



UMN
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THE CORRECT CHOICE

- Often, there are conflicting moral choices, but **one is obviously more significant than the other.**
 - For example, protecting the health and safety of the public is more important than your duty to your employer. In this type of case, the resolution of the conflict involves an **easy choice.**
- A second solution is sometimes called the **“creative middle way”**. This solution is an attempt at some kind of a compromise that will work for everyone. The emphasis here should be on the word “creative,” because it takes a great deal of creativity to find a middle ground that is **acceptable to everyone and a great deal of diplomacy** to sell it to everyone.

THE CORRECT CHOICE

- A second solution is sometimes called the **“creative middle way”**.
 - An example of a creative middle ground would be that rather than dumping a toxic waste into a local lake:
 - Redesign the production process to minimize the amount of waste products produced,
 - Finds ways to pretreat the waste to minimize the toxicity, or
 - Offers to pay for and install the equipment at the municipal water system necessary to treat the water to remove this chemical before it is sent to homes.

Obviously, **no one will be completely satisfied** with these alternatives, since redesigns and pretreatment cost money and take time. Some people will not be satisfied with even a minimized dumping of toxics.

THE CORRECT CHOICE

- Finally, when there is **no easy choice** and attempts to find a middle ground are not successful, all that is left is to make the hard choice. Sometimes, you have to **bite the bullet** and make the best choice possible with the information available at the time. Frequently, you must rely on **“gut feelings”** for which path is the correct one.

THE CHALLENGER

- Dilemma faced by the engineering manager, Bob Lund.
 - There was an unknown probability that the shuttle would explode, perhaps killing all aboard. On the other hand, Lund had a responsibility to his company and the people who worked for him. There were **consequences of postponing the launch, potentially leading to the loss of future contracts from NASA**, the loss of jobs to many Thiokol workers, and perhaps even bankruptcy of the company.
 - The **creative middle ground** might involve **delaying the launch** until later in the day, when the temperature will have warmed up. Of course, this option might not be possible for many reasons associated with the timing of rocket launches and the successful completion of the planned missions. Instead, perhaps, the astronauts could be informed of the engineer's concerns and be allowed to make the choice whether to launch or not.

THE CHALLENGER

- Dilemma faced by the engineering manager, Bob Lund.
 - The **hard choice** is what Lund made. He chose to risk the launch, perhaps because the data were ambiguous. He might also have wanted to help ensure the future health of the shuttle program and to save the jobs of the Thiokol workers. As we know, his gamble didn't pay off. The shuttle did explode, causing the deaths of the astronauts and leading to lengthy delays in the shuttle program, political problems for NASA, and business difficulties for Thiokol.

DECISION MAKING

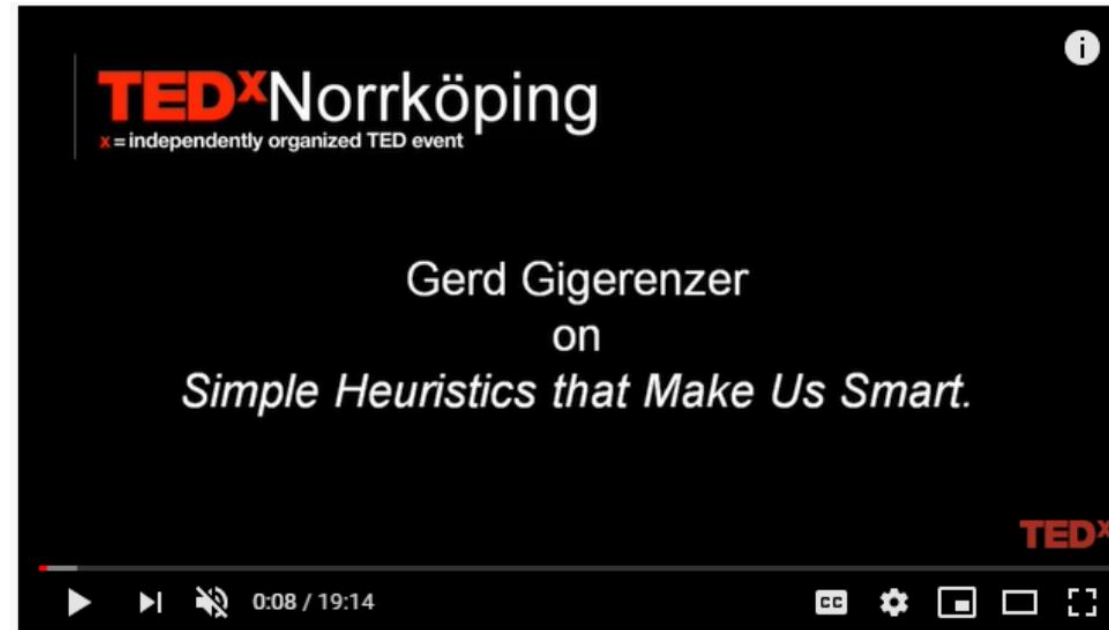


How to make good decisions | Mikael Krogerus & Roman Tschappeler | TEDxDanubia

Etika Rekayasa

DECISION MAKING: HEURISTIC TECHNIQUE

- If you are having difficulty understanding a problem, try drawing a picture.
- If you can't find a solution, try assuming that you have a solution and seeing what you can derive from that ("working backward").
- If the problem is abstract, try examining a concrete example.
- Try solving a more general problem first



Heuristic: a mental shortcut that allows people to solve problems and make judgments quickly and efficiently



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Thank You