

Prepared by **Jesus Christ**

## Decision Making and Decision System Support

Outline of a book

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## Chapter One. Decision making in Management

Decision system is a management way to make decision. It should be designed and put out carefully. You should know that the implications of decision making will be massive, that is why decision making should be made in systematic way. In order to make decisions in systematic way, you should follow some steps, that is:

- a. Define objectives
- b. Define user requirements
- c. Define set of rules in order to achieve objectives
- d. Put them in a code
- e. Interpret the results of decision system
- f. Work out implication of the decision making
- g. Define set of measurement
- h. Begin implementation
- i. Evaluate and modify as per necessary
- j. Rerun the implementation
- k. Documentation as per necessary

As a manager you often do not realize your own decision making process, and the worse situation is most of the time you do not realize your own management presupposition, because that is related to your embedded psychology. If your eye is good, then you will see your whole body is bright. And if your whole body is bright then your whole life is bright. My messenger forget the correct verse of the phrase of saying of Me, Jesus Christ, and Me help him again. Please read Luke 11:34-36, Matthew 6:22-23. That management presupposition is very very deeply related to your psychology and perception of human behavior, that is why: be hurry be hurry to repent and receive Me, Jesus Christ, all corners of the world. We will describe that in short as follows.

### Management presupposition on human behavior and motivation

Some people in management think that it is impossible to solve all problems in their department or in their company. They think problems are always there, and there is no time to solve all of them, they can only ride on the wave of problems. That is a philosophy but do not use that philosophy, otherwise you will find accumulation of unsolved problems. Each problem is something like homework. If you do not solve a problem, they will carry over to the next period until the problem in question escalate in scale and you can fall because of that problem.

Another philosophy is that you should limit knowledge and information of your staff because otherwise they can be more clever than yourself. As a consequence, if you put that philosophy, at the same time you will find all of them remain under capacity in their performance. That is the message: do not manage people in order to exploit and then conquer your staff, because you will find your organization will be full of conflicts.

There is other philosophy, which is very cruel, that is conflict management and social darwinism. We describe that philosophy here but We, Jesus Christ and My Father, will punish severely in eternity all managers who are so cruel to put into effect social darwinism and conflict management in their organizations. Their basic philosophy is that all people should maximize their utility and then society will create wealth automatically. That is very wrong assumption. Conflict management means that you manage your staff based on their own conflict with other staff. You should stop that management type, and you should repent and do your repentance and repent and repent again. Don't you think that God see your cruel plan and stop you from doing that over and over again?

Some of you think that you are allowed to do conflict management in organization because that organization is your company, or your village, or your country. You should know that God give you people to take care, and if you make their life miserable and full of sorrow by purpose, then you will get wrath of God.

Social darwinism is even more cruel, they want to make all people to become animal. They want all people to fight each other, and they call their plan a social experiment. Actually their plan is very very cruel. Don't you know that you will get wrath of God?

There are a number of management presupposition which you should realize, because they are very important in order to make decisions properly. We describe management presupposition as follows:

- a. A-type management. The presupposition is that human being is striving for comfort only. They will avoid work as far as possible. They do not like to go to work, especially if they work in office. That is why A-type management always want to strictly monitor what their staff are doing each moment. They also do that now at this moment, literally speaking. They will buy and install hidden camera and other surveillance system as much as possible, that is why surveillance market is increasing rapidly in recent years. That is good indicator that A-type management is in hotplate in recent years only. You can verify this fact with surveillance market report.

Management should focus on developing human resources, not punishing their labor for doing necessary things in their life, such as visiting and taking care their parents, or serving poor people in the street. Only cruel organizations will exploit human being until their last drop of perspiration. Do not do that, because

you should keep in mind that your organization should serve your society. That is why you should not punish people who take care old people or serve poor people in the street.

You should not monitor more than what is really really necessary. Don't you know that some productive organizations keep reporting as minimum as possible, because they learn that too many report takes productive time of human labor. You should keep high standard of the products and services of your organization, but do not ask too many reports too frequently. That is prohibitive and unproductive decision making.

- b. B-type management. The presupposition is: there is hidden motivation in each people, that is to achieve self-actualization. You should take care all people whom God give you to take care as lambs. That would mean you should motivate, lead them and give yourself as an example. Do not ask your staff to make more and more report, only because you are the supervisor. You should know that they are working hard too both for your organization and also for their family. You should be hurry to repent and receive Me, Jesus Christ, and do your repentance properly. All of you do not do management properly. B-type management is not the best management type actually. You should pray and ask to God to teach you how to manage people whom He give you to take care, and how to manage them according to His Will in their life. Do not rely on management books, do not rely on yourself, do not rely on your consultants, do not rely on balanced scorecard. Do not worship a management method, that is a blasphemy. You should know that management consultants often adopt method that they wrote themselves, and that is blasphemy. There are good management books to guide you actually and that is the Bible, read the book of *Ezra and Nehemiah*. My messenger only remember one management book which he read while he was studying in university, actually he love the Bible, but he need more practical book at that time, and the name of the book is *Human aspects in organization*, written by Stan Kossen. He do not know if you can find that book in your organization library, but pray and ask to God first before you read another management book other than the Bible. Otherwise you will spoil your life. You should not rely on human teaching to help you to manage people, because they are human being and you do not know what is God's Will in your life.
- c. Z-type management. My messenger only remember the name of this management presupposition, but he forget completely what is the characteristics of Z-type management. Some people, including My messenger and I approve, think that there is better term actually for that management

presupposition, that is the Deming Principles. The Deming Principles have been integrated in management approach in Japan, especially in companies which are included in MITI. The Deming Principles are a set of guiding principles which can help organizations to develop and deliver high-quality products and services. My messenger do not remember what are the principles exactly, but that should include teamwork and group problem solving. Me help My messenger to discover another principle a few months before that is to find the hidden link between the number of hierarchy levels of a given organization and graph instability. The basic principle is that graph instability corresponds to the so-called six degree of separation, that is a new principle which is often called as small world hypothesis. If the number of hierarchy levels are too many, then the organization tends to become instable, that is because communication between the actual workforce and the top-level management is often blocked by middle level management. Given the six degree of separation as a guiding principle, then one can deduce that the hierarchy levels should not be more than six actually, except there is substantial reason to create more hierarchy level. The reason behind such a proposition is that My messenger remember a book which he bought on a book sale a few years before, but he forget the title of the book, but he remember only the message of the book: that is Japanese automobile companies tend to be more rapid in their production cycle, which mean that the period from design to production will take less than five years. In the mean time American automobile companies tend to have longer period from design to production release, which can take around seven years or more. The answer is that there is significant contribution of complicated hierarchy to an organization's production cycle period. But you should be more more careful before adopting that principle or any new principle without sufficient preparation, and the most important is you should love God only, with all your heart, with all your mind, and with all your sould. And you should repent and receive Me, Jesus Christ, and do your repentance properly. And then pray to Holy Spirit to guide you each morning, and He will guide you each moment in your life.

## Chapter Two. Decision making in Business

Decision system in business should be designed even more carefully, and you should know that your business should work out a way for service to people. That would mean that your business should find out how to become valuable for larger group of people, including your nation. The problem is : most business companies only want to maximize utility for themselves, in other word they only practice zero-sum game.

To make decisions appropriately, first you should know that it is not easy to optimize the result which can satisfy all business units. That is why the decision maker such as you should repent and receive Me, Jesus Christ, first and do your repentance properly. And then you should pray and ask for help to your Father in Heaven. And He will teach you. You should know that decision making in business require a lot of hard work, and that is not an art, literary speaking. If you make painting or if you draw picture, that is art. Do not overdo with art, do not worship art.

To make decisions in business, you should follow these steps, that is:

- a. Define what are your business current problems
- b. Define the measurable quantity as per necessary in order to observe how adverse is the problem
- c. Define the acceptable measures for satisfaction criteria
- d. Define what are the steps to achieve the acceptable measures
- e. Define the time required to follow the steps in order to achieve the acceptable measures
- f. Implement the steps
- g. Evaluate and modify as per necessary
- h. Rerun the implementation steps
- i. Documentation as per necessary.

There are a number of theories on decision system making in business. One of those theories are called rational expectation. That is a theory to describe what are people expecting and then they will work according to that expectation. The lesson for decision makers in business is that they should not put damage or alter the expectation of the clients of their business. For example: if your business focus on delivering high-quality pizza, then never take some actions which will be lowering grade of quality of your products, because your clients then will not expect high-quality pizza anymore from your outlets. That is why your decisions should be

without mistakes, and you know that is very difficult, that is why you should pray and ask to God to help you.

#### Demonstrated preference and rational actions

You should know that decision making in business should take into consideration how the clients of the business unit in question will behave according to the offering of the business unit in question. That is why you should know something about how your clients make decisions based on their preference scale. There are a number of theories on preference scale, the theories are often described by economists.

Samuelson's revealed preference: Samuelson assumes the existence of a preference scale that forms the basis of a man's actions, and the preference scale remains constant over time. He thinks preference scale as similar and related to Maslow pyramid. And then economists make questionnaires to study consumer behavior based on their preference scale. That is called demonstrated preference by Rothbard (1956). The distinction between revealed preference assumption and demonstrated preference is in their approach. In demonstrated preference, action of a consumer reflects his/her buying decision, and that also reflects his/her preference. Therefore there is no need to study consumer behavior using questionnaire in order to find out the customer's preference scale. That is the most distinctive feature of demonstrated preference.

My messenger, that is this writer, remember certain advanced technologies in data mining, that is CHAID that have been used in a number of companies in USA. The technology can learn from consumer buying actions, and then find out consumer behavior. For instance they can find out how your shoestore should better be arranged in order your shoestore can respond better consumer's buying preference. That is only an example how decision system making can be supported by advanced database and statistics theory. But that is only an example, and My messenger do not mean that story as suggestion for your business. You should find out what is your consumer's buying preference.

Little rejects the demonstrated preference because it assumes the existence of preference, but he forget that consumers always have priority in mind before they make decision, that is buying action. For example: you may have priority to buy things for your children first because you love them so much.

## Chapter Three. Decision making in Education

One should know that My messenger do not work in education institution. The following is only an outline of what you can do if you hold decision making position in an education institution. You should know that education institution should serve society properly, that is to prepare people for My second coming.

You should know there are a number of philosophy of education:

- a. Education is to prepare human resources. The idea of this philosophy is that an education institution should be designed such that the output, that is graduates, will meet the market demand of human resources. Therefore if a market report of an industry indicates slow or minus growth, then an education institution should better close the department of that industry. Such a philosophy is cruel, because the educators will teach only what the students need to survive in market, in other word the philosophy is social darwinism, and that is very very cruel.
- b. Education is to humanize people. You should know that the students go inside an education institution with high hope to be enlightened, that would mean that they think they are like a candle. And an educator should teach them in order that the students become a light of their society. Education is to humanize people, not only to prepare and fulfill market need.
- c. Education is to prepare raw material of labor. The philosophy behind this assumption is that industrialization will absorb all graduates of an education institution. In tradition, such a philosophy will put a student to a series of theoretical class and then practical training in a specific industry. They call that approach: link and match, but you should not worship this approach.
- d. Education is to set free people. Please read John 8:31-32. You should know that your society is full of problems, including so many individual problems. You can mention only few problems: energy problem, resources problem, order in society problem, environmental problem, citizen problem, town planning problem, economic problem, welfare and equality problem, actually so many problems. An education institution should strive to develop human being in order that they can set free and can help other people in society. Do not educate human being who do not want to help other people in society. That is a principle which God teach you today. You should love each other and take care each other. You should teach the students to be compassionate and merciful, because God is compassionate. Please read Matthew 9:9-13. Teach your students to learn compassion just like Matthew story told in the verses before. The principle is to set free people from stupidity and suppression. Release those who are put into prison without reason, and take care people who are poor and needy among you.

You should know that education decision making is often made in closed meeting. But it does not mean that an educator do not know what happen in their institution. For example, an education institution can make decision to postpone to pass all new graduates, in order they can keep their status as students and therefore they are not entering labor market according to their discipline. That policy is cruel cruel, cruel because the educators forbid all students to find proper job for their family. That is the message: do not do social darwinism in college and university.

Another decision is to limit the number of new admission for poor family, because they cannot pay tuition fee. You should work out a plan such that as much as possible poor students can apply for admission, including those who are not bright. Actually you can work out that plan, provided students who are poor will be allowed to work for society in order your education institution contribute to the welfare of other people in society. We emphasize here that welfare is not only about aggregate wealth, but about taking care people who are needy and poor, including old people who need someone to take care of them.

Typical problem for decision making for graduate admission in an education institution, for example, will be discussed in the next chapter on linear programming.

#### Education as communication

Typically a teacher think that his/her objective is to carry a message to a group of listeners. In mathematics the message can be: be logical, in physics the message can be: respect a group of clever but old scientists, in biology the message can be: respect a group of ascendants of biology discipline including Mendel, in chemistry the message can be: respect molecule. You should know that as a teacher you should communicate properly the message, the message is: you should love God only with all your heart, with all your soul, with all your mind. Please read for your students Matthew 22:37-40, Deuteronomy 6:5.

You should know that learning happen through interaction, interaction happen through communication. Communication is actually more than just delivering information. Communication include compassion and take care of other people. That is why: the essence of education is actually communication, compassion, and taking care of other people. You should know that all students need something in their life, that is they need to achieve self-actualization. That is why: you should work out a plan such that each student can achieve and work for the Kingdom of Heaven and that is God's Will in his/her life. You should know that in each human there is a place in his/her heart which can only be fulfilled by loving God only. That is why I say: be hurry be hurry to repent and receive Me, Jesus Christ, all corners of the world.

Communication require medium, and medium can take the form as described as follows: paper, whiteboard, electronic file, and electronic messenger including Yahoo Messenger. In recent years there are a vast amount of educational electronic medium (groupware) which is intended to support human-teacher interaction, including facilitating communication in large distance.

That is the message: you should consider a number of communication medium in order to improve quality of learning process. You should know that there are some limitations of communication using ICT. That is why: learning by personal interaction in one place is more preferable, but you should also consider that there are students who cannot attend because they live in a place far away from your education institution. An institution should decide whether they would deliver information only or they should communicate properly to students at distance. That is why: one of difficult decision to make if you are in decision making position in an education institution is how extent will be your institution adopt distance learning with electronic communication channels.

There are a number of phase which an education institution can improve communication and learning quality, as described as follows.

- a. Phase I: display information about your university or college, allow applicants to apply for admission online.
- b. Phase II: allow students to receive information online, especially learning material. You should enable students to ask questions online.
- c. Phase III: allow students to receive exam results online, and then apply for other module online.
- d. Phase IV: allow students to communicate and participate in virtual classroom and groupware media.

Most universities in developed countries already include information for new applicants and allow applicants to submit their data for admission in online medium. But only few leading universities allow distance-learning students to participate in virtual classroom. Actually there are known applications which are ready to be implemented, but My messenger forget the name of those ICT applications.

## Chapter Four. How to prepare Decision System Support

## Chapter Five. Decision system and Linear Programming

In the previous chapter we already discuss how to prepare Decision System Support, actually We should be more careful on the impact of introducing ICT based Decision system support. For example: you should understand that Decision system support rely too many on the quality and quantity of data that your organization collect. Other consideration is that Decision system support rely too many more on the model inside the system.

In the present chapter We teach you how to make rational decision using a methodology called Linear programming. We also how to approach a similar problem of decision making using matrix equations, and that is only an outline. You should consult a textbook on matrix solution of linear equations.

In order to make a rational decision for a given problem either in management, business or education, you should know that people always find another way to solve their problem, as described as follows:

- a. Forget the problem and find a new girlfriend. That is very cruel and irresponsible, you do not want to solve the problem or at least think and pray to God and ask for His help. That is blasphemy, you will get wrath of God.
- b. Delegate the problem to another staff in order to trap him. That is even more cruel, don't you know that God see what you plan in your heart and stop you from doing that?
- c. Wash your hand and punish people who inform you that the problem appears. That is really really cruel, don't you know that as a manager you solve a problem in order you can take care people whom God give you to take care properly.
- d. The worst situation is blame all Christian people for they do not want to solve your problem, actually you only want them to fall into your trap. That is very very very cruel, you will get wrath of God. All of them are really really cruel plan of a hot tempered manager who want to trap his family and then find himself fall inside his own trap. That is what is written in Proverbs.

Typical problems in decision making situations are described as follows

- a. Graduate admission problem.  
How to make decision system properly among students with various conditions.
  - a. Bright students with no money
  - b. Bright and rich students
  - c. Average students who can pay tuition fee
  - d. Average students who are really really poor and they need take careDo not scrap students with conditions a and d because that is social darwinism policy, instead begin to take care of them properly. Do not employ university staff with social darwinism policy in mind in admission department because he

or she will ruin your university, do not employ such a cruel staff at all. The reason is: yes, students with condition b look as the best choice, but you will get only cruel graduates who only know how to maximize utility because all of them will learn how to take care only themselves.

b. Hospital management problem.

How to make decision properly to accept patients with various conditions:

- a. Patients who do not have money but really really need medical care
- b. Patients who have insurance coverage and really really need medical care
- c. Patients who have no hope but they are very rich
- d. Patients who can pay as per necessary, that is basic medication only
- e. Old patients who already serve in society as teachers, or in government, or doing so many social works, but they do not have family anymore to take care.

As decision maker you often find there are so many restrictions which limit the choices available to you. It is often very difficult to make rational decision properly given such a restrictive situation, in particular because you will find that allocating all available beds to rich patients only literary speaking will make other patients die quickly without proper medical care. That is called social darwinism. Don't forget that there are cruel governments who are able to pull out their support in order to push you to make that hard decision, that is to allow only rich people to survive alone, otherwise your hospital will be closed. You should pray and ask to God to help you. Do not fall into temptation to put social darwinism as basic policy in the hospital where you work, or to work out your own plan to maximize utility. That is very very cruel plan.

c. Drug production problem

How to make decision properly to produce influenza medicine, only for example, with possibilities as described as follows:

- a. Advanced drug with very high quality but very very expensive
- b. High quality drug at moderate price
- c. Generic unbranded drug at low price

Drug companies which only want to maximize utility will choose only to produce drug type a. Actually that is social darwinism policy, because they do not care about the majority of consumer. You will find an optimal solution, even if you know that your products are not sufficient to help all people.

Typically decision makers use linear programming method in order to find optimum solution for a defined problem. Another method which you can use is matrix method, because the problem is linear equations. But you should define properly in order to get and to write the matrix in equal number of row and column, otherwise you will not be able to solve the equation. For example, that is only to give an

illustration, given three types of product which you should optimize. Then you define the first equation as follows:

$$Z=X_1+X_2+X_3$$

To produce these products at a given set of quality measures, you should define another equation as follows:

$$Z.a=100.X_1+80.X_2+140.X_3$$
 where a is average cost of production to be determined.

The above equation is only an example for typical decision making situations which are suitable for linear programming methodology, but you should know that there are problems which cannot be solved with linear programming methodology, for example and the most important is your life. That is why: be hurry be hurry to repent and receive Me, Jesus Christ, all corners of the world. Only after you repent and receive Me, then you will be able to make decisions properly.