Conflicting Objectives in Decisions


Abstract

This book deals with quantitative approaches in making decisions when conflicting objectives are present. This problem is central to many applications of decision analysis, policy analysis, operational research, etc. in a wide range of fields, for example, business, economics, engineering, psychology, and planning. The book surveys different approaches to the same problem area and each approach is discussed in considerable detail so that the coverage of the book is both broad and deep. The problem of conflicting objectives is of paramount importance, both in planned and market economies, and this book represents a cross-cultural mixture of approaches from many countries to the same class of problem.
In addition to conflicts over the nature and substance of goals and objectives, they can also arise over the means to reach these goals. For example, two marketing managers may argue as to which promotional methods would result in higher sales. These conflicts become highlighted when they are based upon opinions rather than facts. The staff may resent their inability to directly implement their own decisions and recommendations. This interdependence causes conflict. Inter-organizational Conflict. Conflict also occurs between organizations that in some way are dependent on each other. Internal conflicts are inner struggles that we will all face and situations where we will have to make difficult decisions that will affect our lives. Often, decisions we make can have a deep impact on our lives. Thus, the critical nature of these internal struggles can cause us to feel great angst and frustration. We may feel insecure and powerless as the conflict of interests within us looms over us with increasing intensity. This increase in user-friendliness is not brought about on the account of other useful features of the decision aids, such as ease in finding the optimal solutions, fidelity in modelling the conflict between various objectives, confidence in the solutions obtained and efficiency of the decision maker’s participation. Indeed, all the three decision aids continue to exhibit the later four features more or less to the same extent. Keywords. Decision Maker Utility Function Multiobjective Optimization Marginal Utility Solution Concept. These keywords were added by machine and not by the authors. Conflicting Objectives in Decisions. J. Wiley, New York, 1977. Google Scholar. ROY, G.G.: The Use of Multidimensional Scaling in Policy Selection. Consequently, conflict influences our actions and decisions in one way or another. Conflict is classified into the following four types: Interpersonal conflict refers to a conflict between two individuals. Within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled. Intergroup conflict takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department.