

## CHAPTER 3: DECISION ANALYSIS

### ● Six Steps in Decision Making [PAOPMD]

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**.

### ● Types of Decision-Making Environments [CUR]

1. **Decision making under certainty** — will choose the alternative that will maximize their well-being or will result in the best outcome.
2. **Decision making under uncertainty** — decision maker does not know the probabilities of the various outcomes.
3. **Decision making under risk** — decision maker knows the probability of occurrence of each outcome.

### ● Decision Making Under Uncertainty (Criterion) [OPRLR]

1. **Optimistic (maximax)** — aiming for maximum or the best alternative
2. **Pessimistic (maximin)** — guarantees the payoff will be at least the maximin value (the best of the worst values).
3. **Criterion of realism (Hurwicz)** — weighted average, compromise between an optimistic and a pessimistic decision.
4. **Equally likely (Laplace)** — involves finding the average payoff for each alternative and selecting the alternative with the best or highest average.
5. **Minimax regret** — Opportunity loss refers to the difference between optimal profit or payoff for a given state of nature and the actual payoff received for a particular decision.

### ● Decision Making Under Risk

- Is a decision situation in which several possible states of nature may occur, and the probabilities of these states of nature are known.

1. **Expected Monetary Value (EMV)** — is the weighted sum of possible payoffs for each alternative.

$$EMV(\text{alternative}) = \sum X_i P(X_i)$$

e

where

- $X_i$  = payoff for the alternative in state of nature  $i$   
 $P(X_i)$  = probability of achieving payoff  $X_i$  (i.e., probability of state of nature  $i$ )  
 $\Sigma$  = summation symbol

2. **Exp  
cted  
Value  
of**

If this were expanded, it would become

$$\begin{aligned} EMV(\text{alternative}) &= (\text{payoff in first state of nature}) \times (\text{probability of first state of nature}) \\ &+ (\text{payoff in second state of nature}) \times (\text{probability of second state of nature}) \\ &+ \dots + (\text{payoff in last state of nature}) \times (\text{probability of last state of nature}) \end{aligned}$$

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# Making Hard Decisions Chapter 1 solutions

**Christian Drosten**



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