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## Management Decisions by Objectives

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between these opposing demands. Initially, the reader is swept up with enthusiasm for the clear, concise, and logical views of the author. For example, in his opening pages, he compares the U.S. State Department to

a doctor who, instead of dealing with actual patients and diseases, saw his function as that of announcing a proper attitude toward them. . . . When faced with cases of measles or mumps, our policy-oriented doctor would adopt a balanced attitude, pointing out that while he was not opposed to such diseases in preadolescent children, we should not underestimate their risks for adults.

This is clearly an analogy bound to arouse in the reader admiration for the author's perceptivity and wide experience in international affairs. In the following few dozen pages, the heart of Mr. Fisher's proposals are outlined with clarity and brilliance. But the book seems to bog down in tedious restatement of the few core concepts already absorbed. It is not until the final three chapters that the author again begins to display the clarity of logical expression which marks his opening pages. The reader must suspect that the initial draft manuscript failed the publisher's weight test and needed to be stuffed, like a Christmas turkey, with form-filling and tasty, but extraneous, material. Despite this flaw, the book is valuable reading for all serious students of international affairs, for it does succeed in focusing attention on the need for redirection of the usual thought processes in the analysis of international problems, and it provides a competent and valuable method for doing so. A foreword by

Senator Edward M. Kennedy sheds some interesting light for the perceptive reader regarding possible future employment of both the book and the author.

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Odiorne, George S. *Management Decisions by Objectives*. Englewood Cliffs, N.J.: Prentice-Hall, 1969. 252p.

The first appeal of this book is its title, because virtually every profession and proponent of modern management systems is currently advocating the development and refinement of objectives in order to make appropriate decisions—whether they be strictly business decisions or carry additional professional implications as well. *Management Decisions by Objectives* is designed for those individuals who have to solve problems and make decisions. Avoiding (or translating into more understandable terms) the jargons of mathematics and the behavioral sciences, the chapters provide encouragement, practical theory, methods for organizing the facts and the facets of problems, methods for analyzing what has been organized, and methods for using the many tools of management such as the measurement of probabilities, techniques for building models, and calculation of expected values. There is much that is useful in terms of "military planning" as well as in office, project, agency, or business management. The book is readable and practical. The author recommends reading it straight through, ignoring any stumbling blocks the first time, then returning to sections for study in depth when the reader wants to use the systems and techniques applicable to his problems. The engineer, mathematician, and operations research analyst would

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probably consider this an elementary text, but a middle-grade officer who is not one of these specialists and a decisionmaker who relies on intuition but now sees the need for more precision in his behavior would find productive guidance and numerous ideas for revising their approach to their decisions. Incidentally, the author does not completely deride the value of intuitive judgment.

The book is organized into three parts, with five to 11 short chapters in each part. Part I, "Decision Making by Objectives," sets the stage and gives in 11 chapters the rationale for developing the systems for making decisions, the methods for recognizing, organizing, and measuring objectives, the methods for seeking and developing solutions, and the methods for putting decisions into action and controlling one's system. Part II, "Decision Making on the Run," is concerned with explaining what seems to be the inexplicable difference between plans that fail even though every indicator predicted success and plans that succeed even though they appeared to have little chance of success. Man makes the difference here—man and his determination or ingenuity or skill—or lack of these qualities. So the seven chapters of this part concentrate on certain important qualities of men in decisionmaking. These are not conventional summaries of basic psychology but interesting insights into, and examples of, the application of judgment, the essential differences between action and theory, the effect of time on man, some absurdities versus authenticities, and the necessity of communications and art in managing. Part III, "The Tolls of Decision Making," outlines the principles and applications of tools for decisionmaking that are also

woven through the earlier parts of the book. Acknowledging that the search for certainty can never be entirely successful, the author offers tools which will improve the probability of making right decisions. He provides simple formulae and many examples of situations where they may be useful. The last chapter, "Guides for Further Development," offers lists of books, with descriptions, categorized into those that are in general agreement with the approach in *Management Decisions by Objectives*, those that amplify some materials covered partially in this book, current mathematically oriented decision books, and books about behavioral aspects of decision making.

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Rohrer, Hibler & Replogle. *Managing through Insight*. New York: World, 1968. 261p.

Most of the early efforts to integrate behavioral theories with traditional management concepts tended to emphasize only one aspect of the problem, i.e., leadership. As part of the recent effort to integrate the needs of the individual with those of the organization, this book successfully combines traditional management practices with the behavioral science approach by emphasizing the dynamics of management—the changing nature of work and mankind and the growth-oriented environment. Its stated purpose is to raise issues that require insightful managing and at the same time indicate some ways in which a manager may add to his understanding and sharpen his perception. The thesis is "managing with insight," a phrase which refers to behavior that views each situation as dynamic and thus recognizes the needs, motives, and attitudes of others.