

**COMPARISON OF DECISION STYLES OF BUSINESS
MANAGERS IN TWO INTERNATIONAL COMPANIES WITHIN A
RATIONAL DECISION-MAKING CONTEXT**

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DECLARATION

I, Zhou Bei, hereby declare that this study project is my own work and that all sources have been accurately recorded and acknowledged, and that this document has not previously in its entirety or in part been submitted at any university in order to obtain an academic qualification.

Signed: 周培

Date: 2006年3月26日

TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	vi
ABSTRACT	vii
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS & ACRONYMS	x
CHAPTER 1: INTRODUCTION AND BACKGROUND	1
1.1 Introduction	1
1.2 Background to the Research Study	1
1.3 Research Question	2
1.4 Purpose of the Research	2
1.5 Research Design and Methodology	3
1.5.1 Type of study	3
1.5.2 Methodology	3
1.6 Selection of Respondents	4
1.7 Significance of the Research	4
1.8 Plan of the Study	5
CHAPTER 2: DECISION-MAKING: A CONCEPTUAL ANALYSIS	7
2.1 Introduction	7
2.2 Definition of Decision-making	7
2.3 Types of Decisions	8
2.4 Decision-Making Processes	9
2.5 Decision-Makers	13
2.6 Conclusion	16
CHAPTER 3: DECISION-MAKING MODELS	17
3.1 Introduction	17
3.2 Models of Decision-Making	17
3.3 The Rational Decision-Making Model	21
3.4 Conclusion	24

CHAPTER 4:	DECISION-MAKING STYLES	25
4.1	Introduction	25
4.2	Previous Research on Decision-Making Styles	25
4.3	Styles of Decision-Making	28
4.4	Decision Style Inventory (DSI)	31
4.5	Conclusion	34
CHAPTER 5:	EXPLANATION OF CASE STUDIES: SOUTH AFRICAN BREWERIES LIMITED AND TSINGTAO BREWER CO., LTD (CHINA)	36
5.1	Introduction	36
5.2	Overview of Global Beer Industry	36
5.3	South African Breweries Limited	37
5.4	Tsingtao Brewer Co., Ltd	38
5.5	Conclusion	40
CHAPTER 6:	RESEARCH APPROACH AND METHODOLOGY	41
6.1	Introduction	41
6.2	Identifying and Defining Variables	41
6.3	Research Purpose	42
6.4	Research Design	42
6.5	Research Question	44
6.6	Research Populations	44
6.7	Questionnaire Design	44
6.8	Response Rate	47
6.9	Conclusion	47
CHAPTER 7:	ANALYSIS OF SOUTH AFRICAN BREWERIES LIMITED	48
7.1	Introduction	48
7.2	Biographical Profiles of the Respondents	48
7.2.1	Age	48
7.2.2	Gender	49
7.2.3	Occupations	50
7.3.	Decision Style Results	51
7.3.1	Decision Style vs Gender	51
7.3.2	Decision Style vs Occupation	52
7.4	Conclusion	53

CHAPTER 8: ANALYSIS OF TSINGTAO BREWER CO., LTD	54
8.1 Introduction	54
8.2 Biographical Profiles of the Respondents	54
8.2.1 Age	54
8.2.2 Gender	55
8.2.3 Occupation	55
8.3 Decision Style Results	56
8.3.1 Decision Style vs Gender	56
8.3.3 Decision Style vs Occupation	57
8.4. Conclusion	58
CHAPTER 9: FINDINGS AND CONCLUSION	59
9.1 Introduction	59
9.2 Findings	59
9.2.1 Similarities in Decision Styles	59
9.2.2 Differences in Decision Styles	60
9.2.3 Decision Style Comparison	62
9.2.3.1 Decision Styles of Business Managers in a Homogeneous Industry	62
9.2.3.2 Gender and Occupation vs Decision Style	64
9.3 Conclusion	65
CHAPTER 10: RECOMMENDATIONS	67
10.1 Introduction	67
10.2 Recommendations	67
10.3. Conclusion	68
BIBLIOGRAPHY	69
APPENDICES	
Appendix 1: Decision Style Survey (English)	74
Appendix 2: Decision Style Survey (Chinese)	78
Appendix 3: Decision Styles of Chinese managers	82
Appendix 4: Decision Styles of South African managers	83

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ABSTRACT

The purpose of this study is to compare the decision styles of business managers in China with those in South Africa, taking cognisance of certain variables such as nationality, gender, and occupational group within a particular homogeneous industry. The first consideration was to conduct an international comparison and compare the similarities and differences of decision styles within a rational decision-making context. The second consideration was to investigate whether decision styles vary between the variables identified above.

The survey was conducted in two companies, namely South African Breweries Limited and Tsingtao Co., Ltd who conduct business in South Africa and China, respectively. The research population comprised of 180 business managers in both companies.

The research study revealed that there is no significant difference of decision styles between the business managers in both companies. The conclusion drawn from this analysis is that the business managers in South African Breweries Limited and Tsingtao Co., Ltd have considerable flexibility and find little difficulty in changing from one style to another as the situation warrants. This conclusion is supported by the findings submitted by Rowe and Boulgarides in their seminal work published in 1992.

LIST OF TABLES

	Page
Table 1: A Categorization of Decision Characteristics	9
Table 2: Ten basic managerial roles	13
Table 3: A Typology of Decision-Making Models	18
Table 4: Steps in the Rational Decision-Making Process	23
Table 5: Decision Style Comparison	26
Table 6: Decision Style Intensity Levels	34
Table 7: Style Reactions	34
Table 8: International Growth in Beer Consumption (selected countries)	36
Table 9: Dimensions of South African Breweries Limited	37
Table 10: Dimensions of Tsingtao Co., Ltd	40
Table 11: The Response Rates to the Questionnaires	47
Table 12: Summary of Decision Style Scores (South African Breweries Limited)	51
Table 13: Decision Style vs Gender: Mean Scores by Groups (South African Breweries Limited)	52
Table 14: Decision Style vs Occupation: Mean Scores by Groups (South African Breweries Limited)	52
Table 15: Summary of Decision Style Scores (Tsingtao Ltd)	56
Table 16: Decision Style vs Gender: Mean Scores by Groups (Tsingtao Ltd)	57
Table 17: Decision Style vs Occupation: Mean Scores by Groups (Tsingtao Ltd)	57
Table 18: Mean Scores Similarities and Differences in Decision Styles (Independent Variables per Company)	61
Table 19: Decision Styles Mean Scores	63
Table 20: Decision Styles: Comparison of Mean Scores between Different Groups	65

LIST OF FIGURES

	Page
Figure 1: Problem-Solving Cycle	11
Figure 2: Decision-Making Process	12
Figure 3: Expanded Four-force Model of Decision-Makers	15
Figure 4: Complete Decision Style Model	32
Figure 5: Management Structure of South African Breweries Limited	38
Figure 6: Organisation Structure of Tsingtao Brewer Co., Ltd	39
Figure 7: Age Distribution of Respondents (South African Breweries Limited)	49
Figure 8: Gender Distribution of Respondents (South African Breweries Limited)	50
Figure 9: Occupations Distribution of Respondents (South African Breweries Limited)	50
Figure 10: Age Distribution of Respondents (Tsingtao Ltd)	55
Figure 11: Gender Distribution of Respondents (Tsingtao Ltd)	55
Figure 12: Occupations Distribution of Respondents (Tsingtao Ltd)	56
Figure 13: Comparative Mean Scores: Decision Styles	64

ABBREVIATIONS & ACRONYMS

ANOVA: Analysis of Variance

DSI: Decision Styles Inventory

FABs: Flavoured Alcohol Beverages

SPSS: Statistical Package for the Social Sciences

CHAPTER 1

INTRODUCTION AND BACKGROUND

1. 1 Introduction

This study attempted to compare the decision styles of business managers in an identified Chinese company with those in an identified South African company, taking cognizance of certain variables such as nationality, gender and occupational group within a particular homogeneous industry. The study adopted a descriptive approach through the analysis of two company case studies within the beer industry. Close-ended questionnaire was the survey method adopted. The research population consisted of 180 business managers in South African Breweries Limited and Tsingtao Co., Ltd, who operate in the finance, human resource, and operations functions. The focus was on the differences in the decision styles, if any, between the above occupational groups in both companies.

1.2 Background to the Research Study

Decision-making is a core management function and one of the most important empowerment tools for a business manager. Decisions are crucial because they affect individual, group and organizational performance. A right or wrong decision will lead to a significant impact on the organization. For an individual to be an effective manager in an organization, the decision styles of managers should ideally match, in a natural way, both the task at hand and the people whom their decisions will affect.

South Africa is the only African country among China's top 25 trading partners worldwide. Two-way investment between China and South Africa has been increasing steadily in recent years. By March 2004, 111 Chinese investors had registered with

China's commerce ministry to invest in South Africa, representing a total investment of US\$210 million. During the same period, South African companies had invested US\$370m in China in such areas as brewery plants, port operations, metallurgy and environmental protection (Liu Guijin, 2005). The SABMiller joint venture, for example, acquired Lion Nathan breweries in China for US\$154 million. The acquired business consists of three breweries employing over 1,000 people in the economically developed Yangtze River Delta region (SABMiller, Annual Report, 2004). As increasingly more South African managers work in China, it is important for them to adjust or adapt to a different corporate culture and to different decision styles. An understanding of the similarities and the differences in decision styles between South African and Chinese business managers will place managers in a better position to resolve conflict, improve communications and make effective decisions despite the variables mentioned under 1 above.

1.3 Research Question

In view of the foregoing, the following research question was formulated:

Is there a difference in decision-making styles within a rational decision-making context between business managers within a particular homogeneous industry but operating in culturally diverse countries such as South Africa and China?

1.4 Purpose of the Research

The purpose of the study presented here was twofold. The first consideration was to make an international comparison between the business managers in South African Breweries Limited and Tsingtao Co., Ltd and to determine the similarities and differences in decision styles within a rational decision-making context. The second

consideration was to determine the impact of the following identified variables on decision styles, namely nationality, gender and occupational groups.

1.5 Research Design and Methodology

The research approach in terms of design and methodology to achieve the purpose explained above, is explained hereunder.

1.5.1 Type of Study

To establish whether or not different cultures impact on decision styles, a descriptive approach was adopted. Primary data was collected by means of questionnaires, to assess the decision styles of individual decision-makers within a rational decision-making context. The result would indicate the differences, if any, in the operational behaviour which could be expected from different nationalities, occupational and gender groups and provide a starting point for understanding how and why there are differences in decision styles.

The research study was conducted in accordance with the rational decision-making model, as it is the most common approach adopted by middle level managers in all organisations, especially in routine operational situations. Chapter 4 provides a theoretical and normative explanation of decision-making models.

1.5.2 Methodology

South African Breweries Limited and Tsingtao Brewer Co. Ltd are in the beer industry and located in South Africa and China, respectively. A questionnaire was designed, developed and distributed to respondents in both companies. The first part of the

questionnaire requested biographical information to determine the respondent's profile and background, and the second part included the questions formulated by Rowe and Boulgarides (1992,38) to measure styles. The decision styles inventory (DSI) as propagated by Rowe and Boulgarides (1992) is an instrument designed to measure, assess and describe an individual's decision style. This instrument has shown, for example, the manner in which managers implement decisions is as crucial, as for management effectiveness the manner in which they make decisions.

The decision style inventory is a self-scoring, twenty-statement instrument designed to determine a manager's self-perception in terms of four decision styles, namely: directive, analytical, conceptual, and behavioural. The respondent is required to rank a set of statements according to whether the statement is least like, slightly like, moderately like, or most like the respondent (Rowe and Boulgarides, 1992:29-32). In order to determine the style preference of an individual, his or her total score for each style is compared with an average score for each style, as developed by Rowe and Boulgarides (1992).

1.6 Selection of Respondents

An attempt was made to identify groups of managers in the same profession in each company to lay a basis for comparability. South African Breweries Limited and Tsingtao Brewer Co. Ltd were surveyed during 2005 and the identified respondents in each homogeneous group, were middle-level business managers drawn from the finance, human resource and operations profession.

1.7 Significance of the Research

This study makes an international comparison between the business managers of the South African Breweries Limited and Tsingtao Co., Ltd, and further identifies their

similarities and differences in decision styles. The research findings will further facilitate the orientation of business managers who work in foreign countries.

1.8 Plan of the Study

The study has been structured as follows:

Chapter One

Chapter one serves as a short introduction and background to the study, as well as *emphasising the significance thereof*. The research question, purpose statement and research approach of the study are also briefly explained.

Chapter Two

A background explanation on the research topic is provided. The types of decision-making, the decision-making process, with specific focus on the four-force model for *decision-makers is introduced and explained*, so as to place the research study in context.

Chapter Three

The *different decision-making models* are discussed and explained with emphasis on the rational decision-making model.

Chapter Four

Previous research on decision styles and the different frameworks that define decision styles is explored, as well as the decision style model proposed by Rowe and Boulgarides (1992).

Chapter Five

In this chapter, the beer industry is analyzed, and the two company case studies, namely *South African Breweries Limited* and *Tsingtao Brewer Co., Ltd* are introduced.

Chapter Six

Details the research approach and design.

Chapter Seven

Provides an analysis of responses to the questionnaires by the business managers at *South African Breweries Limited* in South Africa.

Chapter Eight

Provides an analysis of responses to the questionnaires by the business managers at the *Tsingtao Brewer Co. Ltd* in China.

Chapter Nine

This chapter presents the findings and conclusions drawn from the research analysis in Chapters Seven and Eight.

Chapter Ten

In this chapter the recommendations arising from the research are presented.

CHAPTER 2

DECISION-MAKING: A CONCEPTUAL ANALYSIS

2.1 Introduction

Griffin (1996,16) states that decision-making is the lifeblood of organizations. Managers continually make decisions that determine success or failure for their firms. Crainer (1999,12) indicates that decision-making is the heart of management. It is also the heartbeat of life. Crainer (1999,12) further states that decision-making is living, and managers live to decide and decide to make a living. According to Sorge and Warner (1997,308) the study of decision-making has attracted continual interest in the literature on business and management.

The types of decision-making, the decision-making process, with specific reference to the four-force model for decision-makers, is introduced and explained in this chapter in an attempt to provide focus and place the research in context.

2.2 Definition of Decision-Making

Griffin (1996,232) identifies decision-making as the act of choosing one alternative from among a set of alternatives.

Doede (1998,155) describes decision-making as a process which is made up of successive phases which begin the moment the information that indicates a problem becomes available and lasts until the chosen solution is implemented.

All these working definitions form the theoretical premise on which the rational decision-making model is based.

2.3 Types of Decisions

Managers must make many different types of decisions. According to Griffin (1996,233-234) most decisions fall into one of two categories. The first category is referred to as programmed decisions. These are decisions that are fairly structured or recur with some frequency (or both). The second category is referred to as non-programmed decisions, namely decisions that are relatively unstructured and occur less often than programmed decisions.

Doede (1998,155) also proposes three types of decisions in the management process, namely strategic decisions, organizational decisions and operational decisions. Strategic decisions are concerned with the selection of the objectives or goals of an organization, the choice and positioning of product-market activities, the choice of resources and the route by which the goals are attained. Organizational, or administrative and tactical decisions, are concerned with choices in the design of an organizational structure and the allocation of the firm's resources – that is, structuring the flows of information, tasks and responsibilities in relation to the members of the organization. Operational decisions are concerned with the daily arrangements for the operational execution of tasks and optimization of potential resources in the organization.

Harrion (1987,19) proposes two basic categories of decision characteristics as shown in Table 1. Category I – the routine – are recurring decisions that are handled with a high degree of certainty, and category II – the non-routine – are non-recurring decisions characterized by considerable uncertainty as to the outcome. Harrion (1987,19) also indicates in terms of the organizational hierarchy that category I decisions are normally made at the level of operations management, where the technology of the organization is applied to transform raw inputs into finished outputs. Choices made at this level are usually routine and recurring, with a high degree of

certainty associated with the outcome. Category II choices are the clear responsibility of top management. However, middle management supervises the making of category I decisions and assists in the making of category II decisions.

Table 1: A Categorization of Decision Characteristics

	Category I Decisions	Category II Decisions
Classifications	Programmable; routine; generic; Negotiated; compromise; computational	Non-programmable; unique; judgmental; creative; adaptive; <i>innovative; inspirational</i>
Structure	Procedural; predictable; certainty regarding cause/ effect relationships; recurring; within existing technologies; well-defined information channels; definite decision criteria; outcome preferences may be certain or uncertain	Novel, unstructured, consequential elusive, and complex; uncertain cause/effect relationships; non-recurring; information channels undefined; incomplete information; decision criteria may be unknown; outcome preferences may be certain or uncertain
Strategy	Reliance upon rules and principles; habitual reactions; prefabricated response; uniform processing; computational techniques; <i>accepted methods for handling</i>	Reliance on judgment, intuition, and creativity; individual processing; heuristic problem-solving techniques rules of thumb; general problem- solving processes

Source: Harrison (1987,19)

2.4 Decision-Making Processes

Many scholars and business consultants including Simon (1955), Drucker (1985) Steve and Nigel (1991), Rowe and Boulgarides (1992), Griffin (1996), and Richard, Craig, and Patrick (2001) have analysed the decision-making process.

Drucker (1985,22) states that every decision is a risk-taking judgment and the decision-making process can be systemized into six steps:

Classifying the problem;

Defining the problem;

Specifying the answer to the problem;

Deciding what is right, rather than what is acceptable;

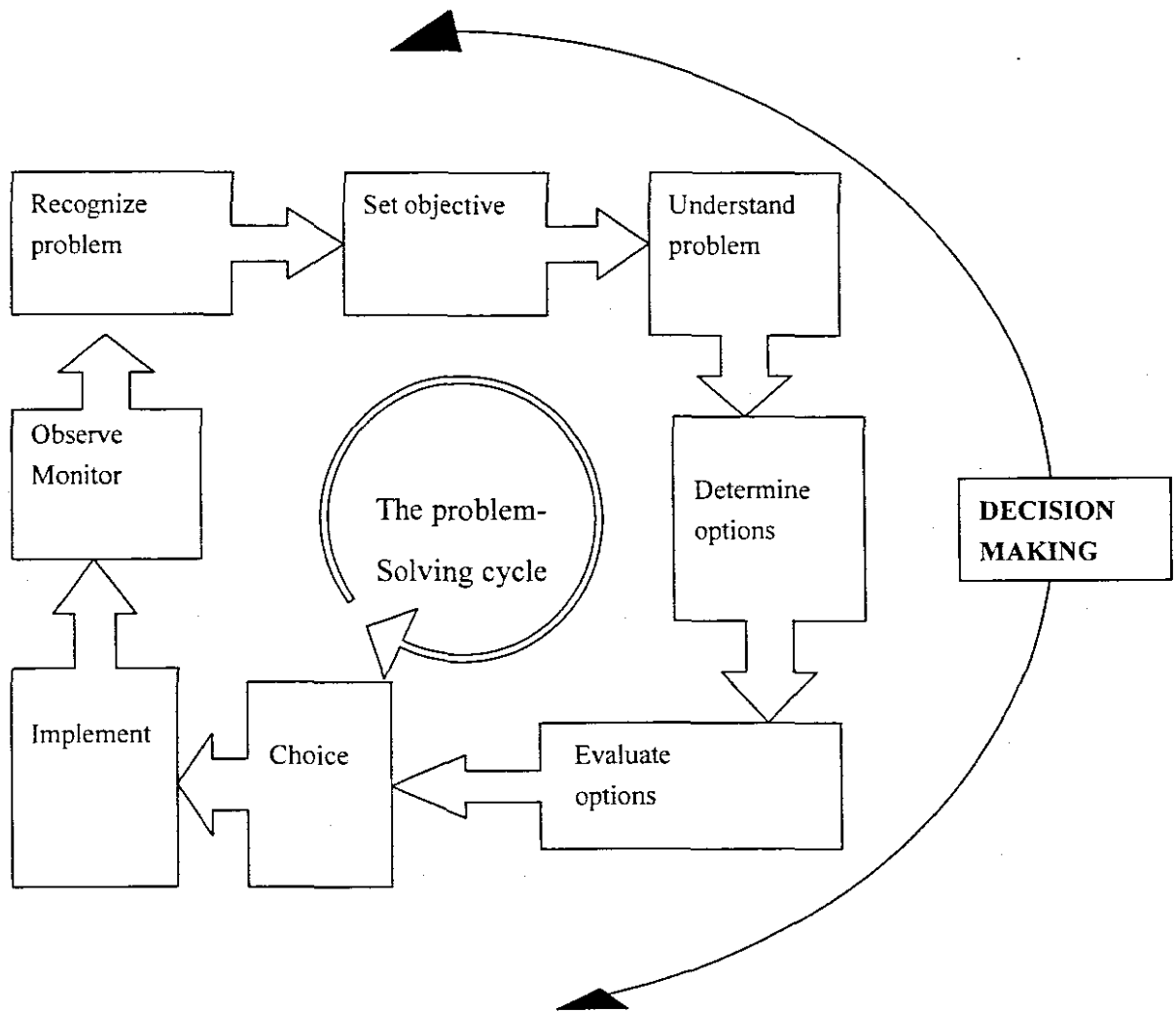
Building into the decision the action to carry it out;

Testing the validity and effectiveness of the decision against the actual course of events.

Einhorn and Hogarth (1987,66-70) argue that each decision is the outcome of a complex process that usually involves two different kinds of thinking, namely looking backward to understand the past and looking forward to predict the future.

Steve and Nigel (1991,5) state that decision-making is part of the larger process of problem solving. The same authors see decision-making as focusing around the central problem of choice between alternative courses of action. Problem solving is a broader process that includes the recognition that the problems exists, the interpretation and diagnosis of that problem and the later implementation of whatever solution is thought to be appropriate. Figure 1 details the stages involved in the whole cycle of problem solving and delineates those stages that they regard as decision-making proper.

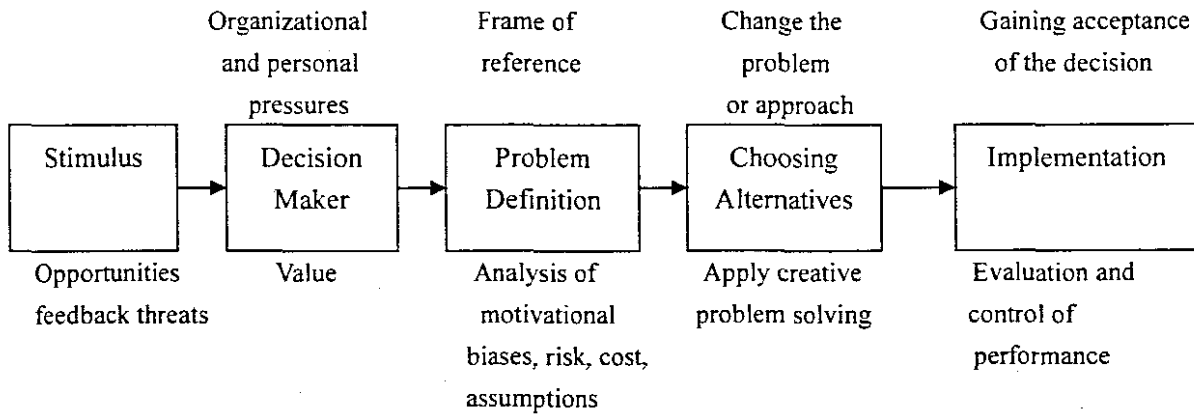
Figure 1: Problem-Solving Cycle



Source: Steve and Nigel (1991,5)

Rowe and Boulgarides (1992,12) emphasize that the decision-maker is involved in all phases of the decision-making process, the degree being relative to area of expertise, style of management and time available. It is important to recognize that the decision process shown in Figure 2 below is a static representation of what is in reality a dynamic process.

Figure 2: Decision-Making Process



Source: Rowe and Boulgarides (1992,12)

Luce (2001,17-35) states that every decision involves trade-offs. Decision-making is essentially the process of accepting less of something to get more of something else. There are two strategies to this approach: maximize expected utility and minimize negative emotion. Usually individuals often make decisions that they feel will minimize future regret.

Regarding managerial decision-making, Richard, Craig, and Patrick (2001,37-402) also emphasize that such psychological stages play out in a set of discrete steps, typically ranging from initial detection of a problem to implementation and monitoring of a chosen solution.

As indicated in paragraph two (2), all the authors appear to subscribe to the rational decision-making model, in terms of their definitions of decision-making.

2.5 Decision-Makers

March and Shapira (1982,92-115) argue that research on decision-making has been split into two fields, the individual decision-maker and the organizational decision-maker. The individual decision-maker is constantly deviating from normative models provided by statistical decision theory. The organizational decision-maker always participates in a messy world of bounded rationality, international non-decisions, convenient inconsistencies, and legitimated biases.

Griffin (1996,16) confirms that managers play ten basic managerial roles in three categories listed as interpersonal, informational and decisional. The categories and roles are detailed in Table 2.

Table 2: Ten basic Managerial roles

Category	Role	Sample activities
Interpersonal	Figurehead	Attending ribbon-cutting ceremony for new plant
	Leader	Encouraging employees to improve productivity
	Liaison	Coordinating activities of two project groups
Informational	Monitor	Scanning industry reports to stay abreast of developments
	Disseminator	Sending memos outlining new organizational initiatives
	Spokesperson	Making a speech to discuss growth plants
Decisional	Entrepreneur	Developing new ideas for innovation
	Disturbance handler	Resolving conflict between two subordinates
	Resource allocator	Reviewing and revising budget requests
	Negotiator	Reaching agreement with a key supplier or labour union

Source: Griffin (1996,16)

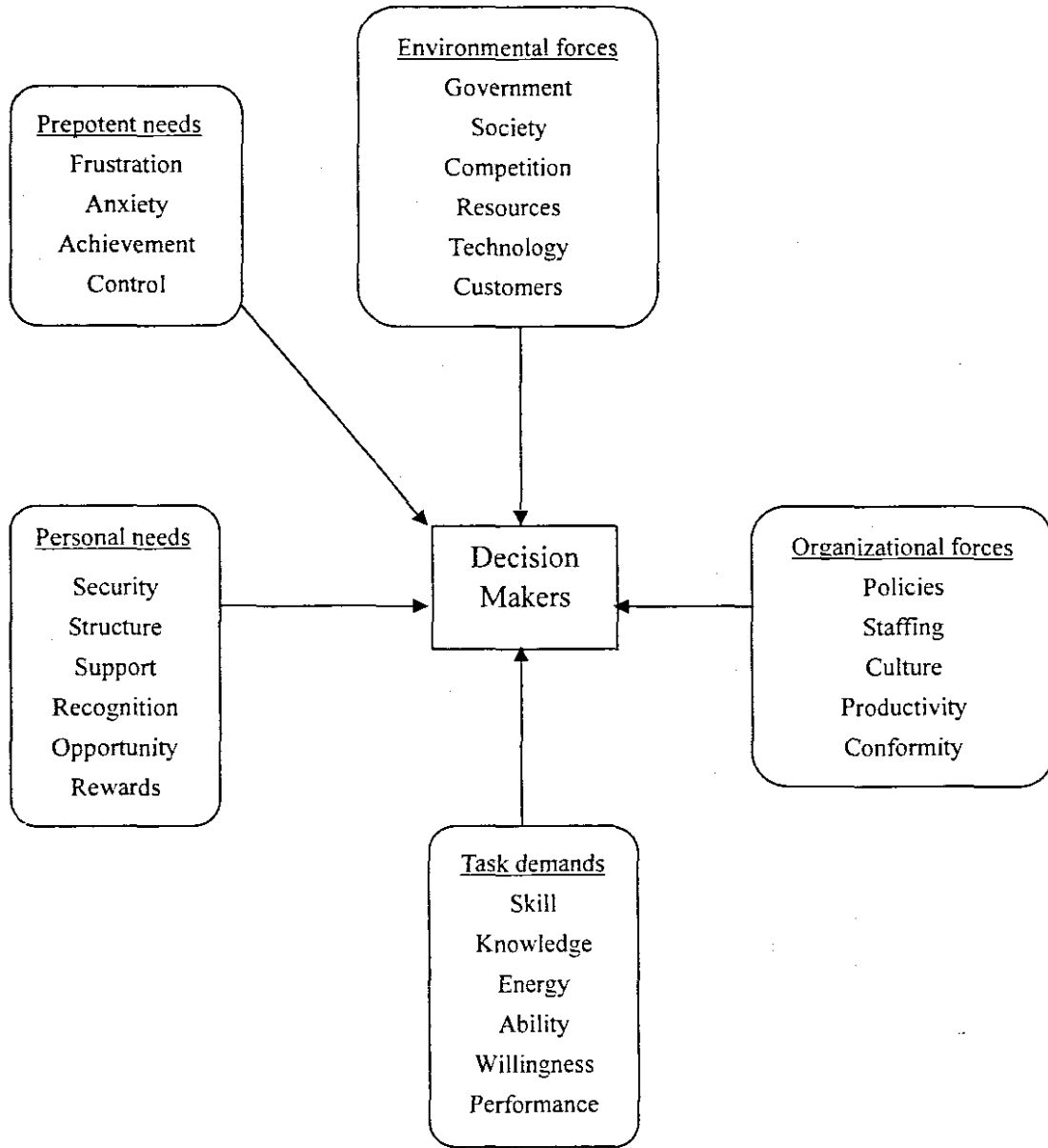
Rowe (1990,10) indicates that all individuals operate in an organizational environment, which in turn reflects the demands placed on the organization from external sources.

Rowe (1990,10) states that, in addition, individuals interact with other members of the organization, including their peers, superiors, and subordinates, and this interaction influences their behaviour. Individuals are also expected to perform their assigned tasks by utilizing their skills and their position in the organization. Finally, individuals have personal characteristics (values, beliefs, needs, and expertise) that influence their reaction to environmental, organizational and task demands.

Furthermore, Rowe and Boulgarides (1992,5) present an expanded four-force model to describe the reaction of a manager in an organizational context. The four driving forces are namely environmental forces, organizational forces, task demands and personal needs. Proponent need, which includes both positive and negative elements, is another driving force that influences the behaviour of the decision-maker.

According to Rowe and Boulgarides (1992,24) emergent behaviour or the decision-makers' response to these forces is directly related to experience, skills, knowledge, energy, and ability to perform. Each force is self-explanatory as shown in Figure 3.

Figure 3: Expanded Four-force Model of Decision-Makers



Source: Rowe and Boulgarides(1992,24)

2.6 Conclusion

Decisions are a central aspect of management, and the decision-maker is the centre of decision-making. Decision style is thought to capture key aspects of a decision-maker's belief system that are taken for granted and unconsciously applied to decision-making. A decision style provides the decision-maker with a basis for understanding behaviour and being able to deal with that behaviour. Coping with people who have different decision styles is important for effective management. This study will focus on the decision styles of the decision-maker. The foregoing theoretical explanations and overview of decision-making provides the context and premise for this research study.

CHAPTER 3

DECISION-MAKING MODELS

3.1 Introduction

Interest in managerial decision-making has a long history, based on a number of well known distinct models. For example, Simon (1957) presented the bounded rationality model and Cohen, March, and Olsen (1986) proposed the garbage can model for decision-making. Harrison (1987) submits the rational model, organizational model, political model and process model for decision-making.

As indicated in Chapter 1, the various models of decision-making are discussed in this chapter, with special emphasis on the rational decision-making model. The research study was conducted in accordance with this model, as it is the most common approach adopted by middle level managers in all organizations, especially in routine operational and management situations.

3.2 Models of Decision-Making

George and Dean (1971,3) have defined models as below:

Models can be mathematical, social, or philosophical. They can involve physical phenomena, emotional phenomena, or, in fact, anything capable of theoretical analysis. Because they are used in theoretical analyses, there have been many different models developed to explain the same or similar phenomena. Each theoretical discipline, in examining an occurrence, must develop its own model to explain it.

Harrison (1987,77-85) submits the following models and explains the typology of the rational model, organizational model, political model and process model of decision-making which is detailed in Table 3.

Table 3: A Typology of Decision-Making Models

Primary Decision-Making			
Model	Criterion	Key Ingredients	Key Assumptions
Rational (classical)	Maximized outcome	Objectives; specific states of nature; subjective probabilities; quantified utilities (payoffs); exhaustive alternatives; disregard of environment; computational decision-making strategy; short-term horizon; highly structured process	Fixed objectives; unlimited information no cognitive limitations; no time and cost constraints; quantifiable and transitive alternatives; controlled variables; closed system; quantitatively limited outcomes
Organizational (neoclassical)	Satisficing outcome	Objectives; general states of nature; limited subjective probabilities; partially quantified utilities (payoff) nonexhaustive alternatives; sensitive judgmental decision-making strategy short-term horizon; moderately structured process	Attainable objectives; limited information; cognitive limitations; time and cost constraints; partially quantifiable and intransitive alternatives; open system; qualitatively- and quantitatively-limited outcomes
Political (adaptive)	Acceptable outcome	Objectives; general states of nature; no probabilities; unquantifiable utilities (payoff); nonexhaustive alternatives; dominant environment; compromise or bargaining decision-making strategy; restricted number of outcomes; short term horizon; incremental steps; loosely structured process	Limited objectives; unlimited information; no cognitive limitations; no time and cost constraints; nonquantifiable and generally transitive alternatives; open system; environmentally limited outcomes; no 'right' decision
Process (managerial)	objectives-oriented outcome	Objectives; general states of nature; generally subjective probabilities; objectives-oriented utilities (payoff); exhaustive alternatives; sensitive to environmental constraints; judgmental decision-making strategy with selective use of computation and compromise; long-term horizon; limited number of outcomes; highly structured process	Highly dynamic objectives; limited information; cognitive limitations; time and cost constraints; generally nonquantifiable and intransitive alternatives; open system; sequential decision-making functions; objectives-oriented outcomes

Source: Harrison (1987,78)

March and Olsen (1986,11-35) present the classical theories of choice in organizations. They emphasize that decision-making comprises of rational choices based on assumptions about the consequences of action for previously determined objectives and organisational forms, being the instruments for making such choices.

David and Stuart (1998,5-8) state that a normative model of the decision-making process is based on the organization having a set of goals and objectives. The model is typical of the normative models that have been proposed in the decision-making literature of corporate planning and management science. The normative decision-making process can be systemized into seven steps, as submitted by Jennings and Wattam (1998,5-8):

- *It is based upon the organization having a set of goals and objectives: the answer to the question of what it is we are trying to achieve with this organization;*
- *The goals and objectives of the organization can be developed to provide criteria;*
- *The criteria become a part of the means by which problems can be identified;*
- *The problem is identified, followed by a search for alternative solutions to the problem;*
- *The best solution to the problem is sought;*
- *The selected alternative may then be tested to evaluate the extent to which it remains the best choice under the range of possible circumstances that the organization might face in the future;*
- *The decision is implemented;*

According to Griffin (1996,237) the classical model views the decision-making process as follows:

- *Decision-makers have complete information about the decision situation and possible alternatives;*
- *They can effectively eliminate uncertainty to achieve a decision condition of certainty;*
- *They evaluate all aspects of the decision situation logically and rationally.*

Simon (1955,99-112) emphasizes that the rational processes of decision-making is that of a good manager who is a rational economic man characterized by careful planning and organizing.

Simon (1957,11-25) refers to the bounded rationality model, as the “administrative man” theory. This rests on the premise that there are constraints that force a decision-maker to be less than completely rational. Bounded rationality assumes that managers “satisfice”; that is, they select the first alternative that is “good enough”, because the costs of optimizing in terms of time and effort are too great. Further, this theory assumes that managers develop shortcuts, called heuristics, to make decisions in order to save mental activity. Heuristics are rules of thumb that allow managers to make decisions based on what has worked in past experiences. According to Simon (1957,11-25) the bounded rationality model has four assumptions, namely:

- *Managers select the first alternative that is satisfactory;*
- *Managers recognize that their conception of the world is simple;*
- *Managers are comfortable making decisions without determining all the alternatives;*
- *Managers make decisions by rule of thumb or heuristics.*

Cohen, March, and Olsen (1986,11-53) proposed the garbage can model for decisions that are random and unsystematic. In this model, the organization is a garbage can in which problems, solutions, participants and choice opportunities are floating around randomly. If the four factors happen to connect, a decision is made. The quality of the decision depends on timing. The right participants must find the right solution to the right problem at the right time.

3.3 The Rational Decision-Making Model

Many models of decision-making have been proposed. In this study, the focus will be on the rational decision-making model as explained by Debra and James (2005,201). Category I, as opposed to category II, decisions referred to in Table 1 on page 9, are usually made at operating and middle management levels in the normal administrative processes of the organization. Choices made at this level are usually routine and recurring, with a high degree of certainty associated with the outcome. Harrison (1987,78-98) states that the rational model is based on the assumption that all the significant variables in a given decision-making situation can be quantified to some degree. It is a model that operates within an artificially closed environment and applies mainly to category I decisions. Compared to other models of decision-making, the rational model of decision-making is essentially normative in that it is prescriptive rather than descriptive. Debra and James (2005,201) confirm that it attempts to prescribe on the basis of some rather precise assumptions. The rational model specifies those things that managers must do to be effective decision-makers.

Harrison (1987,76) emphasize that a common variation of the rational model assumes that there is only one decision-maker. The decision-maker has only one objective. The objective can be written in quantitative terms. The potential states of nature and courses of action are finite and have been identified. The decision

problem consists simply of choosing the best course of action.

Debra and James (2005,201) describe the rational models of decision-making as a logical, step-by-step approach to decision-making, with a thorough analysis of alternatives and their consequences. The rational model of decision-making comes from classic economic theory and contends that the decision-maker is completely rational in his or her approach. In the rational model, the decision-maker strives to optimize, that is, to select the best possible alternative. Debra and James (2005,201) also emphasizes the rational model has the following important assumptions:

- *The outcome will be completely rational;*
- *The decision-maker has a consistent system of preferences, which is used to choose the best alternative;*
- *The decision-maker is aware of all the possible alternatives;*
- *The decision-maker can calculate the probability of success for each alternative.*

Griffin (1996,238) describes and details the steps in the rational decision-making process in Table 4 below.

Table 4: Steps in the Rational Decision-Making Process

Step	Detail	Example
1. Recognizing and defining the situation	Some stimulus indicates that a decision must be made. The stimulus may be positive or negative.	A plant manager sees that employee turnover has increased by 5 percent.
2. Identifying alternatives	Both obvious and creative alternatives are desired. In general, the more important the decision, the more alternatives should be generated.	The plant manager can increase wages, increase benefits, or change hiring standards.
3. Evaluating alternatives	Each alternative is evaluated to determine its feasibility, its satisfactoriness, and its consequences.	Increasing benefits may not be feasible. Increasing wages and changing hiring standards may satisfy all conditions.
4. Selecting the best alternative	Consider all situational factors, and choose the alternative that best fits the manager's situation.	Changing hiring standards will take an extended period of time to cut turnover, so increase wages.
5. Implementing the chosen alternative	The chosen alternative is implanted into the organizational system.	The plant manager may need the permission of corporate headquarters. The human resource department establishes a new wage structure.
6. Follow-up	At some time in the future, the manager should ascertain the extent to which the alternative chosen in step 4 and implemented in step 5 has worked.	The plant manager notes that, six months later, turnover has dropped to its previous level.

Source: Griffin (1996,238)

3.4 Conclusion

In this chapter, the various models of decision-making were discussed, such as the bounded rationality model and garbage can model with special emphasis on the rational decision-making model. As described previously, the common distinction between the rational model with the bounded rationality model and garbage can model is time. The rational model is a logical, step-by-step approach to decision-making, with no time and cost constraints. The remaining models have time constraints. The identified respondents in this study are middle-level business managers in the finance, human resource and operational departments. Time is not a major concern and choices made at this level are usually routine and recurring, with a high degree of certainty associated with the outcome. This research study was conducted in accordance with the rational decision-making model, as it is the most common approach adopted by middle level managers in all organizations, especially in routine operational situations.

CHAPTER 4

DECISION-MAKING STYLES

4.1 Introduction

A decision style provides the decision maker with a basis for understanding behaviour and being able to deal with that behaviour within a particular decision-making model. This chapter will refer to previous research regarding different frameworks that define decision styles. The decision style model proposed by Rowe and Boulgarides (1992) is explained within the context of the rational decision-making model.

4.2 Previous Research on Decision-Making Styles

Researchers such as Mitroff and Kilmann (1983), McKenney and Keen (1983), Taggart and Robey (1981), Rowe and Boulgarides (1992) have explored the relationship between decision styles and the behaviour of decision-makers. These studies tend to confirm that each decision style adopts a unique approach to decision-making. To illustrate the foregoing, Mitroff and Kilmann (1983,163-174) had bank officers describe how they believed loans should be made. McKenney and Keen (1983,79-90) found no relationship between decision style and performance and therefore no decision style was inherently superior for all decision tasks. Each had distinctive strengths. The content of these essays, suggested that decision-makers prefer decision processes that are compatible with their decision style.

Taggart and Robey (1981,3-6) describe how people with different styles are apt to behave when faced with seemingly identical decision situations and speculate about the consequences of this behaviour. Blaylock and Rees (1984,74-91) determined that style influenced the choices of managers in a merger simulation.

A study undertaken by Boulgarides and David (1985,20-27) found that, when comparing American managers with managers from other countries, each revealed specific characteristic patterns of style. The data covered eight groups of managers from different countries including Japan, Korea, America, Hong Kong, Singapore, Northern Ireland, and Southern Ireland. The study further found that the Japanese and Korean managers were more behavioural, or people-oriented. Hong Kong managers were more directive or results-oriented, followed by Singaporean, Northern Irish, American, Southern Irish, and Korean managers. The American executives were the most analytical, followed closely by Singaporean. The American executives are significantly more conceptual than any of the other groups. The results are shown in Table 5, hereunder.

Table 5: Decision Style Comparison

	Japanese	Korean	American	American Executives	Hong Kong	Singaporean	N. Irish	S. Irish
Companies	16	14	71	80	17	25	17	12
Average Age	--	37	39	55	--	34	44	42
Directive	71	75	78	70	86	81	80	77
Analytical	76	80	86	90	84	88	86	81
Conceptual	85	80	75	93	69	78	80	87
Behavioural	68	65	61	47	61	53	54	55

Source: Boulgarides and David (1985,24)

The managers were drawn from diverse professions, portfolios and functional areas as well as from heterogeneous industries.

A research study undertaken by Rowe and Boulgarides (1992,49) reported to the effect of gender on decision style. They also support the notion that style is often a key determinant in the success of an acquisition or merger. The study involved people in a wide variety of professions in a number of countries. They found a significant difference in decision styles between women in technically oriented occupations compared with those in socially oriented work. They found no significant difference, however, in decision styles between men and women in the same field. They concluded that gender was not a decisive factor in determining a decision style, but that particular fields of work are better suited to particular decision styles, whether inhabited by men or by women.

As noted above, the decision-makers prefer decision processes that are compatible with their own decision style. The specific groups have characteristic patterns of style, and the particular fields of work are better suited to particular decision styles. It is therefore of significance to know whether managerial decision styles vary between South African and Chinese business managers, in respect of different occupation groups in the same industry. If they do, this would carry implications for evaluating a manager's fit with his or her current or proposed position.

The decision styles inventory (DSI) as propagated by Rowe and Boulgarides (1992) is one instrument designed to measure, assess and describe an individual's decision style. This instrument developed by Rowe and Boulgarides (1992) has shown that the ways in which managers implement decisions is quite as crucial for managerial effectiveness as how they make them. Thus, on the one hand, the manager who is seen as manipulative by his subordinates may induce their resentment at the expense of the co-operation he desires from them. On the other hand, there may be professions where success is a function of the individuals' ability to manipulate others.

4.3 Styles of Decision-Making

Several frameworks that define decision styles have been proposed. In this study, it will concentrate on the dimensions of these frameworks.

Huysman (1970,21-34) proposes a single dimension which identified unique ways of reasoning, termed analytical and heuristic. Analytical individuals reduce problems to a set of underlying relationships. These relationships, frequently in the form of an explicit model, are used to choose among alternative courses of actions. Heuristic individuals were thought to emphasize pragmatic solutions, often identified by recalling a solution to an analogous problem. Common sense and intuition play an important role for the heuristic decision-maker.

Witkin (1977,233-250) found that field independence is the ability to separate an object or phenomenon from its environment. Individuals showing high field independence were thought to prefer problem solving approaches that emphasized detail and basic relationships. The field dependent person shows less ability to separate objects from their environment.

Doktor and Hamilton (1973,510-530) attempted to link the analytical-heuristic styles to the physiology of the brain by investigating the approaches to decision-making used by executives. An electroencephalogram was used to monitor brain activities of executives as they worked on problems best solved by analytical or heuristic approaches. Again, results indicate that executives have a preferred style of decision-making.

Several frameworks consisting of multiple dimensions have been proposed to study decision-making. Driver and Mock (1985,490-508) using cognitive complexity notions,

such as information overloads, describe style in terms of the number of solutions and the amount of information used. Four independent styles emerged, each having strengths and weaknesses. Driver and Mock (1985,490-508) call a preference for minimal data and a single solution, a decisive style. A flexible style stems from a preference for multiple solutions with minimal data. Those who seek a maximum amount of data and single solutions are called hieractic. Preferences for multiple solutions and maximum data lead to an integrative style.

McKeeney and Keen (1983,79-90) proposed a framework that emphasized modes of information gathering and evaluation. The gathering dimension has perceptive and receptive modes of information acquisition. The perceptive person uses concepts, such as relationships and explanatory models, to search for and then filter data. Receptive people who are quite sensitive to stimuli use detail rather than relationships. They attempt to derive relationships from the data without imposing a preconceived coding device.

McKeeney and Keen (1983,79-90) also state that the evaluation dimension contrasts individuals who prefer to use intuitive and systematic strategies. The intuitive person tends to prefer trial and error, focusing on the overall problem, and is sensitive to nonverbal cues. The systematic person prefers to structure problems using a method that increases chances of reaching a solution. The levels of the two dimensions are seen as independent and non-dominating, forming four characteristic decision styles called systematic-perceptive, systematic-receptive, intuitive-perceptive and intuitive-receptive.

Mason and Mitroff (1983,475-487) proposed the Jungian typology to classify decision styles. In their adaptation, individuals differ along two basic dimensions defined by types of information acquisition and modes of data processing. Mason and Mitroff

(1983,475-487) argue that the information acquisition dimension is bounded on one end by the sensation-oriented individual and the other end by the intuitive individual. The sensing person prefers detailed structural problems, and has the patience for routine, and precise work. In contrast, intuitive individuals perceive problems as a whole, tend to rely on hunches and prefer new unstructured problems.

Mason and Mitroff (1983,475-487) also emphasize that the second dimension that modes of data processing focuses on the approach normally utilized to evaluate. At one extreme is the "feeling" individual who takes into account individual feelings or emotions and considers values as important criteria. In contrast, the "thinking" individual tends to be very impersonal in the evaluation, relying on pragmatic logical analysis to guide his/her decision-making. The thinking type attempts to generalize from a logical base to explain his/her actions while the feeling type seeks to understand the personalities affected by the decision and the unique characteristics of the decision.

Rowe and Boulgarides (1992,65) proposed two dimensions to form four types of decision styles which describe the way a manager makes decisions. These styles are, in terms, dependent on a number of factors. Firstly, the person's cognitive complexity, or tolerance for ambiguity versus preference for structure. Secondly, the person's values orientation, or orientation to task versus orientation to people. As indicated in Figure 1 on page 11, four sets of forces are postulated to affect an individual's decision-making, namely: environmental forces, organizational forces, task demands and personal needs.

Each framework has common, as well as unique interpretations. Attempts to correlate the dimensions of these frameworks have produced only a limited basis for integration. The decision style inventory (DSI) developed by Rowe and Boulgarides

(1992,38-39) has been adopted for this research study and is explained hereunder, because there is a growing research base which uses the DSI and because it has reasonable reliability. (David, Leyland and Amy: 1994, Connor and Becker: 2003)

4.4 Decision Style Inventory (DSI)

The decision style inventory (DSI) instrument is based on the idea that decision styles result from the intersection of two dimensions. The result is a set of four styles, described as directive, analytical, conceptual, and behavioural. The complete decision styles model is shown and explained in Figure 4.

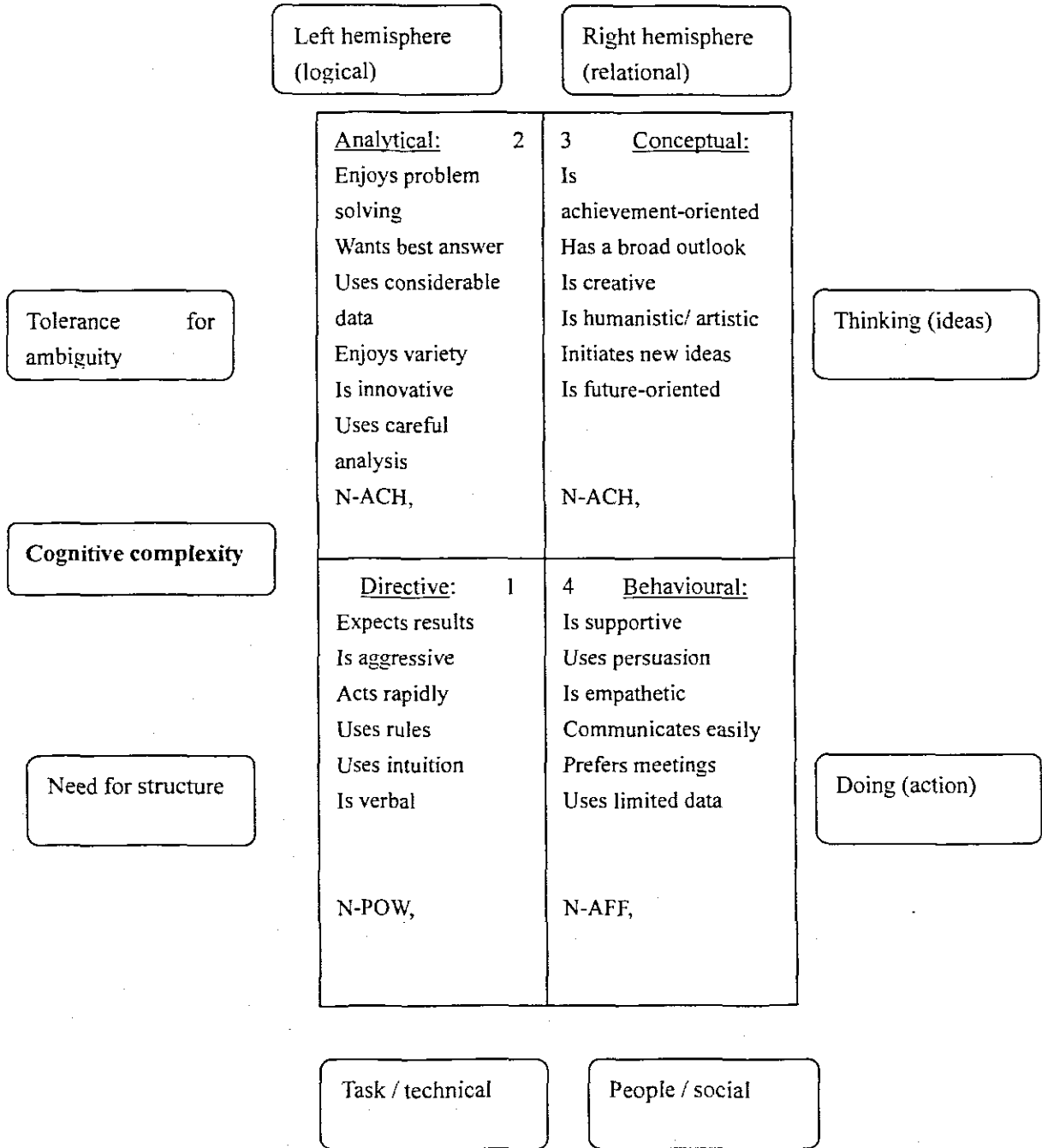
The directive style is the left-brain, low cognitive complexity style. An individual dominant in this style is portrayed as aggressive, needing power and status, using rules in decision-making and acting rapidly.

The analytical style is the left-brain, high cognitive complexity style. An individual dominant in this style typically enjoys problem solving and variety, wants control, is innovative, and employs careful analysis in decision-making.

The conceptual style is the right-brain, high cognitive complexity style. This style is associated with an orientation towards achievement and the future, a broad outlook, creativity, a desire for independence, and a humanistic/artistic tendency.

The behavioural style is the right-brain, low cognitive complexity style, and individual dominant in this style tend to be supportive and empathetic, needing affiliation, communicating easily and using persuasion.

Figure 4: Complete Decision Style Model



Values Orientation

N-ACH: need for achievement

N-AFF: need for affiliation

N-POW: need for power

Source: Rowe and Boulgarides (1992,29).

The Decision Style Inventory (DSI) scores an individual separately in each of the four decision styles. Rowe and Boulgarides (1992,30-31) state that there are four levels of intensity for each category, namely: least preferred, back-up, dominant and very dominant.

- *Least preferred: This level of intensity shows that the individual will rarely use the style, but when required could do so.*
- *Back-up: This level of intensity shows that the individual will use the style occasionally and reflect the typical score on the decision style inventory.*
- *Dominant: This intensity indicates that the individual will frequently use this style in preference to the other styles.*
- *Very dominant: This is the highest level of intensity and describes a compulsive use of a given style.*

Rowe and Boulgarides (1992,31) determined the average score for over 10,000 managers and professionals. In a pilot research project the scores for each style were found to be: directive 75, analytical 90, conceptual 80 and behavioural 55. Table 6 shows the level of intensity for each style based on the score attained on the decision style inventory. Each style's scores were found to have a near-normal distribution with a standard deviation of 15. An individual score in the upper quartile (more than seven points above the mean) reflects the dominance in the respective decision style. A score less than seven points below the mean represents a least-preferred style. Scores within seven points of the mean reflect back-up styles.

Table 6: Decision Style Intensity Level

Style	Intensity			
	Least preferred	Back-up	Dominant	Very Dominant
Directive	Below 68	68 to 82	83 to 90	Over 90
Analytical	Below 83	83 to 97	98 to 104	Over 104
Conceptual	Below 73	73 to 87	88 to 94	Over 94
Behavioural	Below 48	48 to 62	63 to 70	Over 70

Source: Rowe and Boulgarides (1992,31).

Finally, Rowe and Boulgarides (1992,35) summarized the reactions of each style to different factors as reflected in Table 7.

Table 7: Style Reactions

Basic Style	Under Stress	Motivated By:	Solves Problems by:	Manner or Thinking
Analytical	Follows rules	Challenge	Analysis and insight	Logical
Behavioural	Avoids	Acceptance	Feeling and instinct	Emotional
Conceptual	Is erratic	Recognition	Intuition and judgment	Creative
Directive	Explodes	Power, status	Rules and policies	Focused

Source: Rowe and Boulgarides (1992,35).

4.5 Conclusion

For an individual to be an effective manager in an organization, a match must exist between the individual and his or her organizational environment on a variety of levels. It is therefore of significance to know whether managerial decision-making styles vary from one work environment to another. If they do, this would carry implications both

for career guidance and for evaluating a manager's fit with his or her current or proposed position. In this study, the DSI developed by Rowe and Boulgarides (1992) will form the basis of the research design and instrument when attempting to compare the differences of decision styles between business managers of South African Breweries Limited and Tsingtao Co., Ltd.

CHAPTER 5

EXPLANATION OF CASE STUDIES: SOUTH AFRICAN BREWERIES LIMITED (SOUTH AFRICA) AND TSINGTAO BREWER CO., LTD (CHINA)

5.1 Introduction

In this chapter, the two companies South African Breweries Limited (South Africa) and Tsingtao Brewer Co., Ltd (China) are introduced as the case studies in the research project who operate in the beer industry.

5.2 Overview of Global Beer Industry

Table 8 below highlights the estimated growth in beer consumption of selected developing countries compared to the developed countries such as USA and UK.

Table 8: International Growth in Beer Consumption (selected countries)

Country	Russia	China	Romania	South Africa	USA	UK
2000-2006	7.3 %	6.2 %	3.3 %	1.3 %	0.9 %	-0.8 %

Source: Canadean, Merrill Lynch Estimates, 2004

Due to market growth stagnation in developed countries such as the USA and UK has led to intense competition in these markets. The USA, UK and the South African market are also stagnant with sales having reached maturity. However, developing countries provide the key to business growth worldwide.

Koster (2004,12) states that the international brewers are increasingly focusing on Russia, China and South America as their source of expansion. During the past decade a major consolidation in the industry has taken place in North America and

Western Europe. In response, the larger brewers such as Anheiser-Busch, Heineken, SABMiller and Interbrew are pushing for footholds in developing countries. Competition to purchase local beer producers and establish distribution networks is fierce but the markets are still extremely fragmented. According to the Merrill Lynch research report dated 2000, the top 5 international beer companies hold less than 35% of global market share while their counterparts in the soft drink and tobacco industries control their respective markets with over 70% share (Koster, 2004).

5.3 South African Breweries Limited

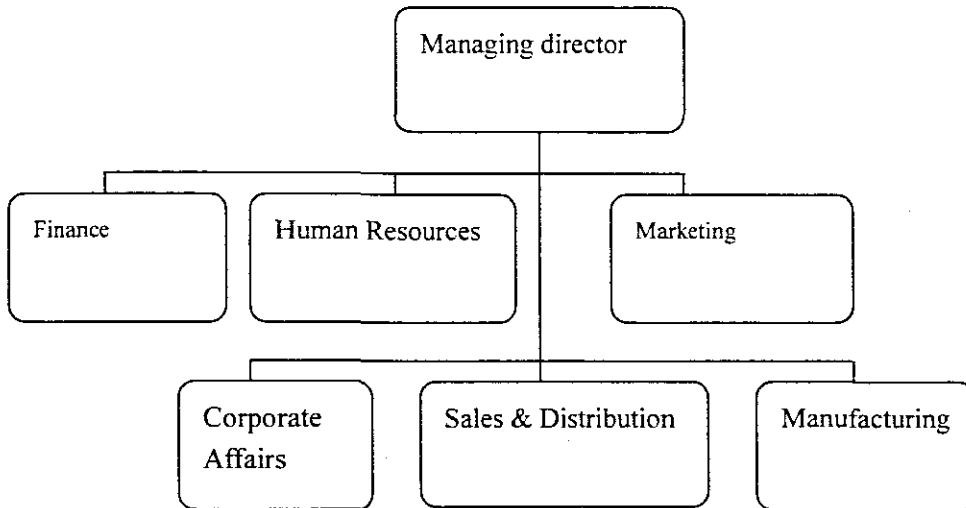
South African Breweries Limited is the South African subsidiary of SABMiller PLC, one of the largest brewers by volume in the world. South African Breweries Limited operates seven breweries in South Africa with the brand portfolio of nine beers and two flavoured alcoholic beverages (FABs). South African Breweries Limited has an annual brewing capacity of almost 3.1 billion litres and employs 4,732 people in South Africa. The organisational structure is shown in Figure 5, and the dimensions are shown in Table 9. (South African Breweries Limited, Annual Report, 2004)

Table 9: Dimensions of South African Breweries Limited

7	Breweries
42	Depots
10	Independent Distributors
2	Malting plants
1	Hop production plant
248	Independent owner-drivers
54%	Of total beer delivered by owner-drivers
4732	Number of employees in South African Breweries Limited

Source: General Information 2005 (www.sabmiller.com)

Figure 5: Management Structure of South African Breweries Limited

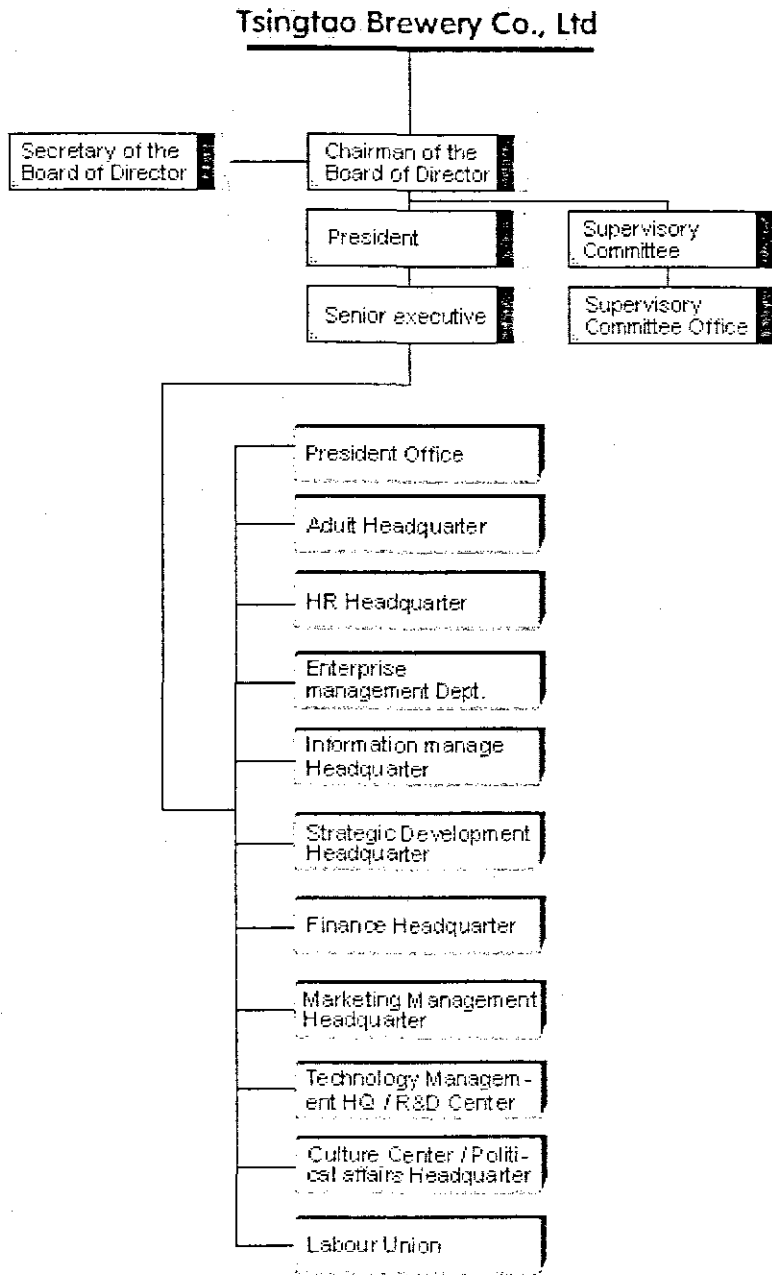


Source: General Information, 2005 (www.sabmiller.com)

5.4 Tsingtao Brewery Co., Ltd

Tsingtao Beer Stock Company Limited is the biggest beer enterprise in China. It was founded in 1903 by German settlers in Qingdao, China and is the largest beer producer in China. At present the annual productive capacity of Tsingtao is over 3 million tons and the output, sales, sale income, profit, market share and export and other indices are ranked first in the beer trade in China. The Tsingtao brand is sold in more than 40 countries worldwide and accounts for more than 80 percent of China's total beer exports. The organisational structure is shown in Figure 6, and the dimensions are shown in Table 10. (Introduction to Tsingtao Brewery Group Co., Ltd, 2005)

Figure 6: Organisation Structure of Tsingtao Brewer Co., Ltd



Source: Introduction to TsingTao Brewery Group Co., Ltd 2005 (www.tsingtaobeer.com)

Table 10: The Dimensions of TsingTao Brewery Group Co., Ltd

5	Breweries
16	Depots
9	Independent Distributors
1	Malting plants
368	Independent owner-drivers
59%	Of total beer delivered by owner-drivers
6987	Number of employees in TsingTao Brewery Group Co., Ltd

Source: Introduction to TsingTao Brewery Group Co., Ltd 2005

5.5 Conclusion

Both companies are the largest brewers in their respective country of origin. SABMiller has already formed a joint venture through the acquisition of Lion Nathan breweries in China for US\$154 million. The acquired business consists of three breweries employing over 1,000 people in the economically developed Yangtze River Delta region (SABMiller, Annual Report, 2004). The focus of the research is on the middle level managers in the human resource, finance, and the operational departments at South African Breweries Limited headquarter and its' seven (7) breweries and their counterparts at Tsingtao Brewery Co. Ltd which includes its headquarters and its' five (5) breweries.

CHAPTER 6

RESEARCH APPROACH AND METHODOLOGY

6.1 Introduction

This chapter outlines the purpose of the research, as well as the methodology that was utilized to conduct the research is provided. The research process is further explained in terms of the identification and demarcation of the research population and the administration of the questionnaire.

6.2 Identifying and Defining Variables

Bless, Smith, and Craig (2000,29) state that a research problem is expressed as a general question about the relationship between two or more variables. It is stated in the form of a question. These authors (2000,30) add that the formulation of a problem introduces the necessity of defining clearly all the concepts used and of determining the variables and their relationships.

Mouton (1996,91) further states that the influence of independent variables on the dependent variables and the relationship between them is central to problem formulation.

According to Bless, Smith, and Craig (2000,31) the independent variable is the factor which is measured, manipulated or selected by the researcher to determine its relationship to an observed phenomenon which constitutes the dependent variable. Bless, Smith, and Craig (2000,31) further point out that the dependent variable is that factor which is observed and measured to determine its effect on the independent variable; that is, it is that factor that appears, disappears, diminishes or amplifies – in

short, it varies – as the researcher introduces, removes or varies the independent variable. In the case of this study, the decision styles of the business managers are dependent, and the independent variables are occupations, nationality, and gender as explained hereunder:

- Occupation groups: Business managers in different occupations may assume a particular decision style.
- Nationality: Different nationalities may have characteristic patterns of style.
- Gender: The female and male business managers may have a particular decision style.

6.3 Research Purpose

The purpose of this study is to undertake an international comparison between business managers within selected companies in the same industry within South Africa and China and to assess their similarities and differences with regard to decision styles within the context of the rational decision-making model.

6.4 Research Design

Mouton (1996,107) states that the research design is the blueprint of the research project and precedes the actual process. Bless, Smith, and Craig (2000,63) also state that a research design is a programme to guide the researcher in collecting, analyzing and interpreting observed facts. Very often this process is described as research management or planning.

Mouton (1996,108) also states that the rationale for a research design is to eliminate

errors and improve the validity of the data, or provide the best approximation of the truth. Mouton (1996,109) claims that objectivity is essential in the methodology employed, from conceptualizing, sampling, defining, collecting data and analysis thereof.

A descriptive approach has been adopted. The primary data was collected by means of questionnaires, which will focus on the decision styles of the decision-makers within a rational decision-making context. The result will provide a framework on what differences in operational behaviour could be expected from different nationalities, occupational groups, and gender. This study will also provide a premise for further study on how and why there are differences.

Mouton (1996,112) mentions that research studies should comply with the following dimensions of validity:

- Theoretical validity: A significant section of the study is based upon validation of existing phenomena and studies undertaken by other recognized authors.
- Measurement validity: The decision styles of business managers are measurable as confirmed by Rowe and Boulgarides (1992).
- Representativeness: All the middle level management of the human resource, finance and operational departments of South African Breweries Limited and Tsingtao Ltd, who are located within the beer industry in South Africa and China respectively were included, no sample was drawn.
- Reliability: All the middle business managers were included in the survey and the research instrument was tested previously by Rowe and Boulgarides (1992).

6.5 Research Question

In view of the background sketched above, the research question to be addressed has been formulated as follows:

Is there a difference in decision-making styles within a rational decision-making context between business managers of difference gender and occupations within a particular homogeneous industry but operating in culturally diverse countries such as South Africa and China?

6.6 Research Populations

In this study, it was important to identify reasonably homogeneous groups of managers within the same functional areas, such as human resources, finance and operational, within the two companies. This was to avoid wide disparities between subjects within each managerial group and within the different companies. South African Breweries Limited and its seven (7) breweries and Tsingtao Brewer Co., Ltd and its five (5) breweries were surveyed. 88 business managers were included in the survey as respondents, 47 from South African Breweries Limited and 41 from Tsingtao Brewer Co., Ltd. 28 were in the human resource field, 22 in the finance field, and 38 worked in the operational department.

6.7 Questionnaire Design

Chisnal (1986,104) states that a questionnaire is used to gain specific information relative to an identified or formulated question or problem, which, when analyzed, results in an improved understanding. Kotler (1997,120) states that, due to its

flexibility, a questionnaire is the most common instrument used to source information. Kotler (1997,121) mentions that questionnaires should be understandable, follow a sequence without containing biased wording and should not exhaust the respondents to the point that certain questions are avoided.

The questionnaire was designed to provide the following:

- The first (1) part was formulated to obtain biographical information so as to determine the respondents profile and background, as well as information on the identified variables such as nationality, occupation and gender.
- The second (2) part included the questions as formulated by Rowe and Boulgarides (1992), so as to measure the decision style of the respondents. The DSI is a self-scoring, twenty-statement instrument designed to determine a manager's self-perception in terms of the four decision styles, namely: directive, analytical, conceptual, and behavioural. The respondent were required to rank a set of statements according to whether the statement was least like, slightly like, moderately like, or most like the respondent so as to determine the preference style of the individual.

The DSI scores an individual separately on each of the four decision styles. Rowe and Boulgarides (1992) developed the average scores for over 10,000 managers and professionals. In a sample study so as to ascertain a normative population average as indicated earlier, the average scores were found to be: directive 75, analytical 90, conceptual 80 and behavioural 55. Each of the four style's scores was found to have a near-normal distribution with a standard deviation of 15. An individual score in the upper quartile (more than seven points above the mean) reflects dominance in that decision style. A score less than seven points below the mean represents a

least-preferred style. Scores within seven points of the mean reflect back-up styles refer to Table 6.

The questionnaire provided an overview as to the need and purpose of the research and clear instructions to the respondents for the completion thereof. The respondents were also assured of anonymity in order to promote reliable and unbiased opinions.

The questionnaire was translated into the Chinese language, for completion by the Chinese respondents of the Tsingtao Co., Ltd. In order to ensure equivalence of meaning between the translated versions, the "double-build" method was applied (Refer to Mouton 1996,221-239). The "double-build" method entails first translating the questionnaire into Chinese and then getting a second translator to translate it back into English. Semantic errors that occurred were then corrected. The questionnaires are attached as appendix 1 and 2 respectively.

A database was established based on the Statistical Package for the Social Sciences (SPSS) which is an electronic software programme. The programme correlates the results in terms of set categories. SPSS is one of the most popular statistical packages utilized to perform highly complex data manipulation and analysis with simple instructions. It is designed for both interactive and non-interactive (batch) uses. According to Tai Liu (2000,5), SPSS is a data management and analysis product produced by SPSS, Inc. in Chicago, Illinois. Among its features are modules for statistical data analysis, including descriptive statistics such as plots, frequencies, charts and lists, as well as sophisticated inferential and multivariate statistical procedures like analysis of variance (ANOVA), factor analysis, cluster analysis and categorical data analysis. Tai Liu (2000,2) further states that the SPSS is good for organizing and analyzing data. It can rearrange data, calculate new data and conduct a variety of statistical analysis. Files could also be exchanged with other software, changing the appearance of output, or cutting and pasting into different programs.

6.8 Response Rates

100 English questionnaires were sent to South African Breweries Limited in South Africa with a 47% response rate, (47 completed questionnaires were returned) and 80 Chinese questionnaires were sent to Tsingtao Ltd in China with a 51.2% response rate, (41 completed questionnaires were returned) as shown in Table 11.

Table 11: Questionnaires Response Rate Analysis

Sample source	Number of Questionnaire						
	Issued(A)	Responses(B)	Invalid	Valid(C)	Rate, %		
					B/A	C/B	C/A
Headquarters	30	19	0	19	63.3	100	63.3
Rosslyn factory	10	3	0	3	30	100	30
Polokwane factory	8	4	0	4	50	100	50
Alrode factory	10	6	1	5	60	83.3	50
Prospection factory	6	3	0	3	50	100	50
Chumdor factory	8	4	0	4	50	100	50
Ibhayi factory	4	3	0	3	75	100	75
Newlands factory	24	6	0	6	25	100	25
Sub-total	100	48	1	47	48	97.9	47
Tsingtao Ltd							
Headquarters	10	27	2	25	90	92.5	83.3
No.1 factory	10	4	0	4	40	100	40
No.2 factory	10	5	0	5	50	100	50
No.3 factory	10	0	0	0	0	0	0
No.4 factory	10	7	0	7	70	100	70
No.5 factory	10	0	0	0	0	0	0
Sub-total	80	43	2	41	53.7	95.3	51.2

9. Conclusion

Analysis of the responses received is recorded and presented in chapter 7 and 8 which pertain to the case studies located in South Africa and China respectively.

CHAPTER 7

ANALYSIS OF SOUTH AFRICAN BREWERIES LIMITED

7.1 Introduction

In this chapter, the information provided by the 47 respondents of South African Breweries Limited was analyzed to identify their decision-making styles, and to discover the similarities and differences between occupations, age and gender had an influence on decision-making styles.

7.2 Biographical Profiles of the Respondents

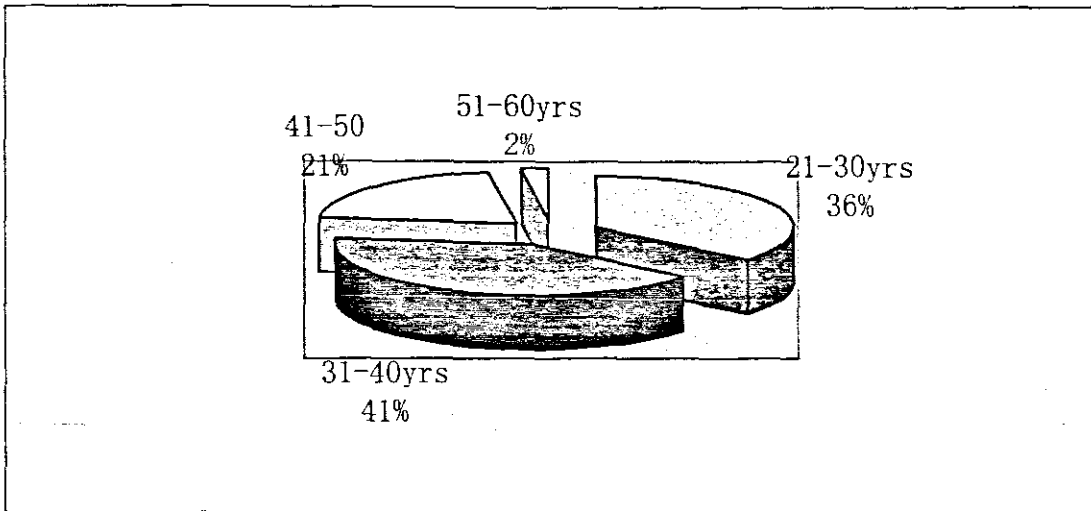
This section of the questionnaire was introduced to formulate an accurate profile of the 47 business managers of South African Breweries Limited. The profile represent the three identified variables which would have an influence on the responses recorded in the second part of the questionnaire.

The profiles of the respondents are discussed under separate headings, namely age, gender and occupations.

7.2.1 Age

Of the 47 respondents, 17 were between 21 and 30 years of age. The highest concentration of 19 respondents was in the category 31 to 40 years of age. The representation in the two remaining 41 to 50 years and over 51 years categories were 21% and 2% respectively. Figure 7, reflects the age group category distribution.

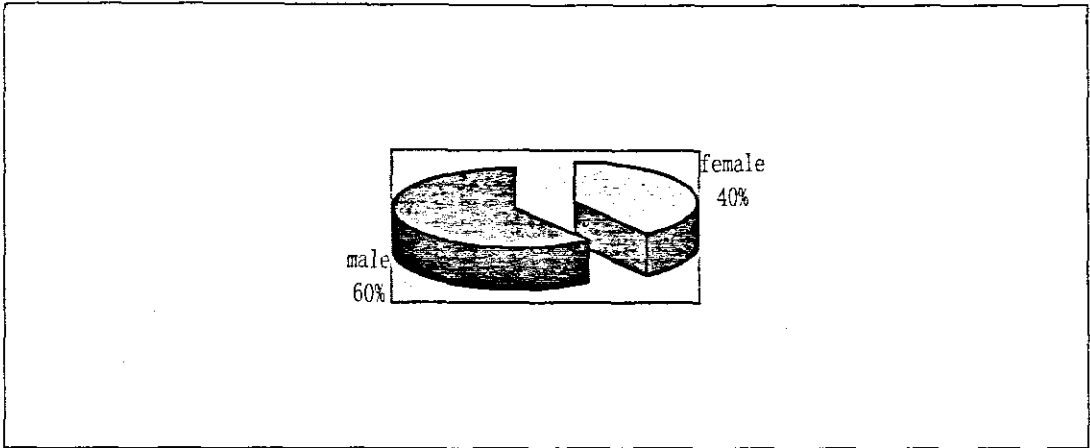
Figure 7: Age Distribution of Respondents (South African Breweries Limited)



7.2.2. Gender

The gender distribution of the respondents correlated with that of the national South African business environment. Figure 8, reflects the male representation of 70% of the respondents, while females accounted for 30%. Brubaker and Coble (1997,78) indicate that this phenomenon is common throughout the world where men are seen to be the breadwinners. This phenomenon is bound to change in developed and developing countries in the future. The gender distribution of the respondents is illustrated in Figure 8.

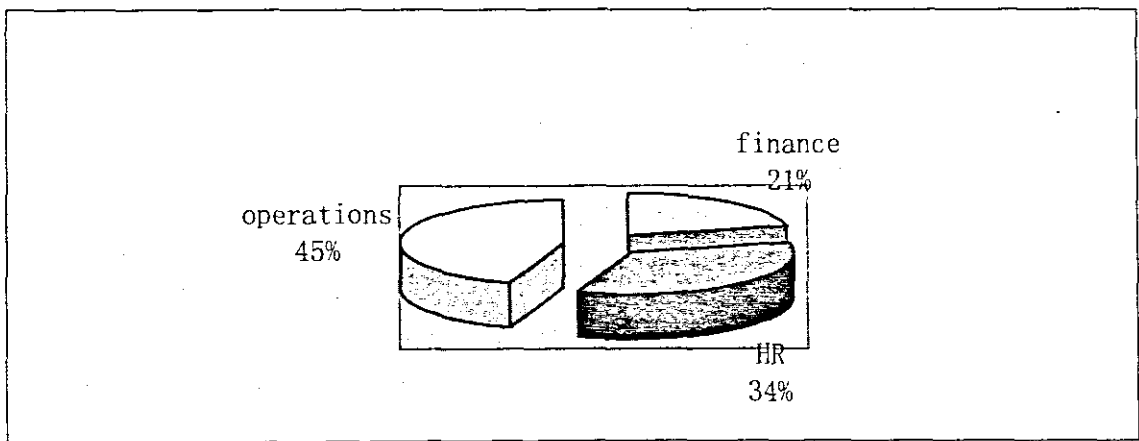
Figure 8: Gender Distribution of Respondents (South African Breweries Limited)



7.2.3 Occupations

Of the 47 respondents, 10 worked in the finance department, 16 worked in the human resource department, and the remainder worked in the operational department. The occupational distribution of the respondents is illustrated in Figure 9.

Figure 9: Occupational Distribution of Respondents (South African Breweries Limited)



7.3 Decision Style Results

In this section, the results based on part two (2) of the questionnaire are collated and presented.

The calculated mean for each decision style of the South African respondents are presented in Table 12, they were reflect a back-up intensity in all four styles. The mean scores for South African Breweries Limited was similar to the population averages of business managers determined by Rowe and Boulgarides (1992), and it is also included in this table for purposes of comparison.

Table 12: Summary of Decision Style Scores (South African Breweries Limited)

Decision Style	SAB Ltd	Population Averages (10 000)
	Mean (47)	
Directive	71.4 B	75
Analytical	87.1 B	90
Conceptual	79.4 B	80
Behavioural	62.1 B	55

L= least preferred B= back-up D= dominant V= very dominant

7.3.1 Decision Style vs Gender

Both male and female managers reflect a back-up intensity in all four styles. The results are shown in Table 13.

**Table 13: Decision Style vs Gender: Mean Scores by Groups
(South African Breweries Limited)**

Style			Directive	Analytical	Conceptual	Behavioural
Gender	N					
Female	N	14	73.1 B	85.4 B	81.1 B	60.4 B
Male	N	33	70.6 B	87.9 B	78.7 B	62.8 B

L= least preferred B= back-up D= dominant V= very dominant

N: number

7.3.2 Decision Style vs Occupation

Table 14 below reflects the distribution of the decision styles between the three occupational groups. The operational managers were mainly behavioural, the human resource and finance groups both recorded a back-up intensity in all four styles.

Table 14: Decision Style vs Occupation: Mean Scores by Groups (South African Breweries Limited)

Style			Directive	Analytical	Conceptual	Behavioural
Occupations	N					
HR	N	16	71.8 B	88.9 B	79 B	60.3 B
Finance	N	10	72.5 B	87.2 B	79.8 B	60.5 B
Operational	N	21	70.5 B	85.7 B	79.5 B	64.3 D

L= least preferred B= back-up D= dominant V= very dominant

N: number

7.4 Conclusion

In this chapter, the following results were drawn from the South African Breweries Limited survey. The operational managers have a dominant behavioural style, it differed from with the human resource and finance managers. None of the groups had scores that were dominant in the directive style. The male and female managers were similar, they were both reflect a back-up intensity in all four styles. This is in accordance with the findings reported by Rowe and Boulgarides (1992) mentioned in chapter 4. Gender was not a decisive factor in determining a decision style. However, the results indicate that most South African Breweries Limited managers fall into more than one decision style category, and that the mean scores for South African Breweries Limited was similar to the population averages reported by Rowe and Boulgarides (1992).

CHAPTER 8

ANALYSIS OF TSINGTAO BREWER CO., LTD

8.1 Introduction

In this chapter, the information provided by the 41 respondents of Tsingtao Ltd was analyzed to identify their decision-making styles, and to discover the similarities and differences between occupations, age and gender had an influence on decision-making styles.

8.2 Biographical Profiles of the Respondents

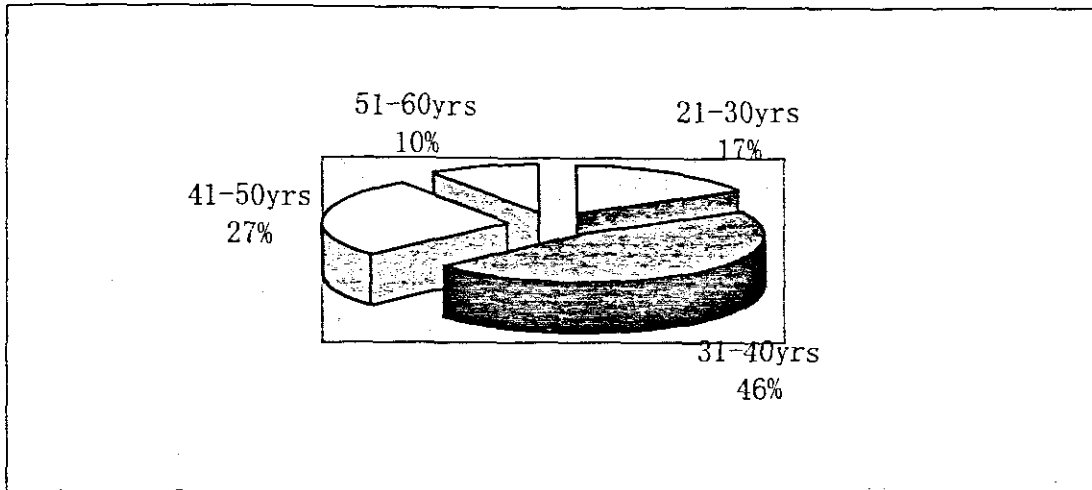
This section of the questionnaire was introduced to develop a profile of the 41 business managers of Tsingtao Ltd. The profile includes the identified variables which may influence the responses recorded in the second part of the questionnaire.

The profiles of the respondents are discussed under separate headings.

8.2.1 Age

Of the 41 responders, 7 were between 21 and 30 years of age. The highest concentration of respondents was in the age group category of 31 to 40 years with nineteen (19). Fifteen (15) of the remaining respondents were in the last two categories of 41 to 50 years and over fifty years of age respectively. Figure 10 reflects the age distribution of the respondents.

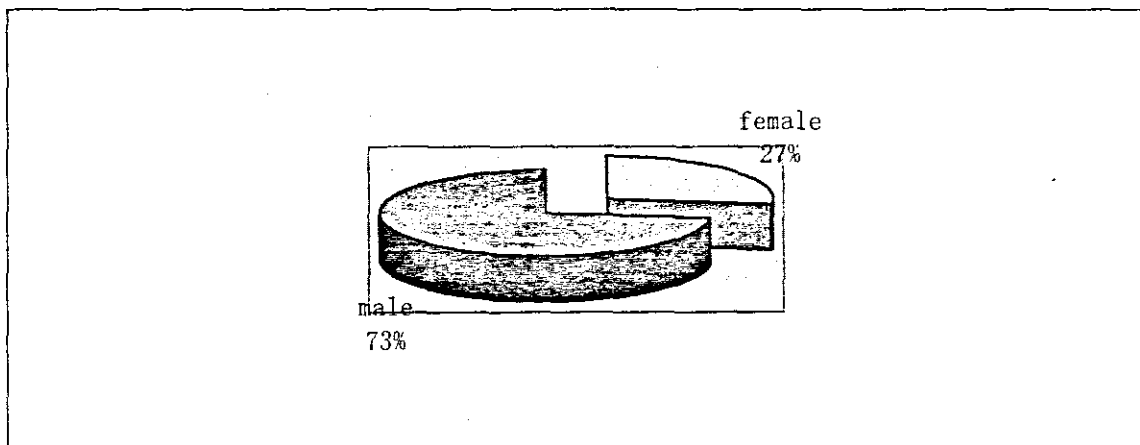
Figure 10: Age Distribution of Respondents (Tsingtao Ltd)



8.2.2. Gender

The gender distribution of the respondents was similar to that of the South African respondents. Males represented 73% of the respondents, while females accounted for 27%. The gender distribution of the respondents is illustrated in Figure 11.

Figure 11: Gender Distribution of Respondents (Tsingtao Ltd)

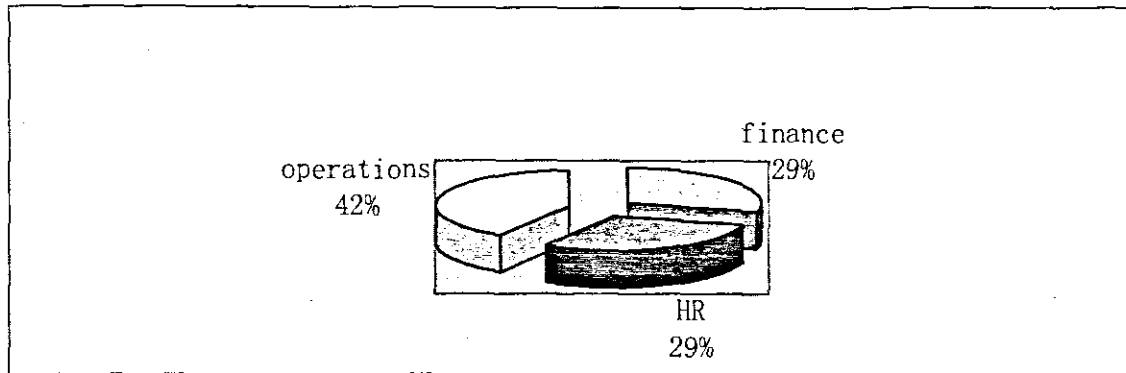


8.2.3 Occupation

Figure 12 reflects the occupational groups of the respondents. Twelve (12) were in

the finance department, seventeen (17) in the operational department, and the remainder worked in the human resource department.

Figure 12: Occupational Distribution of Respondents (Tsingtao Ltd)



8.3 Decision Style Results

The calculated mean for each decision style of the Chinese business managers are presented in Table 15 for the total number of responses received. The Tsingtao Ltd managers recorded a back-up intensity in all four decision styles.

Table 15: Summary of Decision Style Scores (Tsingtao Ltd)

Decision style	Tsingtao Ltd	
	Mean (41)	Population Averages (10 000)
Directive	76.1 B	75
Analytical	89 B	90
Conceptual	74.1 B	80
Behavioural	60.8 B	55

L= least preferred B= back-up D= dominant V= very dominant

8.3.1 Decision Style vs Gender

The female and male managers both recorded back-up intensity in all four styles. The results are shown in Table 16.

Table 16: Decision Styles vs Gender: Mean Scores by Groups (Tsingtao Ltd)

Style			Directive	Analytical	Conceptual	Behavioural
Gender						
Female	N	11	73.4 B	90.4 B	75.8 B	60.4 B
Male	N	30	77 B	88.6 B	74.5 B	59.9 B

L= least preferred B= back-up D= dominant V= very dominant

N: number

8.3.2 Decision Style vs Occupation

The human resource and finance managers both recorded back-up intensity in all four styles. The operational managers' dominant style was behavioural. The results are shown in Table 17.

Table 17: Decision Style vs Occupation: Mean Scores by Groups (Tsingtao Ltd)

Style			Directive	Analytical	Conceptual	Behavioural
Occupations						
HR	N	12	77.7 B	87.1 B	73.4 B	61.8 B
Finance	N	12	76.4 B	89.2 B	75.8 B	58.6 B
Operational	N	17	74 B	88.8 B	74.3 B	63 D

L= least preferred B= back-up D= dominant V= very dominant

N: number

8.4 Conclusion

The managers of South African Breweries Limited and the Tsingtao Ltd managers recorded a back-up intensity in all four decision styles. The human resource and finance managers were also similar. The operational managers of Tsingtao Ltd were similar with the South African Breweries Limited, which were behavioural. There was no significant difference in decision styles between male and female managers of Tsingtao Ltd. The back-up intensity was recorded in all four decision styles. Chapter 9 provides the detail of the decision style comparison between the two companies.

CHAPTER 9

FINDINGS AND CONCLUSION

9.1 Introduction

This chapter presents the collective findings based on the analysis of the questionnaires completed by all the respondents who participated in the survey. The results of the analysis contained in chapters 7 and 8, on which the conclusions are based, are also discussed in detail.

9.2 Findings

The data presented in chapters 7 and 8 will be compared in terms of similarities and differences.

9.2.1 Similarities in Decision Styles

The following similarities were drawn from the analysis of chapter 7 and 8. The results are detailed in Table 18 hereunder:

- The female and male managers in both companies were similar, with regard to the back-up intensity in all four decision styles.
- The human resource and finance managers of both companies were similar, with regard to the back-up intensity in all four decision styles.
- The dominant style of the operations managers in both companies was behavioural.

- Both the male and female human resource and finance managers were similar, as the decision styles were back-up in all four decision styles.
- The female operational managers were also similar with male operational managers in both companies, and they reflected a behavioural style.

9.2.2 Differences in Decision Styles

The following differences were drawn from the analysis of chapters 7 and 8. The results are detail in Table 18 hereunder:

- The dominant style of the operations managers in both companies was behavioural, which difference from the human resource and finance managers who were back-up intensity in all four decision styles.
- The dominant style of the female and male operations managers were behavioural, which differed from the other occupational groups who were back-up intensity in all four decision styles.

Table 18: Mean Score Similarities and Differences in Decision Styles (Independent Variables per Company)

Decision Styles	Business Managers																	
	Male		Female		Human Resources				Finance				Operation				Total	
	SA	CH	SA	Ch	SA	CH	Male	Female	SA	CH	Male	Female	SA	CH	Male	Female	SA	CH
Number	33	30	14	11	16	12	19	9	10	12	15	7	21	17	29	9	47	41
Directive	70.6	77	73.1	73.4	71.8	77.7	72.1	79	72.5	76.4	75.2	73.3	70.5	74	73.9	70.7	71.4	76.1
	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
Analytical	87.9	88.6	85.4	90.4	88.9	87.1	89.9	84.5	87.2	89.2	85.2	93.6	85.7	88.8	88.6	83.9	87.1	89
	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
Conceptual	78.7	74.5	81.1	75.8	79	73.4	77.3	75.2	79.8	75.8	76.9	73.2	79.5	74.3	74.3	82	79.4	74.1
	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
Behavioural	62.8	59.9	60.4	60.4	60.3	61.8	60.7	61.3	60.5	58.6	62.7	60	64.3	63	63.1	63	62.1	60.8
	B	B	B	B	B	B	B	B	B	B	B	B	D	D	D	D	B	B

SA= South Africa CH= China L= least preferred B= back-up D= dominant V= very dominant

Note: Differences reflected in bold.

9.2.3 Decision Style Comparison

Analysis of the results revealed the following findings:

- The mean decision style scores for the business managers of South African Breweries Limited and Tsingtao Co., Ltd were similar. The back-up style was recorded in all four styles. The scores were similar to the population averages for managers and professionals reported by Rowe and Boulgarides (1992), this suggests that managers in a homogeneous industry are not significantly different regarding decision-making styles;
- There is no significant difference between female and male business managers within the same occupational groups. The dominant style of operational managers was behavioural. It differed from that of the human resource and finance managers. None of the groups had scores that were dominant for the directive style. The results are in accordance with the previous research findings reported by Rowe and Boulgarides (1992), that gender is not a decisive factor in determining a decision style.

The details are discussed under separate headings.

9.2.3.1 Decision Styles of Business Managers in a Homogeneous industry

The decision style scores found of the business managers between South African Breweries Limited and Tsingtao Co., Ltd were similar, with regard to the back-up intensity in all four styles. The results are shown in Table 19 and Figure 13. No significant difference between decision-making styles of business managers in the two company case studies within a homogeneous industry was recorded. The finding

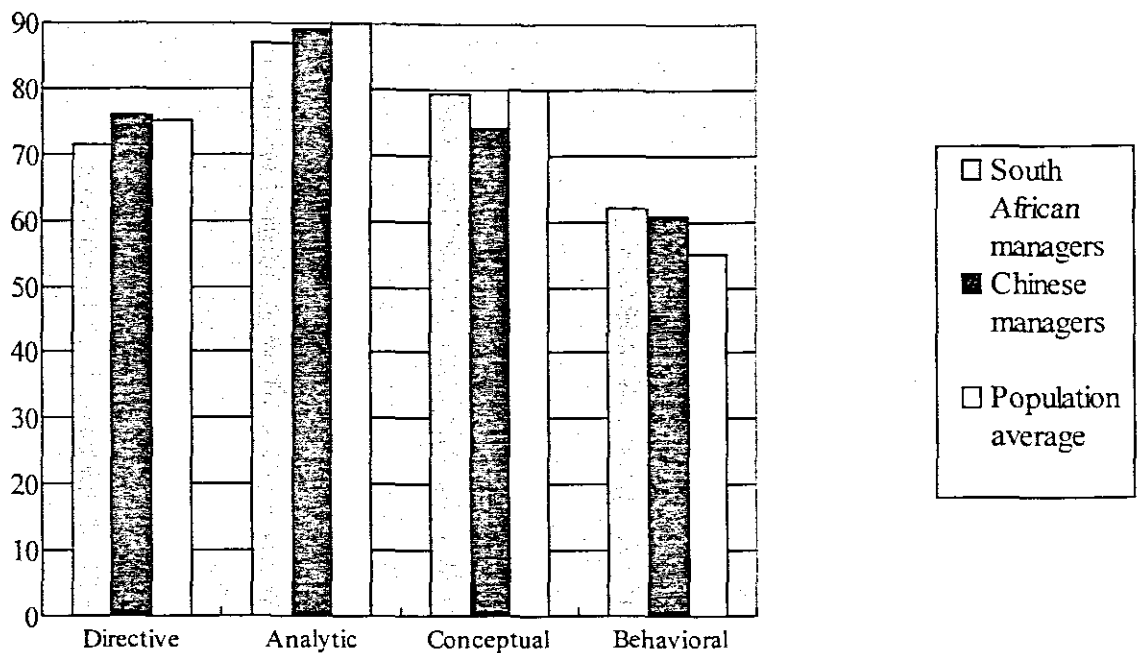
suggests that most groups of managers exhibit a range of decision styles, which overlap to quite a large extent. Rowe and Boulgarides (1992) support this finding. They found that most managers have characteristics that fall into more than one style category. Managers generally have dominant' style as well as back-up styles. The implication is that South African and Chinese managers in the two company case studies have considerable flexibility and find little difficulty in changing from one style to another as the situation warrants. Good management certainly requires style flexibility. The present results suggest that, while the different groups of managers in this study belong to very different professions, the functions of management which they share might themselves be as strong a determinant of decision style as an individual profession.

Table 19: Decision Styles Mean Scores

Nationality	Number	Directive	Analytical	Conceptual	Behavioural
South African Managers	47	71.4	87.1	79.4	62.1
Chinese Managers	41	76.1	89	74.1	60.8
Population Averages	10 000	75	90	80	55

L= least preferred B= back-up D= dominant V= very dominant

Figure 13: Comparative Mean Scores: Decision Styles



9.2.3.2 Gender and Occupation vs Decision Style

There is no significant difference between female and male business managers within same occupational groups. The dominant style of the operations manager were behavioural, it differed from the human resource and finance managers. Evidence the operations managers may be less analytically oriented and more behaviourally oriented than other groups. The results are shown in Table 20. None of the groups had scores that were dominant for the directive style. The results are in accordance with the previous research findings reported by Rowe and Boulgarides (1992), that gender is not a decisive factor in determining a decision style. However, the particular professional of work are better suited to a particular decision styles whether inhabited by men or by women.

Table 20: Decision Styles: Comparison of Mean Scores between Different Groups

	Number	Directive	Analytical	Conceptual	Behavioural
South African HR	16	71.8 B	88.9 B	79 B	60.3 B
Chinese HR	12	77.7 B	87.1 B	73.4 B	61.8 B
Female HR	19	72.1B	89.9 B	77.3 B	60.7 B
Male HR	9	79 B	84.5 B	75.2 B	61.3 B
South African Finance	10	72.5 B	87.2 B	79.8 B	60.5 B
Chinese Finance	12	76.4 B	89.2 B	75.8 B	58.6 B
Female Finance	15	75.2 B	85.2 B	76.9 B	62.7 B
Male Finance	7	73.3 B	93.6 B	73.2 B	60 B
South African Operational	21	70.5 B	85.7 B	79.5 B	64.3 D
Chinese Operational	17	74 B	88.8 B	74.3 B	63 D
Female Operational	29	73.9 B	88.6 B	74.3 B	63.1 D
Male Operational	9	70.7 B	83.9 B	82 B	63 D

L= least preferred B= back-up D= dominant V= very dominant

9.3 Conclusion

Individual decision style scores varied widely for each decision style within all groups studied. In addition, with only one exception, the highest or lowest individual score for each style was not obtained by a manager belonging to the group which scored the highest or lowest average for that style. However, there is no significant difference of decision styles between business managers of South African Breweries Limited and Tsingtao Co., Ltd within the same occupational groups, and the scores of all female and male managers in the same occupational groups were similar. The findings in the present study appear to be the same as those mentioned by previous international studies (Boulgarides and David 1985, Rowe and Boulgarides 1992). The conclusion is that no significant difference exists between decision-making styles of business

managers in the two company case studies within a homogeneous industry. They have considerable flexibility and find little difficulty in changing from one style to another as the situation warrants.

CHAPTER 10

RECOMMENDATIONS

10.1 Introduction

The research study proved that there are the factors which contribute towards the determination of a decision style of a decision-maker. The findings reveal that the manager's decision style should ideally match the decision situation, because effective decision makers generally are those individuals whose style matches the requirements of the decision situation in a rational context. In this chapter, recommendations have been formulated for further study.

10.2 Recommendations

As to the further study, the nature of questions in Part 1 of the research instrument may be classified into more specific fields such as strategic planning, sales and marketing and other demographic variables such as other nationalities. The strength of the decision style approach may perhaps be greater in evaluating individuals for managerial versus non-managerial positions than for a particular professional group. This idea is supported by the findings of significantly different decision styles for technical and managerial groups by Rowe and Boulgarides (1992:49).

A more in depth study needs to be undertaken amongst South African and Chinese managers in occupational groups within other industries. The research population in this research study was not large enough to be representative, and a generalization is therefore not possible.

It is thus suggested that a complete in-depth study is conducted with a full representative sample, with full statistical analysis, so as to determine significance of

differences and similarities of decision-making styles.

A proposed method:

- Select persons in non-managerial positions;
- Select occupational groups;
- Select heterogeneous industries;
- A questionnaire should be completed by interviewers;
- Select large enough samples to be representative;
- Calculate statistical significance on all data;
- Compare these results with international findings; and
- Calculate statistical significance differences with international findings.

10.3 Conclusion

Decisions are a central aspect of management. The DSI was used to establish differences or similarities in decision styles between business managers of South African and Chinese business managers in the financial, operational and human resource function within the beer industry. While some differences in decision style appeared to exist, they were not very pronounced. It is suggested that management itself requires a blend of decision styles, and that the decision style profiles obtained for the groups of managers studied may well reflect decision style flexibility common to a variety of managerial professions.

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APPENDIX 1: QUESTIONNAIRS (ENGLISH)

Cape Peninsula University of Technology

Decision Style Survey

Name of Organization:.....

Date:.....

This research survey is a Master of Technology Business Administration research project conducted by a Masters Candidate of the Faculty of Business Cape Peninsula University of Technology (Bellville Campus). Your contribution will be appreciated.

The purpose of this survey is to understanding the differences of decision-making styles between South African and Chinese business managers within a rational decision-making context.

Decision-making is a core management foundation and one of the most important empowerment tools for a business manager. Decisions are crucial because, they affect individual, group, and organizational performance. For an individual to be an effective manager in an organization, managers' decision styles should ideally match, in a natural way, both the task at hand and the people whom their decisions will affect.

South Africa is the only African country in China's top 25 trading partners worldwide. South African companies had invested US\$370m in China in such areas as brewery plants, port operations, metallurgy and environmental protection. SABMiller joint venture, for example, acquired Lion Nathan breweries in China for US\$154 million. As increasingly more South African managers work in China, it is important for them to adjust or adapt to a different corporate culture and to different decision styles. An understanding of the similarities and the differences in decision styles between South African and Chinese business managers will place managers in a better position to resolve conflict or improve communications and make proper decisions.

The rational decision-making model is based on the assumption that all the significant variables in a given decision-making situation can be quantified to some degree. It is a model that operates within an artificially closed environment. Rationality refers to a logical, step-by-step approach to decision-making, with a thorough analysis of alternatives and their consequences. In the rational model, the decision-maker strives to optimize, that is, to select the best possible alternative. One common variation of the rational model assumes that, there is only one decision-maker. The decision-maker has only one objective. The objective can be written in quantitative terms. The potential states of nature and courses of action are finite and have been identified. The decision problem consists simply of choosing the best course of action.

Please be assured: *That this information will be used solely for research purposes and at all times be treated as confidential and anonymous.*

Completion date:

I shall be pleased if you complete and return the questionnaire on or before 10. 07. 2005.

Enquiries: Supervisor: Dr. Harry Ballard

Candidate: Zhou Bei

CPUT(Bellville Campus)

Cell 072 489 1247 E-mail: zhoubeibetty@yahoo.com

Instructions for the completion of the attached questionnaire

1. Your participation in this survey is completely confidential.
2. You can be ensured and feel free to answer any question honestly.
3. The purpose of the survey is to determine what your decision style is.
4. The results of the questionnaire will be processed by means of a Statistical Package for the Social Sciences (SPSS). Only a summary of the end-results will be made available to the respective participating members. Individual responses will be confidential. The personal information which is required in section A, is necessary to summarise the conclusions of the study in a proper manner.
5. The questionnaire is in twenty sections. For statistical purposes please answer every question in each section.
6. When you answer the questionnaire, think of how you normally act in a real work situation.
7. Remember – there is no right or wrong answer, your responses reflect how you feel about the situation what you prefer to do, and not what you think is the right thing to do.

PART 1

Biographical Information Sheet

1. **Age**

1	21-30
2	31-40
3	41-50
4	51 and over

2. **Gender**

1	Female
2	Male

3. **Position (function)**

What function does your position represent? Please tick only one.

<input type="checkbox"/> Finance	<input type="checkbox"/> Operations	<input type="checkbox"/> Human Resource	
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PART 2

Decision Style Inventory

Please score the following questions based on the instructions provided. Your score will reflect how you see yourself, not what you believe is correct or desirable, as it relates to your work situation.

Please score each section by placing a value in each of the questions per section. Each must be inserted in the box following the answers to each question. You may only use the value 8, 4, 2, and 1 once for each question. Do not record the same score for two or more questions in the same section. The score values are defined as follows:

8	When the question is most like you
4	When the question is moderately like you
2	When the question is slightly like you
1	When the question is least like you

An example of the foregoing explanation is provided hereunder for section 1:

	Section	Question	1	Question	2	Question	3	Question	4
1	My prime objective is to:	have a position with status	8	be the best in my field	1	achieve recognition for my work	4	feel secure in my job	2

	Section	Question	1	Question	2	Question	3	Question	4
1	My prime objective is to:	have a position with status		be the best in my field		achieve recognition for my work		feel secure in my job	
2	I enjoy jobs that:	are technical and well defined		have considerable variety		allow independent action		involve people	
3	I expect people working for me to be:	productive and fast		highly capable		committed and responsive		receptive to suggestions	
4	In my job, I look for:	practical results		the best solutions		new approaches or ideas		good working environment	
5	I communicate best with others:	in a direct one-to-one basis		in writing		by having a group discussion		in a formal meeting	
6	In my planning, I emphasize:	current problems		meeting objectives		future goals		developing people's careers	
7	When faced with solving a problem, I:	rely on proven approaches		apply careful analysis		look for creative approaches		rely on my feelings	
8	When using information, I prefer:	specific facts		accurate and complete data		broad coverage of many options		limited data which is easily understood	
9	When I am not sure about what to do, I:	rely on intuition		search for facts		look for a possible compromise		wait before making a decision	
10	Whenever possible, I avoid:	long debates		incomplete work		using numbers or formulas		conflict with others	
11	I am especially good at:	remembering dates&facts		solving difficult problems		seeing many possibilities		interacting with others	
12	When time is important, I:	decide and act quickly		follow plans and priorities		refuse to be pressured		seek guidance or support	
13	In social settings, I generally:	speak with others		think about what is being said		observe what is going on		listen to the conversation	
14	I am good at remembering:	people's names		places we met		people's faces		people's personality	
15	The work I do provides me:	the power to influence others		challenging assignments		achieving my personal goals		acceptance by the group	
16	I work well with those who are:	energetic and ambitious		self-confident		open minded		polite and trusting	
17	When under stress, I:	become anxious		concentrate on the problem		become frustrated		am forgetful	
18	Others consider me:	aggressive		disciplined		imaginative		supportive	
19	My decisions typically are:	realistic and direct		systematic or abstract		broad and flexible		sensitive to the needs of others	
20	I dislike:	losing control		boring work		following rules		being rejected	

APPENDIX 2: QUESTIONNAIRS (CHINESE)

Cape Peninsula University of Technology

决策风格调查表

组织:.....

日期:.....

这是由南非半岛理工大学工商管理硕士课程所进行的问卷调查。您的回答对于我们很重要。

这份调查的目的是比较南非和中国企业经理人在决策风格的异同,以作为企业走向国际化的参考。

决策是经理人的一个中心的管理基础和重要的自我提高的工具,决策是关键,因为它影响个人,团体,和组织的性能。如果想成为一个出色的经理人,决策风格必须吻合当前的工作和决策将影响的人。

南非是中国最高 25 个交易伙伴中唯一的非洲国家。南非公司在中国酿酒,港口,冶炼和环境保护中投资了美元 3 亿 7 千万元。米勒公司 1 亿 5 千万购买了中国狮牌酿酒厂。当更多的南非经理人到中国工作,重要的是他们怎样调整和适应自己在不同的公司文化和决策风格。理解南非和中国经理人决策风格的不同将帮助他们彼此交流和做出正确的决定。

理性的决策模型以一种给定的决策情形的所有重要的变数达到一些程度可能被量化的假定为基础。是在人工地关闭环境里面操作的模型。合理性提及合乎逻辑的,按部就班的达成方式,藉由替代选择的一项完全的分析他们的结果。在理性的模型中,决策人努力最佳化,也就是说,选择最好的可能替代选择。一个共同的理性的决策模型的变量是,只有一个决策人。决策人只有一个目的。目的以量化的条款出现。潜在性的自然状态和行动路线是有限的并且已经被识别。决定问题是选择行动的最好路线。

此问卷采用无记名方法,您的答复将是我们的重要调查依据,您的答案仅作为学术分析,不做他用。

完成日期:.....

请您在 2005,7,10 日前完成和交还此问卷。

指导教师: Dr Harry Ballard

研究生: 周蓓

CPUT(Bellville Campus)

联系电话: 027-21-0724891247

E-Mail: zhoubeibetty@yahoo.com

附上的调查表的填表说明：

1. 您的回答是完全不公开的。
2. 您可以被确定并且自由的回答任何的问题。
3. 调查的目的要决定你的决定风格是什么。
4. 调查表的结果经由一个统计的软件处理，只有结果的一个摘要将会给个别的参加成员。个别的资料将会是机密的。
5. 调查表是在二十个区段中。由于统计的目的请回答每个区段的每个问题。
6. 当您在回答调查表的时候，请您觉得您在一种真正的工作情形中。
7. 没有正确的或错误的答案，您的回答反映您在真实的环境中是如何做的。

第一部分：背景资料

1. 您的年龄为:

1	21-30
2	31-40
3	41-50
4	51 以上

2. 您的性别为:

1	女
2	男

3. 您服务的部门为:

<input type="checkbox"/> 人力资源	<input type="checkbox"/> 财务, 会计	<input type="checkbox"/> 一般行政
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第二部分：决策方式

请根据指示回答以下问题. 您的回答将反射您怎样看自己, 没有对与错. 请联系您的工作情况.

请您就自己的第一印象, 在每题四个答案中分别填上 8, 4, 2, 和 1. (请注意: 每一题的空格, 均须填答数字, 而且数字不可重复).

8	最像自己
4	很像自己
2	有点像自己
1	不像自己

例如:

	选项	问题	1	问题	2	问题	3	问题	4
1	我的主要目标为:	有身份的职位	8	工作获得肯定	1	有自己的领域成为顶尖	4	工作有保障	2

	选项	问题	1	问题	2	问题	3	问题
1	我的主要目标为:	有身份的职位		工作获得肯定		有自己的领域成为顶尖		工作有保障
2	我喜欢的工作为:	相当多样化		与人有关		可独立作业		技术化且规章清楚
3	我期望的部属为:	负责尽职		具有生产力		能接纳建议		非常胜任
4	我对于工作的诉求:	良好的工作环境		最佳解决方案		实际结果		新的方法或构想
5	与别人沟通,我最常用:	一对一直接方式		小组讨论		书面方式		正式会议
6	作规划时,我较强调:	目标吻合		培养干才		未来目标		当前问题
7	解决问题时,我会根据:	创新方法		已知前例		感觉		仔细分析
8	引用资讯时,我喜欢:	简明的有限数据		精确且完整的数据创新方法		特定事实创新方法		考量多,涵盖广
9	当我不确定该怎样做时,我会:	依赖知觉		寻求可能的妥协		搜寻事实		等一下,再作决定
10	如果可能,我会避免:	长辩		工作没完成		引用数字或公式		与别人冲突
11	我特别擅长于:	记牢日期和事实		解决困难问题		洞悉许多可能性		与别人互动
12	当时间紧迫时,我会:	立刻下决定和行动		遵循计划和顺序		拒绝受压		寻求指引或协助
13	在社交场合中,我通常喜欢:	与别人交谈		思索别人说的话		旁观正进行何事		倾听别人的谈话内容
14	我擅长记住:	人们的名字		见面的地点		人们的脸孔		人们的个性
15	我认为我的工作让我:	得到权利影响他人		挑战任务		达成个人目标		为团体所接受
16	与我相处愉快的同事为:	精力充沛且有企图心的		有自信的		心胸开放的		彬彬有礼且可信任的
17	每当有压力时,我会:	变的焦虑不安		对问题全神贯注		有挫折感		忘东忘西的
18	别人认为我是:	有冲劲的		有纪律的		有想象力的		有辅佐力的
19	我作决策一般是:	实在而直接		制度化或强调重点		广泛而有弹性		体恤别人的需求
20	我不喜欢:	丧失控制权		无聊的工作		照章行事		被拒绝

APPENDIX 3: DECISION STYLES OF CHINESE MANAGERS

CH	Gender	Ages	Occupations	D	A	C	B
1	M	21-30	OPERATIONS	111 V	86 B	41 L	62 B
2	M	31-40	FINANCE	88 D	100 B	57 L	55 B
3	F	31-40	FINANCE	72 B	105 V	58 L	65 D
4	M	41-50	OPERATIONS	76 B	96 B	62 L	66 D
5	M	31-40	OPERATIONS	67L	103 D	78 B	52 B
6	F	31-40	HR	101V	63 L	69 L	67 D
7	M	21-30	HR	67 L	74 L	88 D	71 V
8	M	21-30	HR	80 B	61 L	68 L	91 V
9	M	41-50	OPERATIONS	62 L	102 D	82 B	54 B
10	F	41-50	HR	70 B	96 B	70 L	64 D
11	M	31-40	FINANCE	73 B	80 L	89 D	58 B
12	M	31-40	HR	82 B	95 B	74 B	49 B
13	M	41-50	FINANCE	68 B	102 D	71 L	59 B
14	M	31-40	HR	95 V	83 B	66 L	56 B
15	F	21-30	OPERATIONS	74 B	74 L	74 B	78 V
16	M	31-40	FINANCE	100 V	76 L	68 L	56 B
17	M	31-40	OPERATIONS	60 L	99 D	83 B	58 B
18	F	31-40	HR	97 V	75 L	58 L	70 V
19	M	41-50	FINANCE	81 B	72 L	69 L	78 V
20	F	50over	FINANCE	56 L	101 D	81 B	62 B
21	F	31-40	OPERATIONS	60 L	78 L	96 V	66 D
22	M	50over	FINANCE	85 D	84 B	74 B	57 B
23	F	50over	FINANCE	57 L	102 D	85 B	56 B
24	M	31-40	HR	56 L	109 V	83 B	52 B
25	M	31-40	OPERATIONS	89 D	87 B	74 B	50 B
26	M	41-50	HR	88 D	96 B	70 L	46 L
27	M	41-50	OPERATIONS	79 B	88 B	98 V	35 L
28	M	31-40	FINANCE	74 B	101 D	69 L	56 B
29	F	41-50	HR	78 B	108 V	64 L	50 B
30	M	41-50	FINANCE	72 B	63 L	72 L	93 V
31	M	50over	HR	61 L	98 D	79 B	62 B
32	M	21-30	OPERATIONS	66 L	83 B	75 B	76 V
33	M	31-40	OPERATIONS	64 L	87 B	94 D	55 B
34	M	21-30	OPERATIONS	91 V	77 L	71 L	61 B
35	M	31-40	OPERATIONS	70 B	98 D	73 B	59 B
36	M	21-30	HR	57 L	87 B	92 D	64 D
37	M	41-50	OPERATIONS	93 V	70 L	72 L	65 D
38	F	31-40	OPERATIONS	81 D	89 B	72 L	58 B
39	M	31-40	OPERATIONS	73 B	105 V	80 B	42 L
40	F	31-40	FINANCE	62 L	103 D	74 B	61 D
41	M	41-50	OPERATIONS	83 D	94 B	64 L	59 B

APPENDIX 4: DECISION STYLES OF SOUTH AFRICAN MANAGERS

SA	Gender	Ages	Occupations	D	A	C	B
1	M	31-40	HR	69 B	103 D	66 L	62 B
2	M	31-40	HR	65 L	83 B	85 B	67 D
3	F	31-40	FINANCE	76 B	100 D	70 L	54 B
4	M	21-30	OPERATIONS	66 L	92 B	70 L	72 V
5	M	21-30	HR	69 B	104 V	67 L	60 B
6	M	41-50	OPERATIONS	69 B	109 V	69 L	53 B
7	M	41-50	HR	88 D	70 L	76 B	66 D
8	M	21-30	OPERATIONS	70 B	92 B	85 B	53 B
9	F	41-50	HR	61 L	105 V	81 B	53 B
10	M	21-30	HR	99 V	64 L	76 B	61 B
11	M	41-50	HR	60 L	101 D	84 B	55 B
12	F	41-50	FINANCE	87 D	77 L	73 B	63 D
13	M	31-40	FINANCE	70 B	96 B	73 B	61 B
14	M	21-30	HR	62 L	96 B	82 B	60 B
15	M	31-40	OPERATIONS	84 D	79 L	76 B	61 B
16	M	31-40	OPERATIONS	70 B	68 L	76 B	86 V
17	F	41-50	OPERATIONS	64 L	97 B	84 B	55 B
18	M	21-30	OPERATIONS	75 B	85 B	83 B	57 B
19	F	41-50	FINANCE	75 B	95 B	71 L	59 B
20	M	50over	FINANCE	65 L	93 B	102 V	40 L
21	M	21-30	OPERATIONS	67 L	78 L	91 D	64 D
22	F	21-30	HR	76 B	78 L	63 L	83 V
23	M	21-30	OPERATIONS	76 B	90 B	69 L	65 D
24	F	21-30	OPERATIONS	72 B	98 D	71 L	59 B
25	F	31-40	HR	78 B	69 L	97 V	56 B
26	M	31-40	FINANCE	62 L	93 B	82 B	63 D
27	M	21-30	OPERATIONS	60 L	82 L	98 V	60 B
28	M	41-50	OPERATIONS	66 L	77 L	71 L	86 V
29	M	21-30	OPERATIONS	97 V	75 L	70 L	58 B
30	F	21-30	OPERATIONS	64 L	79 L	103 V	54 B
31	M	31-40	HR	72 B	95 B	71 L	62 B
32	F	31-40	OPERATIONS	67 L	78 L	103 V	52 B
33	M	21-30	FINANCE	68 B	73 L	70 L	89 V
34	F	31-40	OPERATIONS	93 V	69 L	74 B	64 D
35	M	31-40	FINANCE	66 L	81 L	96 V	57 B
36	M	31-40	HR	63 L	102 D	77 B	58 B
37	M	31-40	FINANCE	67 L	90 B	81 B	62 B
38	M	41-50	OPERATIONS	68 B	103 D	69 L	60 B
39	F	21-30	HR	72 B	75 L	99 V	54 B
40	M	31-40	OPERATIONS	63 L	97 B	77 B	63 D

41	F	31-40	OPERATIONS	61 L	84 B	70 L	85 V
42	F	31-40	HR	78 B	91 B	76 B	55 B
43	M	21-30	FINANCE	89 D	74 L	80 B	57 B
44	M	31-40	OPERATIONS	66 L	92 B	82 B	60 B
45	M	31-40	HR	68 B	95 B	80 B	57 B
46	M	21-30	OPERATIONS	62 L	76 L	79 B	83 V
47	M	41-50	HR	69 B	91 B	85 B	55 B

1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice G. D. C. O'Connell, Chief Justice of the Supreme Court of the State of New South Wales, Australia" and "The Hon. Mr. Justice G. D. C. O'Connell, Chief Justice of the Supreme Court of the State of New South Wales, Australia".

