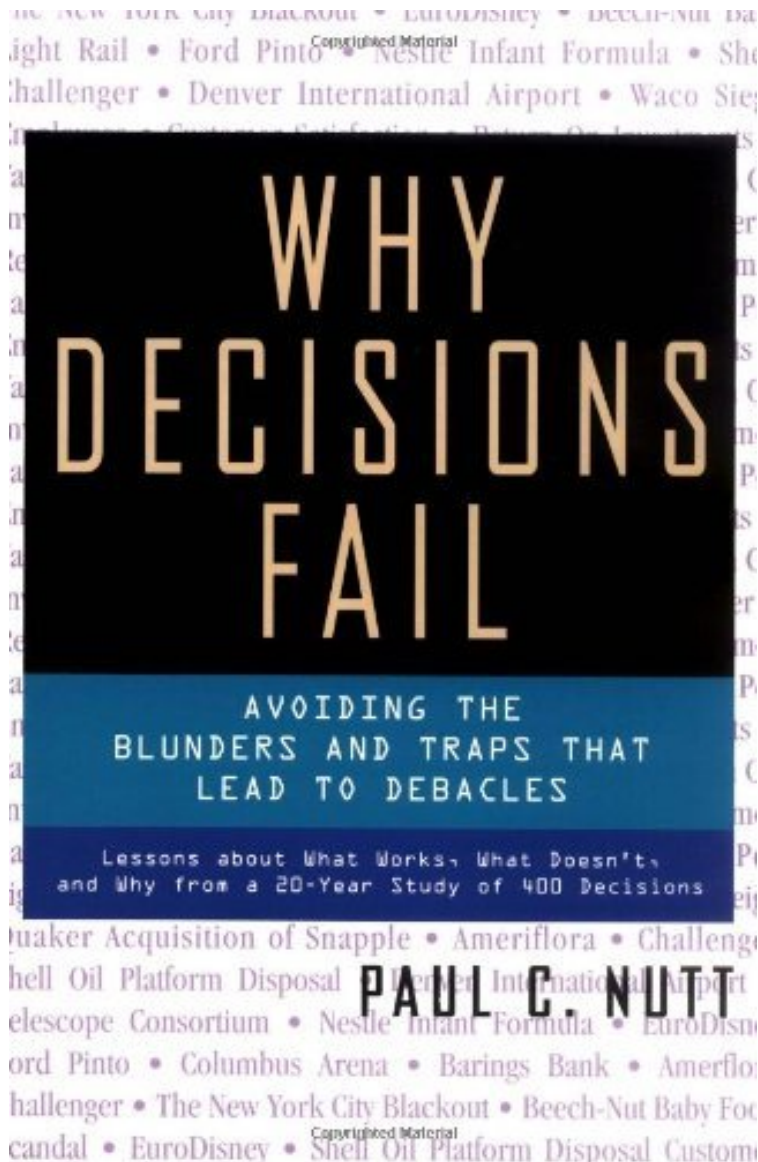


Why Decisions Fail: Avoiding the Blunders and Traps That Lead to Debacles

Paul C Nutt

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Paul C Nutt : Why Decisions Fail: Avoiding the Blunders and Traps That Lead to Debacles before purchasing it in order to gage whether or not it would be worth my time, and all praised Why Decisions Fail: Avoiding the Blunders and Traps That Lead to Debacles:

2 of 2 people found the following review helpful. A Keeper (even with some issues)By Critical GradI was assigned this book as part of a Master's degree course. Without having anything to gain from writing this review, let me just say

that I fully recommend it to any faculty member looking for a good communication or business supplemental text. Paul Nutt does the following well: -Introduce concepts and best practices that can be utilized in any field -Apply said concepts to a series of well-publicized blunders -Explain how these concepts apply to these situations and how best practices would mitigate disaster in these situations What Could be better: -As another review said, the organization could have been better for this book, and it could benefit from a stronger introduction which helps to explain the structure of the book a little more. -I also picked up a few typos and incorrect tense uses. This is one of the few text books I plan to keep and even hold as a communication reference. 0 of 0 people found the following review helpful. For decision-makers, a must have By Nonprofit Pro Paul Nutt's research is outstanding. And so are his recommendations. 1 of 1 people found the following review helpful. A very good book that needs updating By Joseph N. Scudder This book has insights about decision making that are found in few other places. The examples, however, could include some newer ones that have happened since the book was written.

Why Decisions Fail critiques 15 infamously bad decisions that became public debacles. The author examines how these mistakes could have been avoided and explains how any organization's decision-making process can be improved to prevent such failures. Author Paul Nutt began by looking at 400 decisions made by top managers involving such topics as products and services, pricing and markets, personnel policy, technology acquisition, and strategic reorganization. Analyzing how each decision was made, he determined that two out of three decisions were based on failure-prone or questionable tactics. He identifies these key errors and suggests alternatives that have proven successful.

From *Library Journal* Nutt (management, Ohio State Univ.) has spent 20 years collecting and studying more than 400 decisions made by upper-level management in corporate, government, and nonprofit organizations. Here, he selects 15 decisions that led to debacles and gives the background for each decision, what went wrong, and how the problem could have been approached differently. Through these case studies and other examples, he reveals a number of traps he has discerned in the decision-making process, including limiting the search for alternatives to a manager's preconceived ideas, failing to learn from mistakes by not accepting their existence, and misreading potential opposition. The debacles cited by Nutt, all well known, include locating EuroDisney outside Paris, mislabeling BeechNut apple juice, and Ford's showing an unwillingness to fix faulty Pinto gas tanks. Nutt's thorough dissection of the debacles and explanation of the decision-making process makes this book essential for libraries supporting management programs, while his clear writing style makes it accessible to patrons at larger public libraries. Lawrence R. Maxted, Gannon Univ. Lib., Erie, PA Copyright 2002 Cahners Business Information, Inc. About the Author Paul C. Nutt is a professor of Management Sciences and Public Policy and Management in the Fisher College of Business at Ohio State University. He is the author of six previous books on transformation, leadership, strategic management, planning, decision-making, evaluation, reengineering, and related topics.