FORMAN, ERNEST, MARY ANN SELLY. 2001. *Decision by Objectives: How to Convince Others That You Are Right*. World Scientific Publishing, River Edge, NJ. 402 pp. $82.00.

Decision makers in industry are always looking for tools to help them to be more accurate and confident. Many authors have made efforts to bridge the gap between the academic world and the fast paced decision-making environment of the business world. This book fills the gap successfully and provides ample ready-to-use information enriched with graphs and pictures. Forman and Selly have used quotes from various authors from diverse fields to define various concepts and to support their claims. This book is an easy read. One can read some of the chapters in bed. I am pretty sure that readers will be more informed and confident in solving problems after reading this book. It also gives readers a chance to think about an organization's present structure and other available options.

Forman and Selly take their examples from diverse fields, including the problem of selecting coast guard boats and the problem of choosing between a beautiful and strong bridge and an ugly and stronger bridge. These examples should keep readers' interest high. The authors present so many types of practical problems that it is tough to predict the type of the next example as one reads this book. The authors also add interesting quotes from famous personalities, such as Benjamin Franklin and Herbert Simon.

Forman and Selly point out the lack of efforts to synthesize information from industry and explain the need for analysis and for synthesis of problems and solutions.

In Chapters 1–3, they discuss the need for better decision making in industry. They also talk about common strategies for coping with various constraints and define decision-making processes. They describe methods of solving problems, recount the history of decision-making methods, and explain common, current approaches. They use real-life examples to explain a few faulty practices in use in industry and in daily life. They solve basic examples and do a wonderful job of explaining the use of different techniques.

In Chapters 4–6, they introduce the analytical hierarchy process (AHP), and explain the reasons it is useful in various real-world environments. The authors then discuss brainstorming and methods of getting the maximum from it. They cover a wide range of issues, including rating criteria and models, closed and open systems with respect to resource allocation, structure, and product adjustments. They also solve a linear programming problem using subjective constraints.

In Chapter 7, they demonstrate the use of AHP in synthesizing information to improve decisions under uncertainty. They also describe the use of AHP to derive probability distributions. They demonstrate AHP's compatibility with traditional quantitative forecasting techniques.

In Chapters 8 and 9, they describe a methodology for allocating resources, using linear programming and spreadsheets in an example; and describe the significance of different groups' contributions in a company. They explain various meeting models and top-down and bottom-up perspectives in decision making.

This book is a collection of tools for managers and decision makers in industry. Managers at low levels and high levels can benefit although they would need some experience to use the techniques. For many topics, readers would need some previous knowledge, and this book would not serve as a basic guide for those topics. Beginners reading this book would gain an understanding of the importance of decision making and the methodologies and approaches used in industry. This book would certainly be helpful to management classes discussing AHP.

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