

## 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

# Making Hard Decisions Chapter 11 Solutions

**Stephen Gillam**



## **Making Hard Decisions Chapter 11 Solutions:**

Managing Public Services--implementing Changes Tony L. Doherty, Terry Horne, 2002 Taking a distinctive approach emphasizing management and organizational learning as keys to organizational success this introductory text is solidly practical and is supported by strong pedagogical features

**Gamify Your College Classroom** Sierra Adare-Tasiwoopa ápi, 2025-09-29 Gamify Your College Classroom is an instructor playbook for nurturing life skills through the incorporation and customization of games and game elements into coursework Featuring a robust contributor team representing a range of institutions and disciplines this guide provides detailed case studies and strategies to promote critical thinking communication problem solving teamwork and even AI literacy In a world in which ChatGPT and other generative AI technologies tempt students to take a passive route the approaches in this book are designed to foster strategic planners and open minded decision makers By allowing students to gain knowledge through their choices take responsibility for their learning and expand and enrich their perspectives on diversity and empathy this book equips college faculty and instructors with the tools they need to optimize real world skill building

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*Information Services Today* Sandra Hirsh, 2018-03-02 This second edition of Information Services Today An Introduction demonstrates the ever changing landscape of information services today and the need to re evaluate curriculum competency training and one s personal learning network in order to stay abreast of current trends and issues and more significantly remain competent to address the changing user needs of the information community Specifically the book provides a thorough introduction history and overall state of the field gives a diverse and global perspective of what it means to be a library and information professional today addresses why information organizations and information and technological literacy are more important today than ever before discusses how technology has influenced the ways that information professionals provide information resources and services in today s digital environment highlights current issues and trends and provides expert insight into emerging challenges innovations and opportunities for the future and identifies career management strategies and leadership opportunities in the information profession The new edition features chapter updates to address changes in information services introducing new topics such as strategic planning change management design thinking advocacy and data management and analysis and includes new contributing authors The book begins with an overview of libraries and their transformation as information and technological hubs within their local and digital communities It covers the various specializations within the field emphasizing the exciting yet complex roles and opportunities for information professionals in a variety of information environments With that

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*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

*Everything you ever wanted to know to stop foreclosure.....but were afraid to ask ,*      **Social Work, Law and Ethics**  
Jonathan Dickens,2013 This book takes a problem based approach to explore the dilemmas that arise when the law and social work ethics conflict It highlights what the law says what ethical principles are at stake and what these imply for policy and practice helping students to develop an understanding of the issues involved      **Taking Care of Mom and Dad** Mike Rust,First Last,2003-02 In Father to the Man author Mike Rust explores the mechanics of caring for your parents everything from establishing power of attorney to making sure money is invested well      **E-Journals Access and Management** Wayne Jones,2008-09 The proliferation of e journals and their impact on library collections is tremendous E Journals Access and Management takes a comprehensive look at how e journals have changed the library landscape and offers librarians strategies to better manage them This useful resource provides a broad overview of the practical and theoretical issues associated with the management of electronic journals and contains practical and illuminating case studies of problems faced and solutions found in individual libraries Containing chapters by respected authorities on this dynamic topic of debate E Journals Access and Management presents vital information on a full range of issues dealing with electronic resource access and management including bibliographic and web access acquisitions and licensing      Customer Centric Product Definition PDC Professional Publishing,2010-07      The Third Sector Delivering Public Services James Rees,David Mullins,2017-07-05 This book offers a comprehensive overview of the role of the third sector voluntary or nonprofit groups in the delivery of public services in the United Kingdom It details the historical development of the relationship between the government and the third sector reviews major debates and controversies that have accompanied the increasing reliance on third sector work in recent years and explores the various fields in which third sector activity is prominent      Developing Inquiry for Learning Peter Ovens,Frances Wells,Patricia Wallis,Cyndy Hawkins,2012-04-27 Developing Inquiry for Learning shows how university tutors can help students to improve their abilities to learn and to become professional inquirers An increasing proportion of students entering higher education seem to assume that learning is a relatively passive process This may be the largest single limitation on their achievement University tutors need to be able to respond creatively to students learning needs and difficulties The modern teaching environment in higher education demands a sophisticated approach to teaching learning

and assessment i.e the curriculum its planning its development and tutors professional development Tutors need fresh ideas about how to challenge students spoon fed approach to enable them to become collaborative yet independently motivated learners In the innovative and practically proven approach developed by the authors of this book students are guided to implement action research into their learning practices and reflections Using a rolling programme of cyclical inquiries and whole group conferences on improving learning students write patches on learning development which are then shared across the year group online Each student s cumulative set of patches together with their regular reflective writing provide the basis for assembling a composite final assignment a Patchwork Text for assessment This style of curriculum and assessment organisation encourages regular peer feedback and formative assessment as part of the whole module process This is a dynamic approach which builds personal confidence within students both as learners and as professionals Providing teaching materials and examples of students responses including the use of blogs wikis and discussion boards Developing Inquiry for Learning analyses and theorises on the deeper characteristics of the difficulties being addressed With the provision of relevant frameworks of theory and values readers are amply equipped to adopt adapt and experiment within their own developments of teaching and curricula Tutors particularly programme leaders and those who are responsible for the quality of student learning across programmes are challenged in various ways to re evaluate current provision and are helped to improve it in ways which can be matched to local situations and priorities Peter Ovens was Principal Lecturer in Professional and Curriculum Development at Nottingham Trent University and is now a Senior Research Fellow at the University of Cumbria Frances Wells is a Principal Lecturer in Education at Nottingham Trent University Pat Wallis is a Senior lecturer in Professional Studies at Nottingham Trent University Cyndy Hawkins is a Senior Lecturer in the School of Education at Nottingham Trent University

Educational Audiology Handbook, Fourth Edition Cheryl DeConde Johnson, Jane B. Seaton, 2025-02-25 The fourth edition of Educational Audiology Handbook continues to provide essential strategies for collaborating effectively with educators parents and other professionals to support students who need audiology services in school settings This book emphasizes evidence based practices ensuring educational audiologists are equipped with the latest research and methodologies to enhance student outcomes Newly authored by contributors who practice as educational audiologists in local or regional school districts each chapter emphasizes an integration of real world experiences and case studies that reflect current challenges and successes in the field With a focus on practical applications readers will find assessment intervention and program development tools grounded in the latest evidence New to the Fourth Edition Three new chapters Advocating for Educational Audiology Services Remote Service Delivery Development and Management of Contracted Educational Audiology Services New contributors to introduce fresh perspectives relevant to today s educational audiology practice Updated to reflect current terminology legislative information and best practice essentials Expanded information and resources related to classroom acoustics and learning environments Updated

perspectives on topics including auditory processing deficits hearing technology out of booth assessment student wellness and social emotional competence and the audiologist s role in supporting the educational goal for students with hearing related needs Key Features Each chapter introduction includes lists of key terms key points and sample questions for instructors students and practicing educational audiologists Chapters include updated list of selected readings and resources Extensive appendices with customizable handouts forms and protocols ready for local use

*Leadership and Management for Doctors in Training* Stephen Gillam, 2021-04-05 This guide helps undergraduate medics and junior doctors as well as experienced doctors taking on new managerial responsibilities to become effective leaders and managers by introducing both management and clinical leadership theory and practice and the challenges facing medical managers in today s NHS Despite growing recognition of the importance of leadership and management to doctors in meeting their clinical responsibilities training in medical schools and foundation years remains patchy

**Blood Money** Margaret Sankey, 2022-10-15 It is convenient to think that bad guys are drumming up money for their activities far away and in shady back alleys but the violent non state actors VNSAs of the world are hiding in plain sight They peddle knockoff sneakers pass the hat at ethnic festivals take a cut of untaxed booze sales swindle senior citizens with bogus phone calls about needing bail in Mexico and run money through mainstream banks to buy up rental properties just to name a few On a grand scale their behavior erodes rule of law creates moral injuries from corruption and emboldens bad actors to steal and back violent tactics with impunity Blood Money analyzes the ways in which VNSAs find money for their operations and sustainment from controlling a valuable commodity to harnessing the grievances of a networked diaspora and it looks at the channels through which they can flip the positives of globalization into flat fast and frictionless movement of people funds and materials needed to terrorize and coerce their opponents Author Margaret Sankey highlights the mundane and everyday nature of these tactics occurring under our noses online in legitimate marketplaces and with the aegis of intelligence services and national governments While reforms attempt to curtail these options their utility and efficacy as tools of finance have proved inadequate for sovereign states VNSAs defiance of rules and their capable adaptation and innovation make them extremely difficult to pin down or prosecute Many security publications stress legislation and enforcement or frame illicit finance as a military or police problem With Blood Money Sankey points out the many ways VNSAs evade law enforcement and she offers options for involving consumers and activists in exercising agency and choices in how they apply their money and where it goes Blood Money also provides context for whole of government approaches to attacking underlying supports for illicit financing channels How these groups finance themselves is key to understanding how they function and what actions might be taken to derail their plans or dismantle their structure

**You and Your Aging Parents** , 2009 In this timely new book the professionals at the ABA provide comprehensive clear and practical guidance on how to plan for and secure aging parents financial and emotional well being The guide covers topics including housing healthcare power of attorney and more

*Leadership Strategies for Community College Executives* Gunder Myran, George A. Baker III, Beverly Simone, Tony Zeiss, 2003-08 Presidents executive teams governing boards administrators faculty leaders and graduate students alike will benefit from this comprehensive primer Designed to help professionals at all stages of their careers this resource is particularly useful to the growing number of new CEOs Thorough attention is paid to operational principles and organizational design as well as policy development in both general and specific contexts such as students curriculum staff and resource development Look for special chapters on crisis management as well as practical advice for new CEOs

**Legal Considerations for Fire & Emergency Services, 4th Ed** J. Curtis Varone, 2022-01-10 THE LAW HAS EVOLVED immunity criminal law arson search and seizure FLSA wage and hour over time issues employment discrimination sexual harassment FMLA Americans with Disabilities Act public records laws open meetings requirements drug testing due process collective bargaining for firefighters OSHA and the relationship between NFPA standards and OSHA enforcement EMS related topics such as consent implied consent informed consent the role of DNR orders living wills and durable powers of attorney for health care decisions refusals against medical advice and much more FEATURES OF THE FOURTH EDITION Updated case law on employment discrimination and newly enacted laws mandating sexual harassment policies and training in the workplace New US Supreme Court case law on union security provisions Marijuana law update including the impact of legalized hemp recreational marijuana and medical marijuana on drug testing of firefighters New guidance for social media digital imagery and electronic surveillance Meets the latest requirements for FESHE's Legal Aspects of the Fire Service as well as Political and Legal Foundations for Fire Protection *Medical Discrimination Against Children with Disabilities*, 1989 **Advanced Fire & Emergency Services Administration with Navigate Advantage Access** Randy R Bruegman, 2022-12-06 Advanced Fire and Emergency Services Administration Second Edition includes all of the information necessary to provide the current or future chief officer with the knowledge to lead and prepare their organization while making the necessary shifts to be relevant and sustainable in the future The text is designed to be a progressive primer for students who are seeking more knowledge about fire and emergency service administration It demonstrates the importance of the following skills necessary to manage and lead a fire and emergency services department through the challenges and changes of the 21st century Persuasion and influence Accountable budgeting Anticipation of challenges and the need for change Using specific management tools for analyzing and solving problems With Advanced Fire and Emergency Services Administration Second Edition learners will see first hand how the leader of a fire and emergency services department develop internal and external cooperative skills to cr



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