

# Decision-making



# Decision Making

**Paul E. Moody**



## **Decision Making:**

*Primer on Decision Making* James G. March, 1994-05-23 Building on lecture notes from his acclaimed course at Stanford University James March provides a brilliant introduction to decision making a central human activity fundamental to individual group organizational and societal life March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context By emphasizing how decisions are actually made as opposed to how they should be made he enables those involved in the process to understand it both as observers and as participants March sheds new light on the decision making process by delineating four deep issues that persistently divide students of decision making Are decisions based on rational choices involving preferences and expected consequences or on rules that are appropriate to the identity of the decision maker and the situation Is decision making a consistent clear process or one characterized by ambiguity and inconsistency Is decision making significant primarily for its outcomes or for the individual and social meanings it creates and sustains And finally are the outcomes of decision processes attributable solely to the actions of individuals or to the combined influence of interacting individuals organizations and societies March's observations on how intelligence is or is not achieved through decision making and possibilities for enhancing decision intelligence are also provided March explains key concepts of vital importance to students of decision making and decision makers such as limited rationality history dependent rules and ambiguity and weaves these ideas into a full depiction of decision making He includes a discussion of the modern aspects of several classic issues underlying these concepts such as the relation between reason and ignorance intentionality and fate and meaning and interpretation This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars managers and other decision makers

**Decision Making** Paul E. Moody, 1983 Using real world examples Moody's simple nontechnical descriptions make even the most sophisticated decision techniques easy to grasp and apply Includes descriptions of brainstorming the Delphi technique force field analysis utility theory and more 67 illustrations

Decision Making David Jennings, Stuart Wattam, 1998 This text provides an integrated approach to decision making as a subject with particular emphasis on how decisions are made and reviews the techniques that help managers arrive at their decisions Students are guided through the various perspectives processes and techniques relevant to management decision making thus enabling them to evaluate and choose the preferred option from a set of behavioural and technical decision making tools

**Decision Making** Byron M. Roth, John D. Mullen, 2002-07 This text written by a philosopher and a social psychologist emphasizes concrete applications of decision research to problems of everyday living as well as to business social and political issues The text contains scores of interesting examples and problems for analysis ranging from personal decisions about medical treatment to Truman's decision to use the atomic bomb There is no other text with such a wide ranging coverage with so practical an orientation with such clear descriptions of the steps to effective decision making and with so

many end of chapter problems for analysis and practice

*Straight Choices* Ben R. Newell, David A. Lagnado, David R. Shanks, 2015-06-12 Should I have this medical treatment or that one Is this computer a better buy than that one Should I invest in shares or keep my money under the bed We all face a perplexing array of decisions every day Thoroughly revised and updated throughout the new edition of *Straight Choices* provides an integrative account of the psychology of decision making and shows how psychological research can help us understand our uncertain world *Straight Choices* emphasises the relationship between learning and decision making arguing that the best way to understand how and why decisions are made is in the context of the learning and knowledge acquisition which precedes them and the feedback which follows The mechanisms of learning and the structure of environments in which decisions are made are carefully examined to explore their impact on our choices The authors then consider whether we are all constrained to fall prey to cognitive biases or whether with sufficient exposure we can find optimal decision strategies and improve our decision making Featuring three completely new chapters this edition also contains student friendly overviews and recommended readings in each chapter It will be of interest to students and researchers in cognitive psychology behavioral economics and the decision sciences as well as anyone interested in the nature of decision making

*Decision Making for Leaders* Thomas Lorie Saaty, Thomas L. Saaty, 1990 Executives in business industry government can find out how to fine tune the decision making process by using the highly acclaimed multicriteria decision making method of the Analytic Hierarchy Process AHP Put your decision making on a basis of logic consistency The AHP technique helps you organize your thought processes in a logical fashion set priorities This method is particularly applicable to decision making involving complex ill or non structured problems with both tangible intangible factors You can predict likely outcomes select the best alternatives allocate resources according to priorities conduct cost benefit comparisons plan projected or desired futures exercise control over changes in the decision making system This is a book of case studies practical examples with an introduction to the theory It can serve as a useful textbook in a decision making course in a graduate school of business

**Successful Decision-making** Rudolf Grüning, Richard Kühn, 2009-09-01 Unlike other publications on decision making the book focuses on discovering the problem analyzing it and on developing and assessing solution options One whole chapter describes a case study It illustrates how the proposed decision making procedure is used in practice Executives get an approach to systematically and successfully solving complex problems

*Primer on Decision Making* James G. March, 2009-01-23 Building on lecture notes from his acclaimed course at Stanford University James March provides a brilliant introduction to decision making a central human activity fundamental to individual group organizational and societal life March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context By emphasizing how decisions are actually made as opposed to how they should be made he enables those involved in the process to understand it both as observers and as participants March sheds new light on the decision making process by delineating four deep issues that persistently

divide students of decision making Are decisions based on rational choices involving preferences and expected consequences or on rules that are appropriate to the identity of the decision maker and the situation Is decision making a consistent clear process or one characterized by ambiguity and inconsistency Is decision making significant primarily for its outcomes or for the individual and social meanings it creates and sustains And finally are the outcomes of decision processes attributable solely to the actions of individuals or to the combined influence of interacting individuals organizations and societies March's observations on how intelligence is or is not achieved through decision making and possibilities for enhancing decision intelligence are also provided March explains key concepts of vital importance to students of decision making and decision makers such as limited rationality history dependent rules and ambiguity and weaves these ideas into a full depiction of decision making He includes a discussion of the modern aspects of several classic issues underlying these concepts such as the relation between reason and ignorance intentionality and fate and meaning and interpretation This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars managers and other decision makers

Effective Decision Making Jeremy Kourdi, 2011 Decisions and problems can often leave people with a dilemma knowing that a decision is required but uncertain how to ensure that it is the best one and that it will be successfully executed The paradox is that the very pressure for a decision often breeds indecisiveness Think on Your Feet addresses this fundamental problem enabling you to find the best solutions and options avoid pitfalls managerisk work with people to ensure that decisions succeed and understand how you can improve the way you typically operate when making decisions

The Little Black Book of Decision Making Michael Nicholas, 2017-07-05 The secret to making the right call in an increasingly complex world The decisions we make every day frequently automatic and incredibly fast impact every area of our lives The Little Black Book of Decision Making delves into the cognition behind decision making guiding you through the different ways your mind approaches various scenarios You'll learn to notice that decision making is a matter of balance between your rational side and your intuition the trick is in honing your intuition to steer you down the right path Pure reasoning cannot provide all of the answers and relying solely on intuition could prove catastrophic in business There must be a balance between the two and the proportions may change with each situation This book helps you quickly pinpoint the right mix of logic and gut feeling and use it to find the best possible solution Balance logic and intuition in your decision making approach Avoid traps set by the mind's inherent bias Understand the cognitive process of decision making Sharpen your professional judgement in any situation Decision making is the primary difference between organisations that lead and those that struggle The Little Black Book of Decision Making helps you uncover errors in thinking before they become errors in judgement

**Process Thinking** Waymond Rodgers, 2006 How many decisions do you think the average person makes in a day How can these choices affect our lives both positively and negatively Author Waymond Rodgers illustrates four basic concepts of decision making in a single model that produces a limited number of possible courses of action Process Thinking

Six Pathways to Successful Decision Making allows you to gauge which of the pathways is appropriate for a particular situation. This in turn can contribute to an overall improvement in your happiness, relationships, finances, education, and employment. Dr. Rodgers' breakthrough analysis of decision making should be mandatory reading for anyone managing people or negotiating transactions. Hank Adler, C.P.A., accounting professor at Chapman University and retired partner at Deloitte Touche, I think your formulaic approach to decision making will make it much easier for people to make correct choices. Your approach forces decision makers to address the role their own subjective feelings and perceptions have upon the process. It thereby makes the choice much more objective and rational. Randall L. Erickson, J.D., partner in the California office of Crowell Moring and chair of the firm's construction group.

**The Art of Decision Making** Tim Castle, 2020-03-27 Making good decisions quickly is what marks out truly great leaders from the rest of us. Decision making is one of the most sought-after skills today, but most of us have never been taught. But one of us has never been taught. Aged 19, I went off-piste snowboarding way before I had the skills or experience to do so, and very quickly found myself hurtling towards the edge of a cliff face on sheet ice. Within minutes, I was literally hanging onto a boulder for dear life with my legs dangling over the precipice. Every single decision I made over the next few hours was life or death. There were no easy choices. Each right decision could be undone by a wrong one, and I was very aware of how close I was to death the whole time: the cold, the wind, the fading light, the fact no one knew where I was, the fact I had no food or water on me. That day, my brain worked overtime to keep me alive. What I learned has actually enabled me to approach decisions in all areas of my life with ease. In addition to sharing my story with you, I will also explore 6 of the best decision-making models, as well as teach you how to maintain the mindset of a master decision maker. After reading this book, you'll find making good decisions quick and easy, and will no longer waste time stressing over them or avoid stepping up to make them.

**Smart Decisions** Thomas N. Martin, 2016-04-29 Today's world is complex and getting more so each day. Huge multinational corporations, international crises, and fast-breaking events require most people to make decisions on a daily basis without the tools to understand the long-term impact that today's decision might create. Because most people have never really been trained in how to make important, complex decisions, most people rely on experience and gut reaction, which is okay for many decisions but not okay for decisions that will have meaningful impact on organizations and individuals. Decision makers need to develop the art and science of strategic decision making. Here, Professor Thomas Martin explains the need for decision makers to modify their thinking about how they deal with acquiring and analyzing information in each of the decision-making process steps. This approach, requiring thinking modification, will lengthen the process, make it more complex, and to some, more arduous, but the comprehensiveness of the new thinking approach should lead to improved and more effective decision making. In this book, Dr. Martin presents a thinking modification framework that asserts that in the decision-making process, there are three situational states: a current state, a future state, and a transitional state that one must deliberate in finding a solution. For each of these situational states,

Martin develops an identical five step process to determine the best decision to make The steps of this process include Change Needing Situational Analysis Challenge Framing Causal Analysis Generating Solution Ideas Choosing a Solution Set Implementation and Aftermath Planning This book will appeal to decision makers leaders and students of management who want a specific framework that details the process behind making strategic well informed decisions *Decision Making For Dummies* Dawna Jones,2014-10-06 Discover the best approaches for making business decisions Today s business leaders have to face the facts you can t separate leadership from decision making The importance of making decisions no matter how big or small cannot be overstated *Decision Making For Dummies* is a candid resource that helps leaders understand the impact of their choices not only on business but also on their credibility and reputation Designed for managers business owners and anyone else who makes tough decisions on a daily basis this guide helps you figure out if the decisions you re making are the right ones In addition to helping you explore how to evaluate your choices *Decision Making For Dummies* covers ways to receive support for decision making delves into various decision making styles reviews the importance of sifting through data and information and includes information on ways to engage others and make decisions collectively Being in charge can be challenging but with this guide you don t have to go it alone Discusses the effects of decision making and outlines the considerations that must be made to gain trust and confidence Demonstrates ways to communicate particularly sensitive decisions and offers approaches for making bold decisions that challenge the status quo Delves into the risks and benefits of certain decisions and shows readers the best ways to evaluate choices Outlines smart strategies for engaging others and drawing them into the decision making process Crucial decisions need to be made every day in the business world so there s no time to waste Make *Decision Making For Dummies* your primary resource for learning to choose your actions wisely and confidently *Effective Decision Making* John Adair,2009 *Effective Decision Making* is the definitive guide to the crucial management skill of creative thinking John Adair draws on examples and case studies from business recent history sport and entertainment in showing how to tackle different areas **Models of Decision-Making** Paul Weirich,2015 This book explains and justifies efficient general methods of making decisions and will guide practical efforts to streamline rational choice **Decision-Making Pocketbook** Neil Russell-Jones,2017-06-30 Practical tips tools and techniques to ensure you identify the real issues and make balanced choices that add value **Decision-Making in Management** Kesra Nermend,Małgorzata Łatuszyńska,Eleftherios Thalassinou,2021-08-10 Making important business decisions is usually a difficult and complicated task In the modern economy where businesses have to solve increasingly complex decision making problems it is important to learn and use methods and techniques including the analysis of behavioral data to support decision making in practice This book presents various methods and solutions to problems in modern data acquisition techniques and practical aspects of decision making In particular it addresses such important issues as business decision making multi criteria decision analysis MCDA multidimensional comparative analysis MCA decision

games and data acquisition techniques for decision making declarative techniques and cognitive neuroscience techniques Important topics such as consumers rational behavior environmental management accounting operational research methods neuroscience including epigenetics DEA analysis etc as well as case studies related to decision making in management are also included

*The Art of Decision Making* Joseph Bikart, 2019-07-09 Drawing insights from philosophy psychology literature and theology a longtime executive business coach explores how and why we make the decisions we do What is it that makes some of us better or worse than others at committing to a choice What are the forces that hold us back and how can we successfully overcome them Every facet of our lives depends on the decisions we make Yet how often do we pause to reflect on our ability to make the best and smartest choices The key is how we confront and refine the decision making process Here Joseph Bikart explores the intricacies of decision making challenging us to understand why we make the choices we do He explores how the true power of decisions especially the toughest among them help us to face our fears and may in turn change how we think about ourselves Breaking his study into four clear parts and short practical essays Bikart presents a lively and compelling exploration of the process of decision making He covers Indecision Indecision What makes us indecisive What holds us back and why Where Art Thou How and where we get stuck and the importance of relaxing one's grip The Momentum of Decisiveness Keeping our focus and proactivity The Deciding Mind Making our smartest choices Drawing from such different fields as philosophy psychology neurology literature art history and theology *The Art of Decision Making* takes us on a journey from the depths of procrastination to the elation of decision making Presenting a fresh perspective on what to do at the proverbial fork in the road Bikart's unique philosophy is insightful thought provoking and potentially life changing

*Managerial Decisions Under Uncertainty* Bruce F. Baird, 1991-01-16 How to improve decision making skills in realistic situations and do it in a reasonably nonmathematical fashion Develops practical techniques for deciding upon the best strategies in a variety of situations Provides methods for reducing complex problems to easily drawn decision diagrams trees supported by real world examples Includes detailed cases that employ the methods described in the text Each chapter contains illustrative examples and exercises



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