

<<管理决策>>

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前言

Globalization, the economic uncertainties, and the explosive growth of information and communication technologies have transformed the business world radically. A constant pressure on companies to reduce costs while improving quality, efficiency, service and innovation, is on the daily agenda. In this complex and continuously evolving environment, a company's ability to react to the challenges becomes of vital importance. In this new business reality, managers must have the ability to make decisions quickly and thoroughly, by taking evidence into account, and evaluating consequences and alternative plans in terms of growth, profitability and acceptable risk. In today's environment, being able to make good and fast decisions in all areas of business, including financial and risk management, marketing strategy and customer understanding, production and logistics, procurement and supply chain management, human resources management and development, IT-based process redesign, is becoming strategically important. Management Science is of paramount importance in this effort. It provides decisionmakers with an extensive range of methodologies, skills, models and software tools that are necessary in order to effectively address a wide range of decision problems. More specifically, Management Science has been very helpful in management and decision making by contributing: a) A rational, systematic and robust methodology that can be followed when addressing a decision problem, b) A rich set of models, techniques and tools that can be used to structure, understand and solve the problem, and c) A rich interface environment that helps the decision maker understand a solution, evaluate alternative solutions and come up with the preferred one. In all of these steps, the decision maker is supported by specialized easy-to-use software, which often come as additions (add-ins) to popular software like Excel, or are part of corporate Business Intelligence Systems or Decision Support Systems.

内容概要

Management Science is of paramount importance in this effort. It provides decision makers with an extensive range of methodologies , skills , models and software tools that are necessary in order to effectively address a wide range of decision problems. More specifically , Management Science has been very helpful in management and decision making by contributing : a) A rational , systematic and robust methodology that can be followed when addressing a decision problem , b) A rich set of models , techniques and tools that can be used to structure , understand and solve the problem , and c) A rich interface environment that helps the decision maker understand a solution , evaluate alternative solutions and come up with the preferred one. In all of these steps , the decision maker is supported by specialized easy-to-use software , which often come as additions (add-ins) to popular software like Excel , or are part of corporate Business Intelligence Systems or Decision Support Systems.

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插图：When the decision variables can only take integer values, the condition of divisibility of Linear Programming does not hold. For example, in the class of problems where the variables can only take values 0 or 1 (0/1 problems), such as project selection problems, the decision maker has to choose among specific alternatives, and therefore, the decisions are either yes or no for each alternative no "partial" answers are acceptable. To the degree that there exists an objective, which the decision maker has to achieve, and the contributions of each choice to this objective can be calculated, these problems can be formulated as Integer Programming problems and can be solved using Solver. In order to use Solver in Integer Programming problems, we have to add the constraint of integrality to the constraints of the model. We implement this through the "Add Constraint" dialog box, in which we select INT (for generally integer variables) or BIN (for binary variables of the type 0 or 1). To input an Integer Programming problem to Excel, we follow the same steps as in the case of Linear Programming, with the only difference being the definition of integrality of variables. Solving Non-Linear Programming Problems with SOLVER Solver can also be used to solve (with a certain approximation) Non-Linear Programming problems. This is done through a series of choices that have to do with the way the problem is solved. In order to define these choices, we select at the "Definition of Solver Parameters" of the problem (table 4.8), we left click at "Options" and in the appearing dialog box we define (left click again) the following choice: Hypothesis of Linear model

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