

Decision by Objectives: How to Convince Others That You Are Right

EH Forman and MA Selly

World Scientific, 2002. 420 pp. £23.00

ISBN: 9810241437

Analytic Hierarchy Process (AHP) is a standard *de facto* in the field of multicriteria decision-making at all levels (eg theoretical studies, applications). The new book is oriented to a very interesting and useful side of decision-making processes: How to organize communication with other participants in decision-making processes. Thus the book describes the explanation and education of communication skills in decision making. These communication issues are often critical ones.

At the same time, the text gives an excellent introduction/description of basic topics in decision making as follows:

- (a) Analytic Hierarchy Process and Expert Choice (the main topic);
- (b) a main series line 'structuring, evaluation, choice';
- (c) application problems (eg resource allocation, forecasting) including appendices with basic cases studies.

I think the material may be of interest not only to the beginners, but also to many experts in decision-making.

The first three chapters (Introduction: Management Decision-Making To-day; Problem Solving and Decision-Making; Decision Making Concepts & Methodologies) contain crucial contemporary materials. The materials are presented at very structured level and this is an important achievement of the authors. In my opinion, the first three chapters and chapters 5 and 6 have their special and independent significance.

It may be reasonable to point out the basic decision-making paradigm (problem analysis and structuring, evaluation of alternatives, choice of the best alternative(s)) is under examination. I think some prospective issues on decision-making synthesis (or modular approaches to generate complex composite decisions) are close to the direction of the author's book and require special studies.

The style of the book is very simple for all readers including beginners, the book contains many applied numerical examples.

After all, I like this book, because it is a very useful addition to literature in multicriteria decision-making and AHP and anyone, whether practitioners, academic or student, will find this a very worthwhile read. This book should be on the desk of anyone engaged in decision-making processes.