Sixteen:
Problem Solving and Decision Making

MAJOR TOPICS

- Problem Solving for Total Quality
- Two Models for Solving and Preventing Problems
- Solving and Preventing Problems
- Problem-Solving and Decision-Making tools
- Decision-Making for Total Quality
- The Decision-Making Process
Sixteen: Problem Solving and Decision Making (Continued)

Major Topics Continued

- Objective versus Subjective Decision-Making
- Scientific Decision-Making and Problem Solving
- Employee Involvement in Decision-Making
- Role of Information in Decision-Making
- Using Management Information Systems (MIS)
- Creativity in Decision-Making
Sixteen:
Problem Solving and Decision Making
(Continued)

- **Decision Making** is the process of selecting one course of action from among two or more alternatives. Decisions should be evaluated not just by results but also by the process used to make them.

- A *problem* is a situation in which what exists does not match what is desired or, put another way, the discrepancy between the current and the desired state of affairs. Problem solving in a total quality setting is not about putting out fires. It is about continual improvement. Two effective problem-solving models are the Deming Cycle and the Toyota Practical Problem-Solving Process.