

Decision theory:

This chapter helps us to understand:

1. Specifying DAVM objectives is mandatory to begin a decision process
2. For government, taking 'no decision' at any point is also to be considered as 'a decision' taken and government decided 'not to act/decide/resolve'
3. Thus 'clarity of objectives' is an important criterion for taking any decision.
4. Every decision needs to be viewed from both dimensions, 'benefit' and 'loss', and simultaneous assessment of both and on the same platform of 'objectives' can bring out appropriateness of the decision.
5. The one conceiving and designing a decision should own and implement it being capable of correcting it, if required, and becoming responsible and accountable of the end results, good or bad by virtue of its being owner of the decision.
6. Thus owner of decision should be earmarked and knowledge must belong to the one who would conceive and own the decision.
7. Decision gets into a shape only when transmitted to a media and turns into physical shapes for getting transferred into values for the others, flows in physical terms and values to those for whom the decision was meant
8. Adoptability of the media for a particular decision or adoptability of decision by the media, would accrue maximum resulted benefits it is meant for
9. The application index and adoptability by medium therefore, would be another important aspect for a decision profile.
10. Objectives clarity, gain and loss foreseeability, knowledge level and ease of applicability, therefore, would be considered as important parameters to evaluate the appropriateness of a decision.
11. for evaluating a decision, assessment on the following dimensions, 'main dimensions', are required –
 - objectives/ incentives (goals);
 - knowledge; methodology/ efforts
 - possible gains/ loss (results), ,
 - application media conductance(No money and time wastage).

12. 'knowledge' would represent the knowledge and experience of techniques, procedures, technology, profession, theory, rules
13. 'Clarity of objectives' would represent the clarity about motivations, proposed achievements and goals/outcome on time line, accessibility, usability; outcome must be DAVM
14. Various possible gains profitability (or anti-profitability), status elevation (or status decline), unity and togetherness (or Split/ disintegration, fragmentation), Accessibility (losing accessibility), economic gain (No economic gain), social gain (no social gain), defense/ security (loss to security) shall therefore form the sub-dimensions of the decision.
15. Gains/Loss must be defined in DAVM terms
16. It is all the time desirable to ensure a harmony between decision and the medium where applied, to the best possible. Application portfolio is very important as this has to ultimately realize the benefits both in terms of quantity and quality
17. If a wrong decision has been taken and the application has resulted losses which were not envisaged, it is obligatory upon the decision maker to withdraw.
18. Every decision taken by government and public representatives should have a good decision acceptability Index (DAI) and the overall index with index of individual attribute must be presented to the people alongwith the decision. The projected benefits with time frame in DAVM must be declared by the government to assess the deprogress made subsequently.
19. Decision maker's and Decision taker's eligibility and ability and sincerity must be evaluated and ascertained for correct decision
20. For appropriate decisions, decision profile must be worked out by assessing dimensions, knowledge- gain loss-application media conductance
21. The probability of decisions by Government and Government people/GPP, to be inappropriate and inapt, is very high
22. Government must enforce a 'decision examining and validating' process and enforce laws for 'evidencing suitability'

Decision making is an exercise which relates to every sphere of life of every individual. It's an important activity because of being the basic requirements of keeping pace with time. **The time is an uncontrolled vector which causes every sphere of life to change.** Time changes and the frame of life of any entity becomes the past and the obsolete and to patch up the gap, every entity must move and change. Thus, **there is continuous and unending requirement of 'taking decisions'.**

An individual taking decision about its own, effects only itself, however, the decision taken by a Government would affect millions at one point. And the same decision would also affect them in varying proportion depending upon their acceptability of the decision, thus bringing forward many challenges in the decision making process of a Government. Still further the Government decisions would be accepted with different gestures of acceptance by different people. So there need to be some norms against which the decision making can be evaluated.

There are many countries which started their journey to development almost at the same time, the results after same period are different. Here it may not be relevant to discuss the differences but important parameter is that these are different in terms of economic, social and national values. The Government of these countries would have taken different decisions during these years which ultimately would have led to these differences.

Government is most powerful entity in a country and have all powers and freedom to take a decision. So absence of taking a decision at any point of time, where a decision was warranted, is no excuse. It need to be noted therefore, that **taking 'no decision' at any point is also to be considered as 'a decision' taken** as otherwise having taken 'no decision' (and therefore ignoring an issue leading to deterioration) would form best excuse for a Government to cover up any failure in achieving an objective. **Thus 'clarity of objectives' is an important criterion for taking any decision.**

The 'objectives' cannot be defined as a 'plain word' and need to be supported further with envisaged loss or profit measurements. A decision may normally be associated with both 'benefits and losses' and assessment of both needs to be in the background for weighing appropriateness of a decision. A country may attack other country primarily for causing loss to the other nation or an economic decision would be taken for keeping benefits to own self in view, however, if loss to self is higher than the loss to other country in the first case or benefits to own self is less than benefits to the other one, both the decisions becomes inappropriate. Therefore, **every decision needs to be viewed from both dimensions, 'benefit' and 'loss', and simultaneous assessment of both and on the same platform of 'objectives' can bring out appropriateness of the decision. Gain and Loss, both invariably, analysis, therefore, need to be assigned to a decision.**

An **appropriate decision can be taken with adequate knowledge about the subjects, aspects, attributes as this can only provide vision for foreseeing 'benefits and loss'**. The knowledge also provides working out necessary checks and evaluation at intermediate stages to detect the path to which a decision would be leading to after having turned into an action. Knowledge would associate to the element just behind a decision and not in the surrounding environment. Thus, the best would be that, **the one conceiving and designing a decision should ideally implement it being capable of correcting it, if required, and becoming responsible and accountable of the end results, good or bad by virtue of its being owner of the decision.**

Thus owner of decision should be earmarked and knowledge must belong to the one who would conceive and own the decision.

A decision is a hypothesis, philosophy and promise before implementation thus has little ground value. The **decision gets into a shape only when transmitted to a media and turns into physical shapes for getting transferred into values for the others, flows in physical terms and values to those for whom the decision was meant.** The media which converts and transforms a decision from a hypothesis to the physical benefits is very important. The **adoptability of the media for a particular decision or adoptability of decision by the media, would accrue maximum resulted benefits it is meant for** and a reluctant media would just do the other way round which would directly result wastage of resources and energy. The media is changing, uncertain and swirling and, therefore, the decision is to be configured according to the applicability index and according to dynamics of the media. **The application index and adoptability by medium therefore, would be another important aspect for a decision profile.**

The objectives clarity, gain and loss foreseeability, knowledge level and ease of applicability, therefore, would be considered as important parameters to evaluate the appropriateness of a decision.

These four criteria may further be elaborated for precision. The **'objectives' usefulness would be measured in terms of value to nation and society denoted in DAVM terms.**

The **profit and loss would be assessed based upon the economic or social gains** as the case may be.

Decision profile:

Thus **for evaluating a decision, assessment on the following dimensions, 'main dimensions', are required –**

- (i) objectives/ incentives (goals);**
- (ii) knowledge; methodology/ efforts**
- (iii) possible gains/ loss (results), ,**
- (iv) application media conductance(No money and time wastage).**

1) Knowledge:

The **'knowledge' would represent the knowledge and experience of techniques, procedures, technology, profession, theory, rules** as the technical sub-dimensions. The application of these technical sub-dimensions with sincere involvement and treating the decision making as 'pure incentive' would result the best output, thus involvement and incentives would be the managerial sub-dimensions. It may so happen that all the fields are not applicable to a particular decision but most to these fields would have a part to play in the knowledge portfolio of a decision. The knowledge index can be calculated by assessing the values against these fields for the particular environment (agency) making the decision.

Technical sub-dimensions= techniques, procedures, technology, profession, theory, rules

Managerial sub-dimensions= involvement, incentive

2) Clarity of objectives

The '**Clarity of objectives**' would represent the clarity about motivations, proposed achievements and goals on time line, accessibility, usability. The objectives would define the reasons for which the decision is being created, the factors which caused emergence of the process, the **conceived outcomes in DAVM form**. Thus the sub-dimensions of this would be:

Technical: techniques for identifying objectives, techniques for establishing appropriateness of goals, Achievements/ goals

Management: Motivations, Accessibility, Useability

3) Gain/ Loss of decision

The gain/ loss portfolio would represent the ultimate Gain expected out of the decision. Normally a decision would not be configured to result a loss, however, the same would accrue if the decision is not appropriate. Thus this aspect also needs to be included in the assessment. The 'this side that side' analysis should be done to assess the gain/loss. The **various possible gains profitability (or anti-profitability), status elevation (or status decline), unity and togetherness (or Split/ disintegration, fragmentation), Accessibility (losing accessibility), economic gain (No economic gain), social gain (no social gain), defense/ security (loss to security) shall therefore form the sub-dimensions of the decision.**

Technical: Profitability, Economic gain, TSTS analysis

Social: Status elevation, Accessibility

National: Unity , Security

4) Applicability of decision

The application portfolio would represent the methodology, standards/ codes, uniformity/ parity, environmental benefits, stakeholder, transmission-ability, influence –ability, acceptability, penetration. After the decision has been structured, the same is transmitted into the medium it is presumed to influence for betterment. The acceptance of decision by the medium and environment results minimum

wastage of resources and energy and is very important. Thus **it is all the time desirable to ensure a harmony between decision and the medium where applied, to the best possible. Application portfolio is very important as this has to ultimately realize the benefits both in terms of quantity and quality.**

The sub-dimensions of this may be:

Technical: methodology, standards/ codes

Management: environmental benefits, stakeholder, transmission-ability, penetration

Social: uniformity/ parity, acceptability,

Measurement :The final results shall be the true measurements of 'application' and following to be checked:

- If objectives achieved as notified
- If goals achieved as notified
- Any financial loss incurred due to reaction of medium
- Any human life loss occurred due to reaction of medium

5) Reversal of decision

If a decision has been taken by competent and able person with sincerity and after studying sincerely the related dimensions and factors, normally it should accrue the expected and desired results, however, a real assessment of the fact that this might not have been done by decision makers, is essential. The **worst possibility would be reversal of a decision in between indicating nonchalant and arbitrariness in decision making.** And this characteristic shall relate primarily to the capabilities and sincerity of decision makers. Decision Reversal portfolio represents reversal of the decision by same agency which has taken decision. It's a strong negative attribute. However, still **if a wrong decision has been taken and the application has resulted losses which were not envisaged, it is obligatory upon the decision maker to withdraw.** The following may be considered as guidelines:

Decision reversed in <1 year = Uncooked decision without any vision

1 to 4 years = unwise decisions

Government environment:

<http://bpverma.com/>

If we talk about decision making by a government, we try to address a highly peculiar situation where ordinary people, or the people who may even fail to take common, normal and usual decisions in their lives for self and/or family, would be authorized to take decisions for a very large area, very large population and pertaining to spending resources or money which they might not have even imagined. Or virtually **their competency need to be verified for taking such decisions.**

With the change from common person to HOG, MOG, OIG, the first action or reaction which comes up, are the details of decisions taken by the previous person or the government or political party, bringing out and certifying the decisions being wrong. If the decisions were wrong, how the previous person or political party took those decisions? And more interesting is that they do not present any analysis or derivation proving that their own decisions are correct, appropriate and yielded results as notified at the onset, if at all any DAVM goals/results were presented with the decisions.

And it continues without any check and substantiation. **Stating a decision to be incorrect without any DAVM analysis and evidence, is 'making allegations'.** So Government makes allegations on previous governments. Whereas, it may not be acceptable even for 'one individual' makes allegations on 'other individual' there may be laws against it, but do the government, any government, ever would install such laws and rules for the 'government working'. Never, in most of the countries.

But does having a law as above helps. No. The decision was taken long back and the results have already accrued and are the ground facts and the situation doesn't change even if any government is able to prove any decision of the previous government as wrong, which has had already caused spending of government resources and money. The governments GPP would keep on debating, but without any purpose. Therefore, **there has to be appropriate mechanism to check and assess the suitability of 'Government decisions' to screen the government decisions at the stage of 'formation and introduction'.**

As the government decisions are taken by people who have rare exposure to the decisions taken previously, which have been validated for accruing the DAVM goals and results' during the execution and on completion, **they have very high probability of taking incorrect and inappropriate decisions. There must be a strong and well defined 'decision screening' and 'decision validating procedure' which would present the DAVM demonstration of 'appropriateness' of the decision.** In the absence of this, the government people would take decisions casually just for the sake of 'taking a decision' whatever.

Every decision taken by government and public representatives should have a good decision acceptability Index (DAI) and the overall index with index of individual attribute must be presented to

the people alongwith the decision. The projected benefits with time frame in DAVM must be declared by the government to assess the deprogress made subsequently.