academic research and their research objective is a larger perspective and cultural meaning forms only within the cultural system review and understanding. This thoughts created an opportunity for interpretation - symbolic theorists who had been tired of modernist models, and thus the decision making model based on the culture from the beginning was influenced by theorists of symbolic impact that they believed cultures, are the social facts that are made

socially and people can get involved in the social aspects of organizational life, because the create the symbols.

So each of those decision makers in an organization can be regarded as an independent subculture that together form the organization's overall culture and actually rather seeing a unique culture as a whole, they portray a visual subculture from different small cultures within the same organization [8].

## **5. POSTMODERNIST VIEW OF ORGANIZATIONAL DECISION**

Postmodernism was created from chaos and the growing disorder in the social sciences. This ambiguity has two distinct components [12] :

The main attack on the legitimacy of the social sciences.

A renaissance in a specific field of social theory.

The postmodernist theorists were trying to make problems for the principle defaults of modernist and the symbolic theorists and they have questioned their defaults due to lack of sensitivity to the conditions which are full of disorders and ambiguity.

Based on the [13] perspective, the characteristics of postmodernist era due to the scattered power, distrust of government experts, the vague discourse and indeed they are a new group who celebrate their differences [13].

The outlook of postmodernists regarding decision making is exactly against the defaults of modernists in the field of logicity in decision making and it is against these defaults that the objectives can be obviously defined and also their solutions are previously identifiable and the according to the standards which seem to be reasonable, they can be evaluated.

The fans of postmodernist school believe that logicity not only is not necessary in decision making, but also in

some cases it decreases the motivation and it compromises the positive expectations of individuals and devastation of commitments and the determination of standards and evaluating the solutions is based on the criterions which have been already determined and they could not be practical, because the objectives are absolutely inconsistent and due to time and logical limitations, the possibility of assessing all the objectives, issues and solutions does not exist for the managers [14].

The postmodernist theorists have questioned the default of symbolic theorists due to the nature of the decision making tool and they consider it as an organizational view which the social decisions and structures come into reality. They believe that the symbolic theorists consider the decision making as a tool that the different organizational groups benefit of that to achieve their interests and they practically make the role of managers pale in decision making and the managers will be considered mostly an opportunistic rather than decisive and they do not play much of a role in decision making.

In fact decision making and its process based on the perspective of different persons has different meanings and it is dependent to an interpretation of ambiguity and complication that the decision maker understands from the environment; so they act according to the imagination that they have from the situations and it can be said that decision making is only a tool in the hands of groups to achieve their goals and that is why postmodernists question patterns of decision making because of it being instrumental in this process, in the theories of symbolic. They also believe that if decision makers in an organization have incoherent subcultures and sometimes contradictory, then they cannot agree in the organization and problem solving. At this condition, they face with chaos in organizations that is named the ripped

culture according to their outlook. Due to the existence of conflict and chaos and uncertainty and unlimited and cyclical changes and patterns of emotions in thinking and symbolic regarding decision making, we can consider them as a gateway of Postmodern and the followers of this school are questioning the decision making. Disrepair at the manifestation of the postmodern view of organizational culture that is focused on models of decision making is based on their organizational cultures, inconsistent, ambiguous, and some species are constantly flowing. At this condition, the other decision makers cannot agree with each other for problem solving in this chaotic situation and to form coalitions and in order to solve problems they should use some patterns in decision making patterns such as garbage can [8].

Postmodernists in this case consider the organizational environment as a state of disarray and chaos or crisis, that due to lack of clear laws, it is not possible to predict and one of assumptions of this theory is that there is no linear relationship between the phenomena, so we cannot transfer the past procedure to present and future times and patterns of decision making due to ambiguous conditions and full crisis of variables and procedure of decision, they are quite different. In this view, the nature and circumstances of environment are the focus of changes and the meaning of disorder and chaos is a kind of chaos or a kind of irregularity in indiscipline. They are indiscipline, because the results are not predictable and they are regular due to this issue that it obeys a rule of itself [8].

Karolin Smart is one of the theorists that have presented a model regarding the relation between variables and the procedure of decision making at the catastrophic situations.

As he believes the quality of decision making has inverse relation with the four types of decision errors:

They don't accept the solution wrongly and they reject it.

1. To accept a wrong solution instead of an accurate solution.
2. To solve the wrong problem.
3. To solve a problem accurately when it is too late.

By accepting this approach, the traditional assumptions should be abandoned and accept these assumptions:

1. In the chaos situation of today, instead of focus on long-term decisions, we should consider decisions which can be considered short term and flexible.
2. Contingency and flexible planning as part of decision making process in any organization takes very seriously.
3. Intuitive and innovative approaches should be important to determine value.
4. Creation of temporary structures and systems should be more important.
5. Correction of cultures of organizations to attract values and new forms appropriate to the chaotic world.
6. Seeking new discipline in the chaos and disorder situation.

Benefiting from these assumptions in the best condition in the story environment causes that the managers be able to make their decisions with more confidence.

In this case, the decision quality is a function of three factors:

1. The quality of the information which enters the decision process.
2. Correct and clear expression of objectives.
3. Intellect and mental power and intelligence of the decision maker [15].

Managers in the levels of chaos and crisis by relying on their mental power and benefiting from internal capacity and the efficiency can urgently make decisions. This method is known as beyond rational method based on personal power [16].

In an organization with ambiguity in the objectives and tools for reaching the goals and changing the participants in

decision making process which faces with lack of confidence and high ambiguity, we can reach a set of problems and solutions which are almost the same and the decision maker should also give the chance to take a series of unexpected decisions.

In order to make decisions in this situation, the garbage can Model which is created by the thoughts of postmodern theorists was presented by three experts called Michael Cohen, James March and Johan Olsen which describes the organizational decision making process in the best form possible. The called the organizational situation which was undergoing a disturbance as "organized chaos". This model focuses on the bad quality of many irregular decisions of the organization and it is useful for decision making in uncertain conditions, the situation which is precarious and tense atmosphere. The name of this model called "garbage can model" emphasizes on the random form of decision making process [17].

Postmodernists consider the organization as a center of decision making under ambiguity that this ambiguity and chaos or confusion is created in the organization due to three reasons:

1. Ambiguity in determining the explicit goals, issues and priorities.
2. Ambiguity in cause and effect relationships.
3. The ambiguity arises from the conditions and ability and procedure of the members participation involved in the decision process.

Chaotic pattern of decision making is an appropriate response to these problems. This model is obtained from the confluence of four events:

1. Selection Opportunities and situations that can make a decision.
2. Responses which consider the problems solving.
3. The decision maker members and people who decide and express their

comments based on the compressed schedule and limited knowledge.

4. Problems, interests and attitudes of individuals within and outside the organization who are somehow associated with the obtained results [3].

In this approach, the occurrence of an event imposes the decision to the agency. This method is a backward approach and it is like closing the identification cart of options instead of on the backside of values horse in the front side.

The results which are obtained through the garbage can decision making model process is as follows:

1. Decision making process is not as a series of successive stages that begin with the issue or problem and to end with a solution.
2. Even when there is no problem, solutions are offered.
3. The decision to be made without solving a problem.
4. It is possible that some problems to exist without any solutions
5. Totally the decision making process is effective and all the problems won't be solved, but the organization takes steps to reduce this problem [8].

Harper & Stain [18] concluded that the danger of asymmetry is in postmodernism confirm that the objectives in competitive in different outlooks regarding justice and behavior is not resulted; but also it is resulted from the special societies that have no similarity. They assume that the way dealing the existing differences in postmodernism does not take place by the vague and weak concepts of rationality, but also they take place by talking about them and attempting to achieve consensus could be practical [18].

## 6. CONTINGENCY DECISION MAKING

Numerous factors such as rapid technological advances and expansion and sophistication of the organizations and the organizational environment uncertainty, has made changes in management as an essential issue to modern organizations. Management practices do not have a fixed pattern, but also under the light of knowing the organizational environment and according to the circumstances and the time and place situation, the appropriate method should be explored and discovered for each of them. By this knowledge, no more the previously made theories of foreign environment can be imitated. Each of the models and approaches in decision making in different situations of organization can be used. And the application of each method is depends to situation, environment where the organization is located there. Two features of the organizations which can play an important role in the decision making methods are:

1. Consensus about the goal.
2. Technical knowledge about the practices of providing those objectives [19].

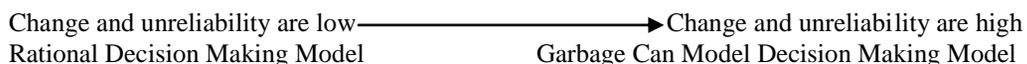
In fact the contingency theory in philosophy means crossing the schools of classical (rational) and neoclassical (behavior) as a universal theory and referring this reality that this approach has no contradiction with the abovementioned schools and systemic school, but also it is a complement for them. Contingency approach procedures related to the classical school and also the human concepts related to the neoclassical school (behavioral) is accepted and consider them as variables and internal factors of organization. On the other hand by accepting the open-system concept, there is a relation between the organizational and environmental factors and the objective of this theory is presenting and

offering the most appropriate organizational plans and management systems for specified conditions. Generally, the contingency theory is based on the fact that different environments require different organizational relationships and an organizational problem depends on environmental factors and management processes.

So the effective management method is a method which should be compatible with the organizational environment; so that by this method the highest efficiency will be obtained [20], the level of individual's use of contingency approach depends on the understanding of decision makers for the lack of confidence that they realize regarding the organizational environment. In fact the lack of confidence is not hidden in the environment, but also it exists in the persons consider the environment at the time of organizational decision making. If the level of their understanding regarding the lack of confidence and changes of organization environment to be lesser, they will be motivated towards the rational approaches and modernist thoughts; and the more the decision makers understand more uncertainty, they will have the motivation of using decision making process of postmodern and garbage can

decision making process. Regarding the use of this model, the modernists assume that lack of confidence that the organizational decision makers understand is unpleasant and unavoidable and by provoking the decision makers make them to do organizational activities by lack of confidence reduction. But against them, the followers of postmodern school oppose these thoughts of modernists' thoughts and they question their theory in this field. They believe that uncertainty, instead of being uncomfortable, is a state of excitement and vitality and it should not be avoided. These changes make the people in decision making face with many problems and new diverse solutions.

Along with the modernist and postmodernist thinking about contingency decision making, the theorists of symbolic believe that changes and uncertainty that decision makers understand at the time of decision making and it influences effects on their decision making process, in fact it is a kind of social construction that is based on our believes if formed get intensified based on the expectations that occur based on these beliefs. They believe that the change are essentially symbolic and depends on interpretations which are done in the organization [8].



*Figure 1. Decisionmaking models and unreliability*

We can show the beliefs of these schools followers based on the level of their understanding from the environmental changes for the purpose of using decision making process from the little changes and fixed environment to much changes and changeable environment that in terms of any of these circumstances, the decision maker in order to reach the ideal result and problem solving in the organization based on the

conditions and situation to use the decision making models (Figure 1).

## 7. CONCLUSION

As we know the global economy is unstable and also we might be living in a postmodern world but decision making by the government and commercial banks is intensively is affected by the modernism

concept of abstract modernism and a long narrative that ultimately will lose all of its relationship with the real world completely. In fact decision making is done by some people that generally use the tools of modernism which they are not so efficient at this situation [21].

One of the reasons for the development is the impact of post-modernist approach in planning, declining rational planning model. The scientific basis of rationality is weakened but nothing has been replaced instead of that [22] in the past two decades, by using postmodernism, some shortcomings of rational planning model is solved [12].

According to the abovementioned advantages regarding the rational methods in decision making which is the bases for these models have been offered by the modernists, today in most of the societies, logicity in decision making is considered as a norm and it is accepted by the public. Under such circumstances, the managers for the purpose of justifying the accuracy of their decisions, use this method as a symbolic method in order to achieve their objectives and since using this model creates a false security in the minds of individuals, it increases the motivation of managers for using this method; but this outlook of modernists due to conservative thoughts has been interpreted in the selection of priorities, formal structure instead of informal structure, considering low importance for cooperation and intensity of internal competence by the symbolic theorists. According to their belief, paying attention to the logicity norms can guide the decision maker to ignore the important aspects of a decision or the opportunity of decision making. Only it can be understood when that you break the rationality framework.

The symbolic perspective commonly reviews the role of culture which is a vital element in the literature of organizational behavior. This outlook discusses regarding the role of organizational legitimacy and

analysis and the formation of its establishment in the social environment of organization. The views of the fans of these schools is mostly regarding understanding of activities and social phenomena, focusing on social phenomena descriptions instead of evaluating ethical norms [23].

The symbolic theorists mostly use the intuitive decision making and in such decisions they use the methods that have been created by our imaginations and they will be considered reasonable and satisfactory, if this issue be considered by another perspective, all the decisions will be questioned and they will be considered inefficient.

In post modern communities, various social theories have been developed as an alternative to the mainstream of liberal society. Now the social critical theories have found their ways towards the literature of business [23].

In postmodern societies, the analysis of environment is more ambiguous. Philosophers of postmodern, have proposed theories for critical analysis of social structure. However, they are developing and appropriate model [21].

The century 21 can be a century in the field of planning; If the trainers of planning and planers to act in this field. Innes believes that the planning trainers need to develop a newer and reasonable framework for postmodernism era. According to his belief, in order to accept changes in planning, it has a better capability. When the rational planning model was mentioned as an origin, the planning trainers at the first degree paid attention to the technical training. But, only paying attention to the technical issues is not enough and the educational planning should be able to enrich the body of knowledge specially in the field of creating relation between public and private institutes advantages, the fields between public and private sectors and between government and the community

[13].

Also you can consider the organization as a system of decision making processes (modern), as a culture in which decision making is a symbolic and

key activity (symbolic) and as a collage thing regarding the decisions which have been made in the past and now they have been left as a history (postmodern) [8].

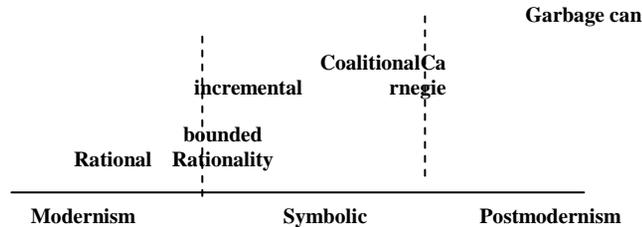


Figure 2. Spectrum of belonging decision making models to every style

When the decision makers in their decision making methods face with unreliability condition, they change the decision making processes from rational or trial and error model to the coalitional or the garbage can model processes. Thus due to this issue that the organizations always face with new sources of complications and changes, the decision makers continuously experience the lack of confidence and new ambiguity that this issue clears the importance of paying attention to contingency, elastic, short term planning and innovative approaches regarding the rational decision making, in the decision making processes. As a result the use of decision making patterns in the organization has probably a continuous form and these decision making patterns are a manifestation a type of long narrative that all the decision making forms are supported within a framework of contingency units (Figure 2).

## 8. SUGGESTIONS

In the world that is full of competence which the changes take place so fast, no more the analysis and logical traditional methods can be used for decision making. The managers in order to make peace and harmony with the current world should

learn that how they should make the decisions so quickly and they should learn lessons from the mistakes that they have made in the field of decision making and they should not give commitments to the programs that probably are unsuccessful. Usually the people act as they think (and judge). So paying attention to the outlooks of individuals and their attitudes is an inevitable matter. For example in the organizations which have mechanical structures taking decisions based on the presented models in the postmodernism school won't face with high level of acceptance and on the contrary, the use of modernism outlooks will increase the acceptance of decisions and ultimately it will lead to the increase of commitment of individuals towards organizational goals. According to the diagram 1, each model can be used at a special condition. So according to the different outlooks regarding different schools, the managers at each time by considering the thought atmosphere existing in the organization try to use the reasonable method.

Also the managers for the purpose of increasing their decisions can briefly review the main thought atmosphere of the organization and by this method to choose a reasonable model for their decision making.

According to the perspective of the

writer of decision making and its process, this issue has been discussed and reviewed several times, but the philosophical substructure of decision making discourse has been under attention lesser. So for this purpose, the more familiarity of the decision makers of country with the philosophical substructure for decision making for the purpose of control of

managers on the nature of models and using tools in decision making process is an essential issue which cannot be denied. This short coming can be compensated through holding scientific workshops, seminars and conferences for managers, students and generally enthusiasts of these categories.

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