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Selected Bibliography

Decision Making: Executives and Managers in Healthcare Selected Reading List

January 2006

This reading list represents selected resources from the published literature including books and peer reviewed journals as well as qualitative Web sites. It includes operational readings as well as case studies and theoretical knowledge for a spectrum of readers, from the healthcare practitioner to the undergraduate student. The reading list is not intended to be a comprehensive reference to all the resources or Web sites published on this topic.

For further research, or to obtain articles or books cited here, readers should refer to the research and document delivery services of their institution's medical library, university library or the local public library.

* See items with asterisks if you need a quick overview of decision making and have a limited amount of time for reading and research. There are a total of 45 resources included to provide a large body of resources for reference, reading or research.

Articles

*Bennis, Warren. What do leaders know? Three filters govern decision making. *Executive Excellence*, Vol. 21 No. 12, pp. 3-4.

Buchanan, Leigh and Andrew O'Connell, editors. *[Special Issue]. Decision Making. Harvard Business Review*, Vol. 84 No. 1, January 2006.

Cantor, Scott B. Clinical applications in the decision analysis literature. *Decision Analysis*, Vol. 1 No. 1, March 2004, pp. 23-25.

*Drucker, Peter F. What makes an effective executive. *Harvard Business Review*, Vol. 82 No. 6, June 2004, pp. 58-63, 136.

Articles

Eisenhardt, Kathleen M. Strategy as strategic decision making. *MIT Sloan Management Review*. Vol. 40 No. 3, Spring 1999, pp. 65-72.

Epstein, Marc J. and Robert A. Westbrook. Linking actions to profits in strategic decision making. *MIT Sloan Management Review*. Vol. 42 No. 3, Spring 2001, pp. 39-49.

Ernststahl, Henry L. Deciding how to decide. *Association Management*, Vol. 54 No. 3, March 2002, pp. 42-45.

*Garvin, A. and Michael A. Roberto. What you don't know about making decisions. *Harvard Business Review*, Vol. 79 No. 8, September 2001, pp. 108-116, 161.

Hammond, John S., and Ralph L. Kenney, and Howard Raiffa. The hidden traps in decision making. *Harvard Business Review*, Vol. 76 No. 5, September-October 1998, pp. 47-48, 50, 52 passim.

Ireland, Duane R. and C. Chet Miller. Decision-making and firm success. *Academy of Management Executive*, Vol. 18 No. 4 November 2004, pp. 8-12.

Jarrett, E. L. The role of risk in business decision-making, or how to stop worrying and love the bombs. *Research Technology Management*, Vol. 43 No. 6, November 1 2000, pp. 44-46.

Ketchen, David J. and Charles C. Snow and Vera L. Street. Improving firm performance by matching strategic decision-making processes to competitive dynamics, *Academy of Management Executive*, Volume 18 No. 4, 2004, pp. 29-43.

Kumar, V. and Timothy Bohling. Six steps to better decision models: In the real world, smart decisions depend on accurate predictions. *Marketing Research*, Vol. 14 No. 2, Summer 2002, pp. 8-12.

Langland-Orban, Barbara. Successful business planning for new programs in health care organizations. *Evaluation & The Health Professions*, Volume 14 No. 1, March 1991, pp. 61-78.

Articles

Langley, Ann. Between 'paralysis by analysis' and 'extinction by instinct'. *Leadership and Organizational Studies*, Vol. 36 No. 3, Spring 1995, pp. 63-76.

Malhotra, Naresh K. Segmenting hospitals for improved management strategy. *Journal of Health Care Marketing*, Volume 9 No. 3, September 1989, pp. 45-52.

*Mintzberg, Henry and Frances Westley. Decision making: It's not what you think. *MIT Sloan Management Review*, Vol. 42 No. 3, Spring 2001, pp. 89-93.

Papadakis, V.M., and P. Barwise. How much do CEOs and top managers matter in strategic decision-making? *British Journal of Management*, Vol. 13, 2003, pp. 83-95.

The principles of decision making: walking the fine edge between efficiency and consensus. *MIT Sloan Management Review*, Vol. 43 No. 3, Spring 2002, p15.

Rakich, Jonathon S., "Chapter 7. *Managerial problem-solving and decision-making.*" In *Managing Health Service Organizations*, 4th Edition, (Health Administration Press, 1989), pp. 242-260.

Ratner, Rebecca K., Herbst, Kenneth C. When good decisions have bad outcomes: The impact of affect on switching behavior. *Organizational Behavior and Human Decision Processes*, Vol. 96 No. 1, January 2005, pp. 23-37.

Roberto, Michael A. Making difficult decisions in turbulent times. *Ivey Business Journal*, Vol. 66 No. 3, January-February 2002, pp. 15-20.

Sample, Steven B. A contrarian approach to decision-making. *Ivey Business Journal*. Vol. 66 No. 5, May-June 2002, pp. 6-9.

Articles

Shimizu, Katsuhiko and Michael A. Hitt. Strategic flexibility: organizational preparedness to reverse ineffective strategic decisions. *Academy of Management Executive*, Vol. 18 No. 4, 2004, pp. 44-59.

Sinclair, Marta. Intuition: Myth or a decision-making tool? *Management Learning* Vol. 36 No. 3, September 2005, pp. 353-370.

Womack, Jason. How-to decision making 101. *T+D*, Vol. 56 No. 7, July 2002, p.14.

Books

Blink: The Power of Thinking Without Thinking, January 2005

Malcolm Gladwell
Little, Brown
ISBN: 0316172324
\$25.95

Decisions, Decisions: The Art of Effective Decision Making, 2001

David A. Welch
Prometheus Books
ISBN: 1573929344
\$35.95

Decision Making in Health Care: Theory, Psychology and Applications (Cambridge Series on Judgment and Decision Making), 2003

Gretchen B. Chapman, Editor
Cambridge University Press
ISBN: 0521541247
\$65.00

Decision Making for Improved Performance: What Every Healthcare Executive Should Know, 2004

Ken E. Mack, FACHE; Mary Ann Crawford, Ph.D., RN; Mary C. Reed.
Health Administration Press
ISBN: 1-56793-221-5
\$36.00

Books

Decision Making Under Uncertainty, 1995

David E. Bell, Arthur, Jr., Schleifer, Arthur Schleifer
South-Western Educational Publishing
ISBN: 1565272757
\$45.95

Harvard Business Review on Decision Making, 2001

Peter F. Drucker, etal
Harvard Business School Press
ISBN: 1578515572
\$19.95

Primer on Decision Making: How Decisions Happen, 1994

James G. March
Free Press
ISBN: 002900350
\$37.50

Priority Setting Toolkit: A Guide to the Use of Economics in Healthcare Decision Making, 2004

Craig Mitton, Cam Donaldson
BMJ Publishing Group
ISBN: 0727917366
\$32.00

Sources of Power: How People Make Decisions, 1998

Gary Klein
The MIT Press
ISBN: 0-262-11227-2
\$16.00

The Thinking Manager's Toolbox: Effective Processes for Problem Solving and Decision Making, 1999

William J. Altier
Oxford University Press
ISBN: 0195131967
\$30.00

Books

The Vest-Pocket CEO: Decision-Making Tools for Executives, 1991

Alexander Hiam
Prentice-Hall Press
ISBN: 0139482091
\$16.00

Winning Decisions: Getting It Right the First Time, 2001

Edward Russo, Paul J.H. Schoemaker
Currency Press
ISBN: 0385502257
\$28.95

Web Sites

The Conference Board

The Conference Board creates and disseminates knowledge about management and the marketplace to help businesses strengthen their performance and better serve society. Available at: <http://www.conference-board.org/>

- *Decisions: Making the Right Ones. Learning from the Wrong Ones,*
<http://www.conference-board.org/articles/articlepdf.cfm?ID=96>

Harvard Business Online

The Web site of Harvard Business School Publishing
Harvard Business School Publishing (HBSP) a not-for-profit, wholly-owned subsidiary of Harvard University. Its mission is to improve the practice of management in a changing world.

<http://www.hbsp.harvard.edu/b02/en/home/index.jhtml;jsessionid=OMYXCNDZ2PJCQAKRGWDESELQ?requestid=39490>

Ivey Business Journal

This Web site includes articles about managing uncertainty, knowledge management, marketing, strategy and more written by some of the world's leading management thinkers, consultants and practitioners.

<http://www.iveybusinessjournal.com/>

Web Sites

MindTools

Decision Making Techniques

The techniques listed on this site are available to help you make the best decisions possible with the information you have available.

http://www.mindtools.com/pages/main/newMN_TED.htm

MIT Sloan Management Review

MIT Sloan Management Review is a business journal that helps readers identify and understand significant trends in management.

<http://sloanreview.mit.edu/smr/>

Soundview Executive Book Summaries

Soundview Executive Book Summaries pioneered the concept of outlining the key points and ideas of full-length business books into quick and easy-to-read print summaries. Subscribe to this service to hear summaries of management books.

<http://www.summary.com/cgi-bin/Soundview.storefront>

Wharton School of Business/ Wharton School of Publishing

Wharton provides topics that are timely, relevant, important, conceptually sound or empirically based and implementable. The books and management tools are available in multiple formats – books, audio, electronically – to fit the learning preferences of every reader.

<http://www.whartonsp.com/index.asp?rl1>

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