

CHAPTER 3

Structuring Decisions

Notes

Chapters 3 and 4 might be considered the heart of *Making Hard Decisions* with *DecisionTools*. Here is where most of the action happens. Chapter 3 describes the process of structuring objectives and building influence diagrams and decision trees. Chapter 4 discusses analysis. The chapter begins with a comprehensive discussion of value structuring and incorporates value-focused thinking throughout. Constructing influence diagrams and decision trees to reflect multiple objectives is demonstrated, and the chapter contains a discussion of scales for measuring achievement of fundamental objectives, including how to construct scales for objectives with no natural measures.

Understanding one's objectives in a decision context is a crucial step in modeling the decision. This section of the chapter shows how to identify and structure values, with an important emphasis on distinguishing between fundamental and means objectives and creating hierarchies and networks, respectively, to represent these. The fundamental objectives are the main reasons for caring about a decision in the first place, and so they play a large role in subsequent modeling with influence diagrams or decision trees.

Students can generally grasp the concepts of influence diagrams and how to interpret them. Creating influence diagrams, on the other hand, seems to be much more difficult. Thus, in teaching students how to create an influence diagram for a specific situation, we stress basic influence diagrams, in particular the basic risky decision and imperfect information. Students should be able to identify these basic forms and modify them to match specific problems. The problems at the end of the chapter range from simple identification of basic forms to construction of diagrams that are fairly complex.

The discussion of decision trees is straightforward, and many students have already been exposed to decision trees somewhere in their academic careers. Again, a useful strategy seems to be to stress some of the basic forms.

Also discussed in Chapter 3 is the matter of including in the decision model appropriate details. One issue is the inclusion of probabilities and payoffs. More crucial is the clarity test and the development of scales for measuring fundamental objectives. The matter of clarifying definitions of alternatives, outcomes, and consequences is absolutely crucial in real-world problems. The clarity test forces us to define all aspects of a problem with great care. The advantage in the classroom of religiously applying the clarity test is that the problems one addresses obtain much more realism and relevance for the students. It is very easy to be lazy and gloss over definitional issues in working through a problem (e.g., "Let's assume that the market could go either up or down"). If care is taken to define events to pass the clarity test ("The market goes up means that the Standard & Poor's 500 Index rises"), problems become more realistic and engaging.

The last section in Chapter 3 describes in detail how to use PrecisionTree for structuring decisions. The instructions are intended to be a self-contained tutorial on constructing decision trees and influence diagrams. PrecisionTree does have an interactive video tutorial along with video tutorials on the basics and videos from experts. These videos along with example spreadsheets and the manual all can be found in the PrecisionTree menu ribbon under Help, then choosing Welcome to PrecisionTree.

Please note that if you enter probability values that do not sum to 100% for a chance node, then the program uses normalized probability values. For example, if a chance node has two branches and the corresponding probabilities entered are (10%, 80%), then the model will use (11.11%, 88.89%) – i.e., $0.1/(0.1+0.8)$ and $0.8/(0.1+0.8)$.

Because this chapter focuses on structuring the decision, many of the problems do not have all of the numbers required to complete the model. In some cases, the spreadsheet solution provides the structure of the problem only, and the formulas were deleted (for example, problem 3.10). In other cases, the model is

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Decision Making in Systems Engineering and Management Gregory S. Parnell, Patrick J. Driscoll, Dale L. Henderson, 2011-03-16 Decision Making in Systems Engineering and Management is a comprehensive textbook that provides a logical process and analytical techniques for fact based decision making for the most challenging systems problems Grounded in systems thinking and based on sound systems engineering principles the systems decisions process SDP leverages multiple objective decision analysis multiple attribute value theory and value focused thinking to define the problem measure stakeholder value design creative solutions explore the decision trade off space in the presence of uncertainty and structure successful solution implementation In addition to classical systems engineering problems this approach has been successfully applied to a wide range of challenges including personnel recruiting retention and management strategic policy analysis facilities design and management resource allocation information assurance security systems design and other settings whose structure can be conceptualized as a system [The Leader's Guide to Smart Decision-Making - How to Solve Problems and Drive Results](#) ,2025-02-12 Great leaders are defined by the decisions they make In The Leader s Guide to Smart Decision Making How to Solve Problems and Drive Results you ll learn how to think strategically navigate complexity and make choices that lead to long term success Every day leaders face tough decisions that can impact their teams organizations and bottom line This book provides a proven framework for making sound confident decisions even under pressure You ll discover how to Analyze challenges effectively and break down complex problems into clear solutions Balance logic and intuition to make faster smarter choices Avoid common decision making pitfalls such as bias and overanalysis Empower your team to contribute insights and drive better outcomes Turn decisions into action and ensure follow through for real results Packed with real world case studies practical strategies and expert insights this book will help you build the skills to make better decisions solve problems with confidence and lead with clarity in any situation Smart decisions create great leaders Learn how to make yours count **Decision Making in Aviation** Don Harris, Wen-Chin Li, 2017-07-05 Decision making pervades every aspect of life people make hundreds of decisions every day The vast majority of these are trivial and without a right or wrong answer In some respects there is also nothing extraordinary about pilot decision making It is only the setting that is different the underlying cognitive processes are just the same However it is the context and the consequences of a poor decision which serve to differentiate aeronautical decision making Decisions on the flight deck are often made with incomplete information and while under time pressure The implications for inadequate performance is much more serious than in many other professions Poor decisions are implicated in over half of all aviation accidents This volume contains key papers published over the last 25 years providing an overview of the major paradigms by which aeronautical decision making has been investigated Furthermore decision making does not occur in isolation It is a joint function of the flight tasks knowledge equipment on the flight deck and other stressors In this

volume of collected papers works from leading authors in the field consider all these aspects of aeronautical decision making

MGMT4 Chuck Williams, Alan McWilliams, Rob Lawrence, Wahed Waheduzzaman, 2019-09-09 MGMT4 is the fourth Asia Pacific edition of this innovative approach to teaching and learning the principles of management Concise yet complete coverage of the subject supported by a suite of online learning tools and teaching material equips students and instructors with the resources required to successfully undertake an introductory management course This highly visual and engaging resource is now available on the MindTap eLearning platform allowing for seamless delivery both online and in class With the Cengage Mobile app students can take course materials with them anytime anywhere New print versions of this book include access to the MindTap platform

Managing Clinical Processes Roslyn Sorensen, Rick Iedema, 2008-10-08 This book will provide clinicians clinical managers and corporate managers with a practical guide to managing clinical processes and managing change in health services It also provides the theory behind the practice

EBOOK: Cognitive Psychology 2e Kenneth Gilhooly, Fiona Lyddy, Frank Pollick, Sandra Buratti, 2020-12-22 EBOOK Cognitive Psychology 2e

Impeachment Trial Committee on the Articles Against Judge G. Thomas Porteous, Jr: part A-E (5 v.) G. Thomas Porteous (Jr.), United States. Congress. Senate. Impeachment Trial Committee, 2010

A Healthcare Solution Mark A. Vonderembse, David D. Dobrzykowski, 2016-10-14 The evidence is undeniable By any measure the US spends more on healthcare than any other country in the world yet its health outcomes as measure by longevity are in the bottom half among developed countries and its health related quality of life has remained constant or declined since 1998 In addition to high costs and lower than expected outcomes the healthcare delivery system is plagued by treatment delays as it can take weeks to see a specialist and many people have limited or no access to care Part of the challenge is that the healthcare delivery system is a large complex and sophisticated value creation chain Successfully changing this highly interconnected system is difficult and time consuming because the underlying problems are hard to comprehend the root causes are many the solution is unclear and the relationships among problems causes and solution are multifaceted To address these issues the book carefully explains the underlying problems examines their root causes using information data and logic and presents a comprehensive and integrated solution that addresses these causes These three steps are the methodological backbone of this book A solution depends on understanding and applying the principles of patient centered care PCC and resource management PCC puts patients supported by their primary care physicians back in the role as decision makers and depends on patients being responsible for their health including making good life style choices After all the best way to reduce healthcare costs and increase quality of life is to improve our health and wellness and as a result need less care In addition health insurance must be rethought and redesigned so it is less likely to lead to overuse For many people with health insurance the out of pocket cost of healthcare are small so healthcare decision making is often biased toward consumption Effective resource management means that healthcare providers must do a better job of acquiring and using resources in

order to provide care quickly productively and correctly This means improving healthcare strategy and management accelerating the use of information technology making drug costs affordable and fair reducing the incidence of malpractice and rebuilding the provider network In addition implementation is difficult because there are many participants in the healthcare delivery value chain such as physicians nurses and medical technicians as well as many provider organizations such as hospitals clinics physician offices and labs Further up the value chain there are pharmaceutical companies equipment providers and other suppliers These participants have diverse and sometimes conflicting goals but each must be willing to accept change and work in a coordinated manner to improve healthcare To overcome these problems strong national leadership is needed to get the attention and support from the people and organizations involved in healthcare and to make the comprehensive changes that will lower healthcare costs improve healthcare quality eliminate delays increase access and enhance patient satisfaction

Decision-Making Techniques for Autonomous Vehicles Jorge Villagra, Felipe Jiménez, 2023-03-03 Decision Making Techniques for Autonomous Vehicles provides a general overview of control and decision making tools that could be used in autonomous vehicles Motion prediction and planning tools are presented along with the use of machine learning and adaptability to improve performance of algorithms in real scenarios The book then examines how driver monitoring and behavior analysis are used produce comprehensive and predictable reactions in automated vehicles The book ultimately covers regulatory and ethical issues to consider for implementing correct and robust decision making This book is for researchers as well as Masters and PhD students working with autonomous vehicles and decision algorithms Provides a complete overview of decision making and control techniques for autonomous vehicles Includes technical physical and mathematical explanations to provide knowledge for implementation of tools Features machine learning to improve performance of decision making algorithms Shows how regulations and ethics influence the development and implementation of these algorithms in real scenarios

Intelligent Decision-making Support Systems

Jatinder N.D. Gupta, Guisseppi A. Forgionne, Manuel Mora T., 2007-03-30 This book will be bought by researchers and graduates students in Artificial Intelligence and management as well as practising managers and consultants interested in the application of IT and information systems in real business environment

Decision Methods for Forest Resource

Management Joseph Buongiorno, J. Keith Gilles, 2003-02-06 Decision Methods for Forest Resource Management focuses on decision making for forests that are managed for both ecological and economic objectives The essential modern decision methods used in the scientific management of forests are described using basic algebra computer spreadsheets and numerous examples and applications Balanced treatment is given throughout the book to the ecological and economic impacts of alternative management decisions in both even aged and uneven aged forests In depth coverage of both ecological and economic issues Hands on examples with Excel spreadsheets electronic versions available on the authors website Many related exercises with solutions Instructor s Manual available upon request

Engineering Effective Decision Support

Technologies: New Models and Applications Power, Daniel J., 2013-05-31 In modern information centric business environments Decision Making Support Systems DMSS present a critical consideration for any organization serious about maintaining competitive advantage Advances in information systems knowledge management technologies and other decision support systems necessitate a critical understanding of the latest trends and research Engineering Effective Decision Support Technologies New Models and Applications presents a collection of the latest research in DMSS and applies those theoretical considerations to best practices in the field This reference includes empirical case studies and an analysis of new models and perspectives in knowledge management promoting discussion of DMSS strategies among managers researchers and students of information science The Biml Book Andy Leonard, Scott Currie, Jacob Alley, Martin Andersson, Peter Avenant, Bill Fellows, Simon Peck, Reeves Smith, Raymond Sondak, Benjamin Weissman, Cathrine Wilhelmsen, 2017-10-30 Learn Business Intelligence Markup Language Biml for automating much of the repetitive manual labor involved in data integration We teach you how to build frameworks and use advanced Biml features to get more out of SQL Server Integration Services SSIS Transact SQL T SQL and SQL Server Analysis Services SSAS than you ever thought possible The first part of the book starts with the basics getting your development environment configured Biml syntax and scripting essentials Whether a beginner or a seasoned Biml expert the next part of the book guides you through the process of using Biml to build a framework that captures both your design patterns and execution management Design patterns are reusable code blocks that standardize the approach you use to perform certain types of data integration logging and other key data functions Design patterns solve common problems encountered when developing data integration solutions Because you do not have to build the code from scratch each time design patterns improve your efficiency as a Biml developer In addition to leveraging design patterns in your framework you will learn how to build a robust metadata store and how to package your framework into Biml bundles for deployment within your enterprise In the last part of the book we teach you more advanced Biml features and capabilities such as SSAS development T SQL recipes documentation autogeneration and Biml troubleshooting The Biml Book Provides practical and applicable examples Teaches you how to use Biml to reduce development time while improving quality Takes you through solutions to common data integration and BI challenges What You ll Learn Master the basics of Business Intelligence Markup Language Biml Study patterns for automating SSIS package generation Build a Biml Framework Import and transform database schemas Automate generation of scripts and projects Who This Book Is For BI developers wishing to quickly locate previously tested solutions Microsoft BI specialists those seeking more information about solution automation and code generation and practitioners of Data Integration Lifecycle Management DILM in the DevOps enterprise **Patients, Power and Responsibility** John Spiers, 2003 Care pathways are being developed throughout the health service to improve the quality and effectiveness of care Are they being developed efficiently and making the most of the latest clinical computing systems This is the first practical guide on how Information

Technology and systems methods can support the development implementation and maintenance of e Pathways Case studies throughout highlight team approaches to facilitation clinical knowledge management process analysis and redesign and computerisation providing insights into how e Pathways can be used to support high quality patient care The information is presented in an easy to read style and requires no prior knowledge of IT systems Doctors nurses and managers throughout primary and secondary care as well as healthcare information technology specialists and suppliers will find this to be essential reading An accompanying CD ROM includes supplementary information providing useful website links and additional material on specific topic areas

Managing Public Services - Implementing Changes Tony L. Doherty, Terry Horne, Simon Wootton, 2014-01-03 The work of a manager in a service organisation is not the same as the work of a manager in an organisation that manufactures goods *Managing Public Services Implementing Changes A Thoughtful Approach 2e* is for students and managers who intend to work in a service organisation whether it is owned publicly or privately This book concentrates on how managers can change things for the better and explains why as well as how The second edition has been fully updated to address challenges facing public services with new material on managing cuts managing risk managing innovation producing funding applications Lean Management and process review A new chapter on managing social enterprise and generating social capital has also been added This text is both solidly practical and theoretically challenging and is supported by strong pedagogical features including case studies and illustrative vignettes from public service managers working in Europe Asia Australia and the US exercises and review questions Students will develop learning skills that enable them to transfer their learning from one situation to another and thinking skills that enable them adapt the way that they apply their learning as circumstances change This comprehensive text has been specifically designed and developed to meet the needs of students studying public services management at undergraduate and postgraduate level It allows the reader to develop transferable skills in thinking and learning as they work through the book and gives greater awareness of the benefits of continuous learning for staff and managers

Digital Transformation of Enterprise Architecture Vivek Kale, 2019-07-08 In this book Vivek Kale makes an important contribution to the theory and practice of enterprise architecture this book captures the breadth and depth of information that a modern enterprise architecture must address to effectively support an agile enterprise This book should have a place in every practicing architect's library John D McDowall Author of *Complex Enterprise Architecture* *Digital Transformation of Enterprise Architecture* is the first book to propose Enterprise Architecture EA as the most important element after Business Models for digital transformation of enterprises This book makes digital transformation more tangible by showing the rationale and typical technologies associated with it and these technologies in turn reveal the essence of digital transformation This book would be useful for analysts designers and developers of future ready agile application systems This book proposes that it is the perennial quest for interoperability portability scalability availability etc that has directed and driven the evolution of the IT IS industry in the

past 50 years It is this very quest that has led to the emergence of technologies like service oriented cloud and big data computing In addition to the conventional attributes of EA like interoperability scalability and availability this book identifies additional attributes of mobility ubiquity security analyticity and usability This pragmatic book Identifies three parts effort for any digital transformation Business Models Enterprise Architectures and Enterprise Processes Describes eight attributes of EA interoperability scalability availability mobility ubiquity security analyticity and usability Explains the corresponding technologies of service oriented cloud big data context aware Internet of Things IoT blockchain soft and interactive computing Briefs on auxiliary technologies like integration virtualization replication spatio temporal databases embedded systems cryptography data mining and interactive interfaces that are essential for digital transformation of enterprise architecture Introduces interactive interfaces like voice gaze gesture and 3D interfaces Provides an overview of blockchain computing soft computing and customer interaction systems Digital Transformation of Enterprise Architecture proposes that to withstand the disruptive digital storms of the future enterprises must bring about digital transformation i e a transformation that affects an exponential change amplification or attenuation in any aspect of the constituent attributes of EA It proposes that each of these technologies service oriented cloud big data context aware IoT blockchain soft and interactive computing bring about digital transformation of the corresponding EA attribute viz interoperability scalability availability mobility ubiquity security analyticity and usability

Making Social Policy in Australia John Wiseman,2020-09-28 Social policy affects everyone and is everyone s business Even if you do not receive welfare payments directly or indirectly you benefit from government services and funding Yet how are policies and programs actually developed Can social policy help us create a more just society This book offers an introduction to the theory and practice of social policy making in Australia Using detailed case studies it covers the ideas and values which inform the social policy process how different groups can influence policy making how social policy making takes place in social and political organisations the political nature of policy making Making Social Policy in Australia is the most up to date introduction to Australian social policy currently available and is essential reading for students and practitioners in human and community service work and government Tony Dalton Mary Draper and John Wiseman lecture in Social Work and Social Sciences at Rmit Melbourne Wendy Weeks lectures in Social Work and Social Policy at the University of Melbourne and is author in collaboration of Women Working Together Lessons from feminist women s services Each of the authors has been involved in policy debate and development for many years

ABC of Dementia Bernard Coope,Felicity A. Richards,2020-05-29 ABC of Dementia is a practical guide written with the needs of professionals in training in mind Its aim is to enable readers to explore attitudes towards dementia and find the knowledge and skills required in the important task of supporting the lives of people with dementia and their carers This new edition is designed to assist students and practitioners working within both primary and secondary care settings with the diagnosis treatment and provision of care It covers the causes of dementia diagnostic

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