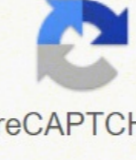
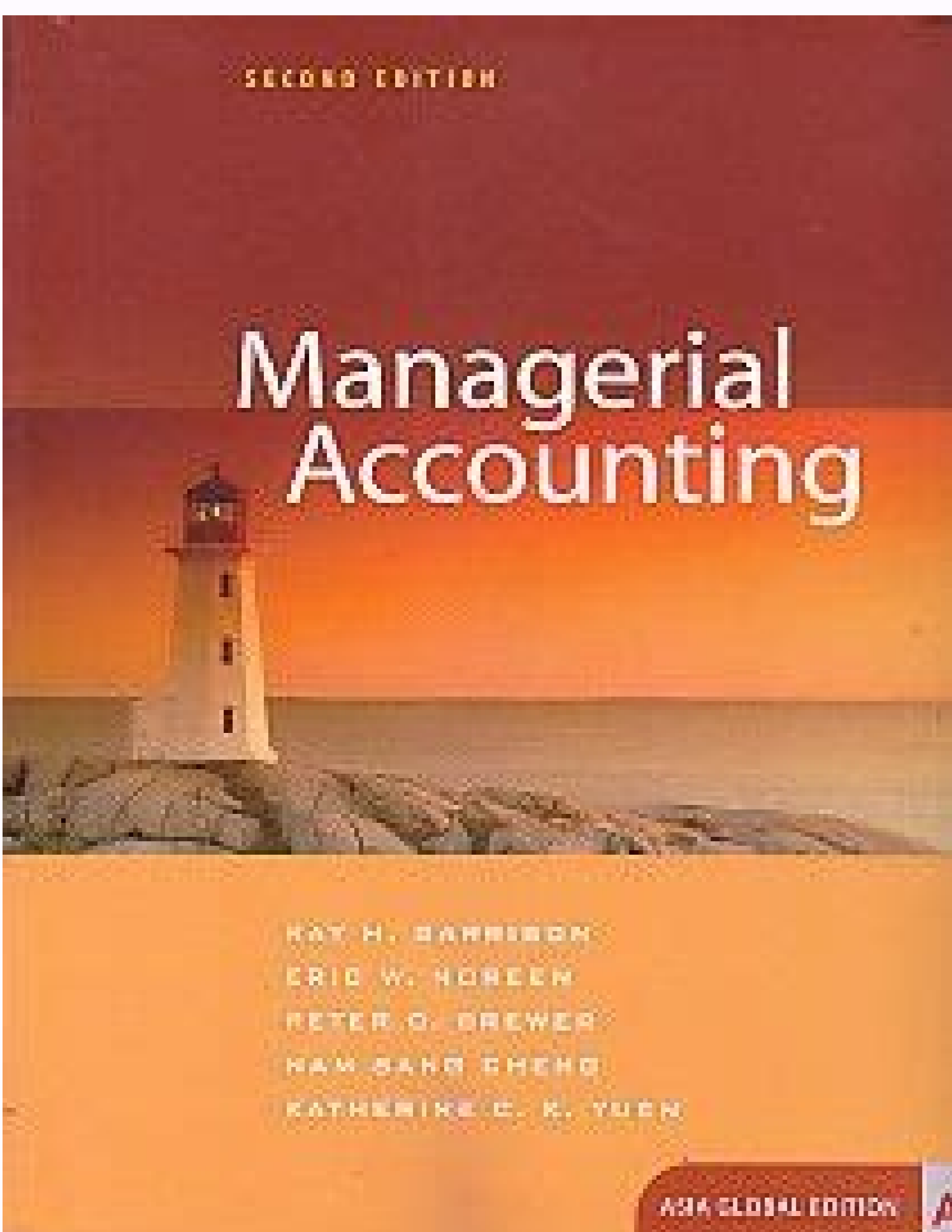


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Decision analysis is an analytic and systematic approach to the study of decision-making.

The five steps of decision-making:

1. Clearly define the problem at hand
2. List all possible alternatives: a decision alternative is defined as the course of action that is available for the decision maker.
3. Identify the possible future outcomes for each decision alternative; outcomes are also known as states of nature.
4. Identify the payoff for each combination of alternatives and outcomes; outputs are called payoffs and can also be nonmonetary. They are also conditional in a sense that when something happens demand also plays a role. The easiest way to present payoff values is by constructing a payoff table, or decision table.
5. Select one of the decision analysis modeling techniques. Apply the decision model and make your decision.

Types of decision-making environments

There are three decision-making environments, which depend on how much knowledge or information people have.

1. Decision making under certainty: decision makers know for sure the payoff for every decision alternative. Typically there is only one outcome for each alternative.
2. Decision making under uncertainty: decision makers have no information at all about the various outcomes. They do not know the probability that something will occur.
3. Decision making under risk: decision makers have some knowledge regarding the probability of occurrence for each outcome. Decision makers attempt to identify the alternative that optimizes the expected payoff.

Decision making under uncertainty

There are 5 different decision-making criteria to handle uncertainty situations:

1. Maximax: it selects the decision alternative that maximizes the maximum payoff over all alternatives. It takes an extremely rosy view of the future and locates the alternative with the overall highest possible payoff (optimistic criterion).
2. Maximin: it takes an extremely conservative view of the future (pessimistic criterion). It finds the alternative that maximizes the minimum payoff over all decision alternatives.
3. Realism: offers a compromise between optimistic and pessimistic decisions. We use a parameter called the coefficient of realism to measure the decision maker's level of optimism regarding the future. It is denoted by  $\alpha$ . Realism payoff for alternative =  $\alpha \times$  (maximum payoff for alternative) +  $(1 - \alpha) \times$  (minimum payoff for alternative). It is also called the weighted average criterion.
4. Equally likely: finds the decision alternative that has the highest average payoff.



THE PLAYS OF WILLIAM SHAKSPEARE: WITH THE CORRECTIONS AND ILLUSTRATIONS OF VARIOUS COMMENTATORS, TO WHICH ARE ADDED NOTES. VOLUME 10...

WILLIAM SHAKESPEARE, GEORGE STEEVENS, SAMUEL JOHNSON, ISAAC REED



Table with 2 columns: 'The Best Linear Unbiased Estimator' and 'The Best Linear Unbiased Invariant Estimator'. It contains mathematical derivations and formulas for estimating parameters in a linear model.

190 Chapter 4 The Multivariate Normal Distribution ... Ideally, we should take the number of common factors equal to the rank of the reduced population matrix. The symmetric matrices, whose eigenvectors determine the canonical coefficients, are readily handled by computer routines. The exponent in the likelihood function [see Equation 4.1] is [see Equation 4.1]  $-\frac{1}{2}(\mathbf{x} - \boldsymbol{\mu})' \boldsymbol{\Sigma}^{-1}(\mathbf{x} - \boldsymbol{\mu})$  ...







These scatter plot arrays are further pursued in our discussion of new soft-ware packages in the next section. 7383 Thatto those, of its (athabascas) estimator of impo...













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