

3.1 Introduction

Decision analysis can be used to develop an optimal strategy when a decision maker is faced with several decision alternatives and an uncertain pattern of future events. In this chapter we will learn some mathematical models useful in helping managers make the best possible decisions.

Example 1 (modified from Solved Problem 3-1, page 92, textbook):

Maria Rojas is considering the possibility of opening a dress shop on Fairbanks Avenue, a few blocks from the university. She has located a good mall that attracts students. Her options are to open a small shop, a medium-sized shop, or no shop at all. The market for a dress shop can be good, average, or bad. The projected net profit or loss figures (in thousand dollars) for the medium-sized and small shops for the various market conditions are given in the following table. Building no shop at all yields no loss and no gain.

Alternative	Good Market	Average Market	Bad Market
<i>Small shop</i>	75	25	-40
<i>Medium shop</i>	100	35	-60
<i>No shop</i>	0	0	0

Which alternative will lead to the **largest profit** given the uncertainty concerning the demand for the dresses?

Six Steps in Decision Making:

1. Clearly define the problem at hand.
2. List the possible alternatives.
3. Identify the possible outcomes or states of nature.
4. List the payoff (typically profit) of each combination of alternatives and outcomes.
5. Select one of the mathematical decision theory models.
6. Apply the model and make your decision.

3.2 Three components of a decision-making problem: decision alternatives, states of nature, and payoff table.

Decision alternative: is a **course of action** or a **strategy** that the decision maker can choose. There are three possible alternatives in this example: *Small shop*, *Medium shop*, or *No shop*.

States of nature: are possible **outcomes** or future events that affect the payoff associated with a decision alternative. The states of nature are not under the control of the decision maker. States of nature should be defined in a way that they are mutually exclusive and collectively exhaustive.

In this example, there are three states of nature: **Good Market**, **Average Market** or **Bad Market**.

Decision Table or Payoff Table:

Payoff (also called *Conditional Value*) is a consequence, normally expressed in a monetary value, resulting from each possible combination of decision alternatives and outcomes. Payoffs are typically expressed in term of profit or cost.

Introduction To Decision Analysis

Lawrence D. Phillips



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Introduction to Decision Analysis David C. Skinner, 1999-01-01 *Making Hard Decisions* Robert Taylor Clemen, 1996-01 This best selling and up to date survey of decision analysis concepts and techniques is accessible to students with limited mathematical backgrounds It is designed for advanced undergraduate and MBA level courses in decision analysis and also for business courses in introductory quantitative methods Prerequisites college algebra introductory statistics **Making Hard Decisions** Terence Reilly Robert T. Clemen, Terence Reilly, 2020 This text teaches the fundamental ideas of decision analysis without the burden of extensive mathematical skills This new version incorporates and implements the powerful DecisionTools by Palisade Corporation the world's leading toolkit for risk and decision analysis At the end of each chapter topics are illustrated with step by step instructions for DecisionTools The Third Edition adds new material on valuing real options and organizational use of decision analysis and updates on behavioral decision theory Twelve cases from the Darden School University of Virginia have been included **Introduction to Decision Analysis** Bruce F. Baird, 1978-01-01 Instructor's Manual for Making Hard Decisions Robert Clemen, 1996 Contains teaching notes and complete solutions to all the problems in the text **Making Hard Decisions** Clemen, 1991-01-01 *Introduction to Decision Analysis* David C. Skinner, 1996 **Introduction to Decision Analysis** Robert Hocquard Leicester, Commonwealth Scientific and Industrial Research Organization (Australia). Division of Building Research, 1976 **Making Hard Decisions - An Introduction to Decision Analysis** RT. Clemen, 1990 Introduction to Decision Analysis Lawrence D. Phillips, 1979

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criteria that can directly or indirectly affect the consequences of various decisions The application of the multi criteria decision theory focusses mainly on the use of computational methods which include multiple criteria and orders of preference for the evaluation and the selection of the best option among many alternatives based on the desired outcome The theory of multi criteria decision making MCDM is an approach that can be extremely useful for students managers engineers of manufacturing companies etc *Managerial Decision Analysis* Danny Samson,1992-05-19 This text focuses on how decision analysis can be used to support the managerial decision process It supports professors and students in the classroom with extensive case studies and problem sets and with Arborist software and documentation Decision Analysis Howard Raiffa,1970 **Decision Analysis** Myra Chapman,1980

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