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Making Hard Decisions with DecisionTools *Brooks/Cole Publishing Company*

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Making Hard Decisions with DecisionTools *South-Western Pub*

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Making Hard Decisions

An Introduction to Decision Analysis *South Western Educational Publishing*

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 with DecisionTools

An Introduction to Statistical Inference and Its Applications with R *CRC Press*

Emphasizing concepts rather than recipes, *An Introduction to Statistical Inference and Its Applications with R* provides a clear exposition of the methods of statistical inference for students who are comfortable with mathematical notation. Numerous examples, case studies, and exercises are included. R is used to simplify computation, create figures

How to Decide

Simple Tools for Making Better Choices *Penguin*

Through a blend of compelling exercises, illustrations, and stories, the bestselling author of *Thinking in Bets* will train you to combat your own biases, address your weaknesses, and help you become a better and more confident decision-maker. What do you do when you're faced with a big decision? If you're like most people, you probably make a pro and con list, spend a lot of time obsessing about decisions that didn't work out, get caught in analysis paralysis, endlessly seek other people's opinions to find just that little bit of extra information that might make you sure, and finally go with your gut. What if there was a better way to make quality decisions so you can think clearly, feel more confident, second-guess yourself less, and ultimately be more decisive and be more productive? Making good decisions doesn't

have to be a series of endless guesswork. Rather, it's a teachable skill that anyone can sharpen. In *How to Decide*, bestselling author Annie Duke and former professional poker player lays out a series of tools anyone can use to make better decisions. You'll learn:

- To identify and dismantle hidden biases.
- To extract the highest quality feedback from those whose advice you seek.
- To more accurately identify the influence of luck in the outcome of your decisions.
- When to decide fast, when to decide slow, and when to decide in advance.
- To make decisions that more effectively help you to realize your goals and live your values.

Through interactive exercises and engaging thought experiments, this book helps you analyze key decisions you've made in the past and troubleshoot those you're making in the future. Whether you're picking investments, evaluating a job offer, or trying to figure out your romantic life, *How to Decide* is the key to happier outcomes and fewer regrets.

Value-Added Decision Making for Managers *CRC Press*

Developed from the authors' longstanding course on decision and risk analysis, *Value-Added Decision Making for Managers* explores the important interaction between decisions and management action and clarifies the barriers to rational decision making. The authors analyze strengths and weaknesses of the best alternatives, enabling decision makers to improve on these alternatives by adding value and reducing risk. The core of the text addresses decisions that involve selecting the best alternative from diverse choices. The decisions include buying a car, picking a supplier or home contractor, selecting a technology, picking a location for a manufacturing plant or sports

stadium, hiring an employee or selecting among job offers, deciding on the size of a sales force, making a late design change, and sourcing to emerging markets. The book also covers more complex decisions arising in negotiations, strategy, and ethics that involve multiple dimensions simultaneously. Numerous activities interspersed throughout the text highlight real-world situations, helping readers see how the concepts presented can be used in their own work environment or personal life. Each chapter also includes discussion questions and references.

Web Resource The book's website at <http://ise.wayne.edu/research/decision.php> offers tutorials of Logical Decisions software for multi-objective decisions and Precision Tree software for probabilistic decisions. Directions for downloading student versions of the DecisionTools Suite and Logical Decisions software can be found in the appendices. Password-protected PowerPoint presentations for each chapter and solutions to all of the numeric examples are available for instructors.

Studyguide for Making Hard Decisions with Decision Tools by Reilly, Clemen *Academic Internet Pub Incorporated*

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Verification, Validation, and Testing of Engineered Systems *John Wiley & Sons*

Systems' Verification Validation and Testing (VVT) are carried out throughout systems' lifetimes. Notably, quality-cost expended on performing VVT activities and correcting system defects consumes about half of the overall engineering cost. Verification, Validation and Testing of Engineered Systems provides a comprehensive compendium of VVT activities and corresponding VVT methods for implementation throughout the entire lifecycle of an engineered system. In addition, the book strives to alleviate the fundamental testing conundrum, namely: What should be tested? How should one test? When should one test? And, when should one stop testing? In other words, how should one select a VVT strategy and how it be optimized? The book is organized in three parts: The first part provides introductory material about systems and VVT concepts. This part presents a comprehensive explanation of the role of VVT in the process of engineered systems (Chapter-1). The second part describes 40 systems' development VVT activities (Chapter-2) and 27 systems' post-development activities (Chapter-3). Corresponding to these activities, this part also describes 17 non-testing systems' VVT methods (Chapter-4) and 33 testing systems' methods (Chapter-5). The third part of the book describes ways to model systems' quality cost, time and risk (Chapter-6), as well as ways to acquire quality data and optimize the VVT strategy in the face of funding, time and other resource limitations as well as different business objectives (Chapter-7). Finally, this part describes the methodology used to validate the quality model along with a case study describing a system's quality improvements (Chapter-8).

Fundamentally, this book is written with two categories of audience in mind. The first category is composed of VVT practitioners, including Systems, Test, Production and Maintenance engineers as well as first and second line managers. The second category is composed of students and faculties of Systems, Electrical, Aerospace, Mechanical and Industrial Engineering schools. This book may be fully covered in two to three graduate level semesters; although parts of the book may be covered in one semester. University instructors will most likely use the book to provide engineering students with knowledge about VVT, as well as to give students an introduction to formal modeling and optimization of VVT strategy.

Decision Support Systems

Concepts and Resources for Managers *Greenwood Publishing Group*

For MIS specialists and nonspecialists alike, a comprehensive, readable, understandable guide to the concepts and applications of decision support systems.

Antipatterns

Managing Software Organizations and People, Second Edition *CRC Press*

Emphasizing leadership principles and practices, Antipatterns: Managing Software Organizations and People, Second Edition catalogs 49 business practices that are often precursors to failure. This updated edition of a bestseller not only illustrates

bad management approaches, but also covers the bad work environments and cultural traits commonly found

The Agenda Mover

When Your Good Idea Is Not Enough *Cornell University Press*
Organizations, institutions, and individuals get stuck in spite of their innovative ideas and ambitious agendas. Never has the timing been better for a book that cuts through the theoretical jargon and delineates the exact political and managerial skills leaders need to move agendas forward. Whether you're a team leader trying to lead change and innovation in a large corporation, an entrepreneur trying to gain support, a politician trying to expand your coalition, or an individual trying to advance your career and build networks, *The Agenda Mover* will give you the political and managerial leadership skills necessary to achieve results. Based on the premise that leadership competencies and skills can be learned, *The Agenda Mover* is the inaugural volume of the practitioner-oriented Pragmatic Leadership Series published in association with Cornell University Press. Each volume emphasizes specific skills of execution that leaders at all levels need to master. Visit pragmaticleadershipseries.com to learn more about the series.

Judgment Calls

Twelve Stories of Big Decisions and the Teams That Got Them Right *Harvard Business Review Press*

Your guide to making better decisions Despite the dizzying

amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In *Judgment Calls*, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. This book introduces a model that taps the collective judgment of an organization so that the right decisions are made, and the entire organization profits. Through the stories in *Judgment Calls*, the authors—both of them seasoned management thinkers and advisers—make the case for the wisdom of organizations and suggest ways to use it to best advantage. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model for building an organizational capacity for broadly based, knowledge-intensive decision making. You've read *The Wisdom of Crowds* and *Competing on Analytics*. Now read *Judgment Calls*. You, and your organization, will make better decisions.

Strategic Decision Making

Multiobjective Decision Analysis with Spreadsheets
Brooks/Cole

This work on strategic decision making focuses on multi-objective decision analysis with spreadsheets

The Art and Science of Making Up Your Mind *Routledge*

The Art and Science of Making Up Your Mind presents basic decision-making principles and tools to help the reader respond efficiently and wisely to everyday dilemmas. Although most decisions are made informally (whether intuitively without deliberate thought, or based on careful reflection), over the centuries people have tried to develop systematic, scientific and structured ways in which to make decisions. Using qualitative counterparts to quantitative models, Rex Brown takes the reader through the basics, like 'what is a decision' and then considers a wide variety of real-life decisions, explaining how the best judgments can be made using logical principles. Combining multiple evaluations of the same judgment ("hybrid judgment") and exploring innovative analytical concepts (such as "ideal judgment"), this book explores and analyzes the skills needed to master the basics of non-mathematical decision making, and what should be done, using real world illustrations of decision methods. The book is an ideal companion for students of Thinking, Reasoning and Decision-Making, and also for anyone wanting to understand how to make better judgments in their everyday lives.

Taming the Big Green Elephant

Setting in Motion the Transformation Towards Sustainability *Springer Nature*

In this open access publication it is shown, that sustainable low carbon development is a transformative process that constitutes the shifting from the initially chosen or taken pathway to another pathway as goals have been re-visited and revised to enable the system to adapt to changes. However, shifting entails transition costs that are accrued through the effects of lock-ins that have framed decisions and collective actions. The uncertainty about these costs can be overwhelming or even disruptive. This book aims to provide a comprehensive and integrated analytical framework that promotes the understanding of transformation towards sustainability. The analysis of this book is built upon negotiative perspectives to help define, design, and facilitate collective actions in order to execute the principles of sustainability. Dr Dr Ariel Macaspac Hernandez is currently a researcher at the German Development Institute belonging to the research cluster knowledge cooperation and environmental governance. He was/is also a lecturer on negotiations, conflict and resource management, sustainability politics, environmental governance, climate change policies, development aid and sustainable energy systems in various universities in Germany, Philippines, Jamaica, Estonia, Spain and Mexico.

Handbook of Decision Analysis *John Wiley & Sons*

A ONE-OF-A-KIND GUIDE TO THE BEST PRACTICES IN DECISION ANALYSIS Decision analysis provides powerful tools for addressing complex decisions that involve uncertainty and multiple objectives, yet most training materials on the subject overlook the soft skills that are essential for success in the field. This unique resource fills this gap in the decision analysis

literature and features both soft personal/interpersonal skills and the hard technical skills involving mathematics and modeling. Readers will learn how to identify and overcome the numerous challenges of decision making, choose the appropriate decision process, lead and manage teams, and create value for their organization. Performing modeling analysis, assessing risk, and implementing decisions are also addressed throughout. Additional features include: Key insights gleaned from decision analysis applications and behavioral decision analysis research Integrated coverage of the techniques of single- and multiple-objective decision analysis Multiple qualitative and quantitative techniques presented for each key decision analysis task Three substantive real-world case studies illustrating diverse strategies for dealing with the challenges of decision making Extensive references for mathematical proofs and advanced topics The Handbook of Decision Analysis is an essential reference for academics and practitioners in various fields including business, operations research, engineering, and science. The book also serves as a supplement for courses at the upper-undergraduate and graduate levels.

Portfolio Decision Analysis

Improved Methods for Resource Allocation *Springer Science & Business Media*

Portfolio Decision Analysis: Improved Methods for Resource Allocation provides an extensive, up-to-date coverage of decision analytic methods which help firms and public organizations allocate resources to 'lumpy' investment opportunities while

explicitly recognizing relevant financial and non-financial evaluation criteria and the presence of alternative investment opportunities. In particular, it discusses the evolution of these methods, presents new methodological advances and illustrates their use across several application domains. The book offers a many-faceted treatment of portfolio decision analysis (PDA). Among other things, it (i) synthesizes the state-of-play in PDA, (ii) describes novel methodologies, (iii) fosters the deployment of these methodologies, and (iv) contributes to the strengthening of research on PDA. Portfolio problems are widely regarded as the single most important application context of decision analysis, and, with its extensive and unique coverage of these problems, this book is a much-needed addition to the literature. The book also presents innovative treatments of new methodological approaches and their uses in applications. The intended audience consists of practitioners and researchers who wish to gain a good understanding of portfolio decision analysis and insights into how PDA methods can be leveraged in different application contexts. The book can also be employed in courses at the post-graduate level.

The Decision Book: Fifty Models for Strategic Thinking (Fully Revised Edition) *W. W. Norton & Company*

An updated edition of the international bestseller that distills into a single volume the fifty best decision-making models. Every day, we face the same questions: How do I make the right decision? How can I work more efficiently? And, on a more personal level, what do I want? This updated edition of the international bestseller distills into a single volume the fifty best decision-

making models used in MBA courses, and elsewhere, that will help you tackle these important questions. In minutes you can become conversant with: The Long Tail • The Maslow Pyramids • SWOT Analysis • The Rubber Band Model • The Prisoner's Dilemma • Cognitive Dissonance • The Eisenhower Matrix • Conflict Resolution • Flow • The Personal Potential Trap • and many more. Stylish and compact, this little book is a powerful asset. Whether you need to plan a presentation, assess someone's business idea, or get to know yourself better, this unique guide—bursting with useful visual tools—will help you simplify any problem and make the best decision.

Software Systems Engineering *Wiley-Interscience*

This introduction to software systems engineering shows how to integrate efficient tools for software engineering into a complete systems-design methodology. The theme is improvement of software productivity via the methods, design methodologies, and management approaches of systems engineering. Covered are rapid prototyping, reusability constructs, knowledge-based systems for software development, interactive support-system environments, and systems management.

Decision-Making in Conservation and Natural Resource Management

Models for Interdisciplinary Approaches *Cambridge University Press*

Making decisions about the management and conservation of nature is necessarily complex, with many competing pressures

on natural systems, opportunities and benefits for different groups of people and a varying, uncertain social and ecological environment. An approach which is narrowly focused on either human development or environmental protection cannot deliver sustainable solutions. This volume provides frameworks for improving the integration of natural resource management with conservation and supporting stronger collaboration between researchers and practitioners in developed and developing countries. Novel approaches are required when ecological and social dynamics are highly interdependent. A structured, participatory, model-based approach to decision-making for biodiversity conservation has been proven to produce real-world change. There are surprisingly few successful case studies, however; some of the best are presented here, from fisheries, pest management and conservation. Researchers and practitioners need this interdisciplinary approach, focused on quantitative tools that have been tested and applied, and learning from success.

Decision Making in Engineering Design *Amer Society of Mechanical*

Whether you are an engineer facing decisions in product design, an instructor or student engaged in course work, or a researcher exploring new options and opportunities, you can turn to Decision Making in Engineering Design for: Foundations and fundamentals of making decisions in product design; Clear examples of effective application of Decision-Based Design; State-of-the-art theory and practice in Decision-Based Design; Thoughtful insights on validation, uncertainty, preferences, distributed design,

demand modeling, and other issues; End-of-chapter exercise problems to facilitate learning. With this advanced text, you become current with research results on DBD developed since the inception of The Open Workshop on Decision-Based Design, a project funded by the National Science Foundation.

You Are What You Decide

Eight Keys to Better Decision-Making

Every day, you make -- or avoid -- decisions. Every day your choices determine who you are. You are what you decide. Reader praise for *You Are What You Decide*: Sherm Bodner, President and Publisher, Gannett Central New York Media: "You Are What You Decide is a concise book that distills complex ideas into a straightforward, highly readable framework. Sean Brady combines personal history, business anecdotes and management theory to create an actionable approach to decision-making that will be useful to veteran leaders and novice managers alike." Andrew Tait, Chief Technology Officer, Decision Mechanics Limited: "Sean Brady distills twenty years of experience helping people make decisions into the Eight Keys that you need to improve your decision-making. While books like Daniel Kahneman's "Thinking Fast and Slow" bring theoretical ideas to a mass audience, they are still relatively technical and abstract in nature. *You Are What You Decide* takes a big step towards real-world decision-making showing how anyone can improve their decision-making capability by adopting a few simple behaviors. Highly recommended." John Sipple, Associate Professor, Cornell University: "You Are What You Decide is a great book. While I am

typically suspicious of leadership and self help books as a quick diversion and money grab, this is a remarkably insightful and useful book that provides a depth and grounding for your own personal and professional decision-making. Filled with Sean's own insights and experiences, I find the book immensely relevant and poignant without being preachy or condescending. I look forward to reading it a second time." Michelle Bradley, Superintendent, Lockport City School District: "You Are What You Decide presents complex ideas simply in a very engaging, rapid read. While reading the book, I focused on how the Eight Keys could help Lockport City School District's leadership teams advance their work for improving student achievement. We will use this outstanding resource as we continue to perfect our leadership skills and the use of our data driven inquiry cycle at the classroom, building, and district levels." Greg Zlevor, President, Westwood International: "Decision-making is one of - if not the most - critical skills for effective leaders. Knowing how and what to decide is essential in all leadership positions. As a matter of fact, people often become leaders based upon their decision-making skill - it is that important. Thankfully Sean Brady has taken the time to share his abundant wisdom and experience with decision-making in *You Are What You Decide*. If you are a leader or if you want to lead well, please read about the Eight Keys. You and the people you work with will be glad that you did."

Inventory Management and Production Planning and Scheduling Wiley

This is a revision of a classic which integrates managerial issues

with practical applications, providing a broad foundation for decision-making. It incorporates recent developments in inventory management, including Just-in-Time Management, Materials Requirement Planning, and Total Quality Management.

Fundamentals of Clinical Data Science *Springer*

This open access book comprehensively covers the fundamentals of clinical data science, focusing on data collection, modelling and clinical applications. Topics covered in the first section on data collection include: data sources, data at scale (big data), data stewardship (FAIR data) and related privacy concerns. Aspects of predictive modelling using techniques such as classification, regression or clustering, and prediction model validation will be covered in the second section. The third section covers aspects of (mobile) clinical decision support systems, operational excellence and value-based healthcare. Fundamentals of Clinical Data Science is an essential resource for healthcare professionals and IT consultants intending to develop and refine their skills in personalized medicine, using solutions based on large datasets from electronic health records or telemonitoring programmes. The book's promise is "no math, no code" and will explain the topics in a style that is optimized for a healthcare audience.

The New Edge in Knowledge

How Knowledge Management Is Changing the Way We Do Business *John Wiley & Sons*

The best thinking and actions in the fast-moving arena of

collaboration and knowledge management The New Edge in Knowledge captures the most practical and innovative practices to ensure organizations have the knowledge they need in the future and, more importantly, the ability to connect the dots and use knowledge to succeed today. Build or retrofit your organization for new ways of working and collaboration by using knowledge management Adapt to today's most popular ways to collaborate such as social networking Overcome organization silos, knowledge hoarding and "not invented here" resistance Take advantage of emerging technologies and mobile devices to build networks and share knowledge Identify what can be learned from Facebook, Twitter, Google and Amazon to make firms and people smarter, stronger and faster Straightforward and easy-to-follow, this is the resource you'll turn to again and again to get-and stay-in the know. Plus, the book is filled with real-world examples – the case studies and snapshots of how best practice companies are achieving success with knowledge management. Praise for The New Edge in Knowledge: How Knowledge Management is Changing the Way We Do Business "You may think you know knowledge management, but this is new—how knowledge initiatives can incorporate social media, mobile technologies, and learning, for example. This book integrates the new knowledge management with the best of the old, such as communities of practice and measurement. KM still matters, and this book tells you why." —Thomas H. Davenport, President's Distinguished Professor of IT and Management, Babson College "Over the last decade, knowledge management has emerged as a key success factor for the modern corporation, driven by tremendous advances in business analytics. This book studies the

best practices in knowledge management and how leadership companies are applying them today." —Virginia M. Rometty, Senior Vice President and Group Executive Sales, Marketing and Strategy, IBM "APQC has been on the leading edge of knowledge management for almost two decades. O'Dell and Hubert have captured those best practices and created a road map to transform the way people work. Reap the benefits of their experience." —C. Jackson Grayson, Chairman and Founder, APQC and co-author of *If Only We Knew What We Know* "The New Edge in Knowledge is a useful how-to manual that takes best practice sharing and organizational capability building to the next level: Web 2.0, social networking, mobility, and communities of practice. National and international examples show how companies can create strategic alignment and systematic management to transfer knowledge rapidly and effectively." —Rosabeth Moss Kanter, Harvard Business School professor and author of *SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth, and Social Good* "What has made our KM program strong is sticking to the fundamentals-- that's exactly what this book outlines. It provides trusted advisor guidance on how any company or organization can take the concrete steps to create and implement a world class KM strategy." —Dan Ranta, Director of Knowledge Sharing, ConocoPhillips "Carla O'Dell and Cindy Hubert have written an amazingly down to earth, useful and practical book on knowledge management and its importance to modern business. Starting with the distinction between information and knowledge, they provide a viewpoint that leaves IT in the dust. Read it to prepare for tomorrow's world!" —A. Gary Shilling, President, A. Gary

Shilling & Co., Inc. "A practical business approach to knowledge management, this book covers KM's value proposition for any organization, provides proven strategies and approaches to make it work, shares how to measure KM's impact, and illustrates high level knowledge sharing with wonderful case studies. Well done!" —Jane Dysart, Conference Chair, KMWorld & Partner, Dysart & Jones Associates "This book is a tour de force in the field of knowledge management. Read every single page and learn about best practices from the leading firms around the world. All of this and more from the company that leads the way in the field: APQC. I highly recommend it for your bookshelf." —Dr. Nick Bontis, Director, Institute for Intellectual Capital Research "Food for thought from two of the pioneers. Carla O'Dell and Cindy Hubert have been in the trenches with many of the organizations that have succeeded in leveraging KM for business benefit. They recognized early the symbiotic relationship between knowledge flow and work flow and have guided practitioners in the quest to optimize and streamline both." — Reid Smith, Enterprise Content Management Director, Marathon Oil Company "Carla O'Dell and Cindy Hubert take knowledge management from vague idea to strategic enabler. In so doing, they clear up the not only the whats, but the whys and the hows. This book establishes knowledge management as an organizational discipline. The authors offer a straightforward set of execution steps, coaching readers on how to launch their own knowledge management programs in a deliberate and rigorous way." —Jill Dyché, Partner and Co-Founder, Baseline Consulting; Author of *Customer Data Integration: Reaching a Single Version of the Truth* "The authors and APQC have put together an excellent 'how to' manual for

Knowledge Management (KM) that can benefit any organization, from those experienced in KM to those just starting. The authors have taken their years of experience and excellence in this field and written a masterful introduction and design manual that incorporates industry best-practices and alerts readers to the pitfalls they are likely to encounter. This book needs to be in the hands of every KM professional and corporate senior leader.”
—Ralph Soule, a member of the US Navy

The Art of Scalability

Scalable Web Architecture, Processes, and Organizations for the Modern Enterprise *Addison-Wesley Professional*

The Comprehensive, Proven Approach to IT Scalability—Updated with New Strategies, Technologies, and Case Studies In The Art of Scalability, Second Edition, leading scalability consultants Martin L. Abbott and Michael T. Fisher cover everything you need to know to smoothly scale products and services for any requirement. This extensively revised edition reflects new technologies, strategies, and lessons, as well as new case studies from the authors’ pioneering consulting practice, AKF Partners. Writing for technical and nontechnical decision-makers, Abbott and Fisher cover everything that impacts scalability, including architecture, process, people, organization, and technology. Their insights and recommendations reflect more than thirty years of experience at companies ranging from eBay to Visa, and Salesforce.com to Apple. You’ll find updated strategies for structuring organizations to maximize agility and scalability, as well as new insights into the cloud (IaaS/PaaS) transition, NoSQL,

DevOps, business metrics, and more. Using this guide’s tools and advice, you can systematically clear away obstacles to scalability—and achieve unprecedented IT and business performance. Coverage includes • Why scalability problems start with organizations and people, not technology, and what to do about it • Actionable lessons from real successes and failures • Staffing, structuring, and leading the agile, scalable organization • Scaling processes for hyper-growth environments • Architecting scalability: proprietary models for clarifying needs and making choices—including 15 key success principles • Emerging technologies and challenges: data cost, datacenter planning, cloud evolution, and customer-aligned monitoring • Measuring availability, capacity, load, and performance

The Use and Storage of Methyl Isocyanate (MIC) at Bayer CropScience *National Academies Press*

The use of hazardous chemicals such as methyl isocyanate can be a significant concern to the residents of communities adjacent to chemical facilities, but is often an integral part of the chemical manufacturing process. In order to ensure that chemical manufacturing takes place in a manner that is safe for workers, members of the local community, and the environment, the philosophy of inherently safer processing can be used to identify opportunities to eliminate or reduce the hazards associated with chemical processing. However, the concepts of inherently safer process analysis have not yet been adopted in all chemical manufacturing plants. The Use and Storage of Methyl Isocyanate (MIC) at Bayer CropScience presents a possible framework to help plant managers choose between alternative processing

options-considering factors such as environmental impact and product yield as well as safety- to develop a chemical manufacturing system. In 2008, an explosion at the Bayer CropScience chemical production plant in Institute, West Virginia, resulted in the deaths of two employees, a fire within the production unit, and extensive damage to nearby structures. The accident drew renewed attention to the fact that the Bayer facility manufactured and stores methyl isocyanate, or MIC - a volatile, highly toxic chemical used in the production of carbamate pesticides and the agent responsible for thousands of death in Bhopal, India, in 1984. In the Institute accident, debris from the blast hit the shield surrounding a MIC storage tank, and although the container was not damaged, an investigation by the U.S. Chemical Safety and Hazard Investigation Board found that the debris could have struck a relief valve vent pipe and cause the release of MIC to the atmosphere. The Board's investigation also highlighted a number of weaknesses in the Bayer facility's emergency response systems. In light of these concerns, the Board requested the National Research Council convene a committee of independent experts to write a report that examines the use and storage of MIC at the Bayer facility. The Use and Storage of Methyl Isocyanate (MIC) at Bayer CropScience also evaluates the analyses on alternative production methods for MIC and carbamate pesticides performed by Bayer and the previous owners of the facility.

Financial Accounting

Tools for Business Decision Making 5th Edition for

University of Arizona *Wiley*

Guidance for Establishing Crisis Standards of Care for Use in Disaster Situations

A Letter Report *National Academies Press*

The influenza pandemic caused by the 2009 H1N1 virus underscores the immediate and critical need to prepare for a public health emergency in which thousands, tens of thousands, or even hundreds of thousands of people suddenly seek and require medical care in communities across the United States. *Guidance for Establishing Crisis Standards of Care for Use in Disaster Situations* draws from a broad spectrum of expertise--including state and local public health, emergency medicine and response, primary care, nursing, palliative care, ethics, the law, behavioral health, and risk communication--to offer guidance toward establishing standards of care that should apply to disaster situations, both naturally occurring and man-made, under conditions in which resources are scarce. This book explores two case studies that illustrate the application of the guidance and principles laid out in the report. One scenario focuses on a gradual-onset pandemic flu. The other scenario focuses on an earthquake and the particular issues that would arise during a no-notice event. Outlining current concepts and offering guidance, this book will prove an asset to state and local public health officials, health care facilities, and professionals in the development of systematic and comprehensive policies and protocols for standards of care in disasters when resources are scarce. In addition, the extensive operations section of the book

provides guidance to clinicians, health care institutions, and state and local public health officials for how crisis standards of care should be implemented in a disaster situation.

Informing an Effective Response to Climate Change

National Academies Press

Global climate change is one of America's most significant long-term policy challenges. Human activity--especially the use of fossil fuels, industrial processes, livestock production, waste disposal, and land use change--is affecting global average temperatures, snow and ice cover, sea-level, ocean acidity, growing seasons and precipitation patterns, ecosystems, and human health. Climate-related decisions are being carried out by almost every agency of the federal government, as well as many state and local government leaders and agencies, businesses and individual citizens. Decision makers must contend with the availability and quality of information, the efficacy of proposed solutions, the unanticipated consequences resulting from decisions, the challenge of implementing chosen actions, and must consider how to sustain the action over time and respond to new information. *Informing an Effective Response to Climate Change*, a volume in the America's Climate Choices series, describes and assesses different activities, products, strategies, and tools for informing decision makers about climate change and helping them plan and execute effective, integrated responses. It discusses who is making decisions (on the local, state, and national levels), who should be providing information to make decisions, and how that information should be provided. It covers all levels of decision making, including international,

state, and individual decision making. While most existing research has focused on the physical aspect of climate change, *Informing an Effective Response to Climate Change* employs theory and case study to describe the efforts undertaken so far, and to guide the development of future decision-making resources. *Informing an Effective Response to Climate Change* offers much-needed guidance to those creating public policy and assists in implementing that policy. The information presented in this book will be invaluable to the research community, especially social scientists studying climate change; practitioners of decision-making assistance, including advocacy organizations, non-profits, and government agencies; and college-level teachers and students.

Decision Making Under Uncertainty with RISKOptimizer

A Step-by-step Guide with Microsoft Excel and Palisade's RISKOptimizer Software

Using Systems Thinking to Solve Real-World Problems

Systems Thinking has great power in solving complex problems that are not solvable using conventional reductionist thinking. It can help to explain non-linear behaviors like market reactions to new product introductions or the spread of disease; to understand complex socioeconomic problems such as the effects of charter schools or legalized gambling; and to understand the seemingly illogical behaviors of individuals and organizations like ISIS. However, there is no step-by-step procedure that has been established to facilitate the use of Systems Thinking in solving

real-world problems. We hope that this handbook fills that gap and that the tools and approach provided herein facilitate the use of Systems Thinking in addressing systemic issues of interest to you, whatever they may be.

Flood Risk Management *BoD – Books on Demand*

In this book, contributions from several experts specializing in the area of flood risk management are assembled into a single volume. Application and testing of numerical and statistical models that can simulate the complex reality along with effective flood management strategies that are being implemented in various nations are presented. This collection of topics will provide an update to the reader as to the state of the art in this important technical field.

Decision Management

How to Assure Better Decisions in Your Company *John Wiley & Sons*

Why do the people in some companies continually dazzle us with their brilliant decisions while those in others make one blunder after another? Do they understand their businesses better? Are they just plain smarter? Or is it all a matter of luck? The answer, says J. Frank Yates, is none of the above. The real key, rarely recognized, is how the leaders manage the company's decision processes—the leaders' decision management practices. Drawing on his thirty years of research and experience as well as scholarship from psychology, economics, statistics, strategy, medicine, and other fields to explain the fundamental nature of

business decision problems, Yates highlights the ten cardinal decision issues crucial to managing the decision-making process—and ultimately better company decisions. He covers problems ranging from recognizing whether a decision is actually called for to assuring that a preferred course of action will be implemented. He shows how solid decisions result when managers ensure that deciders resolve every cardinal issue effectively for every decision problem facing the company. He also reveals how, conversely, chronically poor decisions are traceable to managers allowing—or even creating—conditions that encourage deciders to fall short in how they address at least one of those critical issues.

Designing for People

An Introduction to Human Factors Engineering *Createspace Independent Publishing Platform*

Whether it is the car you drive or the app on your smartphone, technology has an increasingly powerful influence on you. When designed with people in mind, this influence can improve lives and productivity. This book provides a broad introduction on how to attend to the needs, capabilities, and preferences of people in the design process. We combine methods of design thinking and systems thinking to understand people's needs and evaluate whether those needs are met. This book also provides a detailed description of the capabilities and limits of people—both mental and physical—and how these can guide the design of everything from typography to teams and from data visualization to habits. The book includes: * Over 70 design principles for displays,

controls, human-computer interaction, automation, and workspace layout * Integrative discussion of the research and theory underlying these guidelines, supported by over 1,000 references * Examples of successful and unsuccessful designs and exercises that link principles and theory to applications in

consumer products, the workplace, and high risk-systems We hope this book will give a useful introduction to students entering the field and will also serve as a reference for researchers, engineers, and designers.