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清华大学经管学院

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国际通用MBA教材

世界经济
管理文库

配套
案例

案例

管理科学

钟彼德 (Peter C. Bell) / 编

英文版

Management Science

CASES



机械工业出版社
China Machine Press

Richard Ivey School of Business
The University of Western Ontario

IVEY

国际通用 MBA 教材配套案例

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(英文版)

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Peter C. Bell

机械工业出版社

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序 言

我很荣幸有此机会用简短的语言就毅伟管理学院的历史、传统、教职人员和最新业绩向您作一介绍。毅伟管理学院是加拿大西安大略大学(UWO)所属的一所专业学院。作为加拿大历史最悠久的大学之一,西安大略大学目前拥有17个院系和专业学院,座落在加拿大最南部的安大略省伦敦市。这座城市拥有330 000人口,位于多伦多和底特律之间。西安大略大学有26 000多名学生、4 000余名教职员工。毅伟管理学院的本校在安大略省伦敦市,同时在地多伦多的密西桑戈设有分校,而且最近在香港也建立了分校。

历史地看,毅伟管理学院一直是管理学界的领导者,现将部分成就列后,标示毅伟管理学院日新月异的发展:

- 1922年创立了加拿大第一个培养本科生的商学系。
- 1932年开始出版杂志《毅伟商学季刊》。该杂志发行到25个国家,发行量多达10 000册,深受学术界和管理界读者的喜爱。
- 1948年,在加拿大首次设立行政管理人员培训计划(校方要求任课教师为所有新设立的课程准备案例教材,作为他们职责的一部分)。
- 1948年创立了加拿大第一个工商管理硕士课程。
- 1961年首创了加拿大的第一个商学博士课程。
- 1974年,被联邦政府正式指定为加拿大第一个(现在已发展到8个)国际商业研究中心(CIBS,即美国CIBERS的前身),联邦外交部对该中心持续提供财政支援。
- 1975年,毅伟管理学院成立了自己的出版社。该部门目前拥有2 000个加拿大的案例,并成为哈佛案例的加拿大资料交换所。1998年,毅伟管理学院的案例已分销至20多个国家的100多所学院和100多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者,每年向校外读者分销案例教材超过100万册。
- 1978年开始实施第一项国际学生交换计划,目前该交换计划已增至20余项。
- 1984年毅伟管理学院在加拿大联邦政府的支持下,在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1992年,毅伟管理学院被选为主导性的国际商学刊物,即《国际商学研究杂志》在1993年至1997年间的编辑总部。
- 1993年,《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果,将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院,并且这一结论被逐年的评比一再肯定。1994年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的25所世界最佳商学院的行列中。
- 1997年,《国际管理学杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者,并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一,和欧洲管理学院(INSEAD)及伦敦商学院(LBS)并列,而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训计划方面最佳的15所商业学院之一。

至1998年，毅伟管理学院拥有65名全职教授。他们每年负责教授600名普通课程的和在行政管理课程的人员工商管理硕士生、300名本科生、40名博士生，以及范围广泛的非学位课程。毅伟管理学院的宏伟目标是凭借各种杰出的教学计划和在相关领域中优秀的研究记录，跻身于全世界十所最佳商学院的行列中。

在国际上，毅伟管理学院参与主要的海外项目达30年之久，并且最近又参与到亚洲（特别是中国）以及前苏联某些共和国的有关项目之中，这些项目正在为当地的管理学教育事业作出贡献。

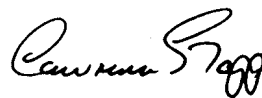
中国项目

1984年是毅伟管理学院和中国的清华大学连续合作项目开始的第一年。我们承诺为中国学生来毅伟管理学院学习工商管理学硕士和博士做准备，与访问学者一起工作，提供在中国的短期教学指导，并帮助清华大学经济管理学院培养管理学教师人材。该项目的另一目的是毅伟管理学院借此进一步了解中国和中国的商业活动方式。

在项目的第一期过程中，撰写了35篇论文、案例和教学指南；有9名毅伟管理学院教授参加了短期的访华授课；12名中国访问学者分别在毅伟管理学院工作一年；培养了8名工商管理学硕士毕业生；所有来访的中方人员都参加了撰写案例的工作组。这一项目由加拿大-中国管理学教育计划提供资金。该项目的第二期进一步扩大发展，至1994年，经过五年的努力，已成为毅伟与滑铁卢大学以及中国的清华大学、大连理工大学和东南大学的合资合作项目。毅伟管理学院承诺在进一步提高中国管理学教育能力方面继续提供援助。其要点包括设计、开发并执行1992年8月提出的通过案例教学方法教授合资企业、技术转让以及国际贸易等课程。这一教师培训项目是通过翻译给来自中国各地的教师们进行授课，并且所有教材均已译成中文。

一个大规模的合作出版项目已经开始实施，1992年4月，五卷国际商业案例中的第一卷已在中国由清华大学出版社出版。该系列书籍是毅伟管理学院和清华大学合作的产物，它为中国的经理们和学生们提供了全面的国际性商业案例。1992年~1993年，经我们在大连理工大学和东南大学的伙伴安排，又有6本国际性教科书的中文版通过有关出版社在中国出版。

从那时起，出现了大量由毅伟管理学院发起的有关中国的案例写作，各种书或被重印、翻译或专为中国市场而撰写，我们还在清华大学开设了商学导论课程，进行了教授互访等等。所有这些都体现出毅伟管理学院决心实现对中国作出的真诚的承诺。



唐乐礼

加拿大毅伟管理学院院长

一九九八年六月

Preface from The Dean of the Richard Ivey School of Business

It gives me great pleasure to have this opportunity to introduce you to the Ivey Business School by briefly explaining a little about its history, traditions, faculty and recent achievements. The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO). One of Canada's oldest universities, UWO is now an academic community of 17 faculties and professional schools. It is home to more than 26,000 students and over 4,000 faculty and staff. Located in the southern-most part of Canada, London, Ontario is a city of 330,000, halfway between Toronto and Detroit. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto) and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows. They illustrate the proactive nature of change at Ivey.

- ❖ In 1922, the first undergraduate business department in Canada was established.
- ❖ In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10,000 in 25 countries.
- ❖ In 1948, Canada's first executive development program was established. (From the beginning, faculty members were required, as part of their responsibilities, to produce case material for the new programs being designed.)
- ❖ In 1948, the first MBA program in Canada was established.
- ❖ In 1961, Canada's first Ph.D. program in business was introduced.
- ❖ In 1974, official designation was received by the Federal Government as Canada's first, of what are now eight, Centre(s) for International Business Studies (CIBS). (The CIBS were the forerunner to the CIBERS in the United States). Financial support for this Centre continues to be provided by the Federal Department of Foreign Affairs.
- ❖ In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2,000 Canadian cases and is the Canadian clearing house for Harvard cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world, with over 1,000,000 copies studied each year by people outside the university.
- ❖ In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.

- ✧ In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- ✧ In 1992, Ivey was selected to be the editorial home for the 1993-97 period for the *Journal of International Business Studies*, the leading International Business journal.
- ✧ In 1993, Canadian Business magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re-confirmed every year. In 1994, Asia, Inc. rated Ivey among the World's Top 25 Business Schools for Asians.
- ✧ In 1997, the *Journal of International Management* named Ivey the world's leading contributor to the international strategic management literature, ahead of Harvard & Kellogg. *Business Week* magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News and World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full-time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph.D. students, plus executives in a wide range of non-degree programs. Its broad objective is to be widely recognized as one of the top 10 business schools in the world on the basis of its outstanding teaching programs, with a creditable research record in selected areas.

Internationally, the School has been involved with major offshore projects for 30 years, and is currently involved in Asia (especially China) plus several republics in the former Soviet Union. These projects have typically involved the establishment of local management training capability.

China Activities

1984 marked the beginning of a continuing linkage with Tsinghua University in Beijing. The School made a commitment to prepare Chinese MBA and Ph.D. students for studies at Ivey, work with visiting scholars, provide some short-term instruction in China, and to assist Tsinghua University's School of Economics and Management in the development of its management faculty. Another goal of the project was to help Ivey become more familiar with China and the conduct of business in that country.


During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project was funded by the Canada-China Management Education Program.

An expanded Phase II of this program took place until 1994. A five-year endeavour, the project was a joint venture with the University of Waterloo, and in China, with Tsinghua, Dalian University of Technology, and Southeast University. Ivey's commitment was to continue to assist

in the development of Chinese institutional capacity for management education. A major element was the design, development and delivery in August 1992 of a program on teaching Joint Ventures, Technology Transfer, and International Trade via The Case Method. This train-the-trainers program was offered to academics from across China, through interpreters. All of the teaching material was translated into Chinese.

A large scale joint publishing effort was undertaken. In April 1992, the first volume of five international business casebooks was published in Chinese by Tsinghua University Press. This series was a joint undertaking of Ivey and Tsinghua. This series constituted a comprehensive collection of international business cases for Chinese managers and students. In 1992-93, six international texts were published in Chinese by presses arranged through our partner schools at Dalian and Southeast.

Since then a great deal of Ivey-initiated China-related case writing has occurred: various books have been either reprinted, translated or specifically written for the China market; we have offered introductory-business courses at Tsinghua; faculty visits have occurred, and so forth. All of this has occurred in the spirit of demonstrating Ivey's genuine commitment to China.

A handwritten signature in black ink, appearing to read "Lawrence G. Tapp". The signature is fluid and cursive, with a large, stylized "L" and "T".

Lawrence G. Tapp
Dean
Richard Ivey School of Business

总 编 按 语

中国国家教育部在审定中国工商管理硕士课程内容时提议，每门课程的25%要采用案例教学方法。这一要求在某种程度上是为保证中国未来（和现有）的经理们既能够面对崭新与各种不同的各种学习环境，又能够获取制定决策所必需的、与基础理论并重的实际经验。

本系列案例丛书的宗旨正是为中国提供最高品质的教学用部分案例，以期满足当前的迫切需求。在此提供的案例都是全面的、实际的、要求进行管理决策的现场情景案例。其中不包括对案例历史的赘述（这无助于学员们制定决策）、小型案例及“花边案例”（这些不适于用作80~90分钟的课时内容）、或图书馆资料（从图书馆的二手资料所作的总结远不如直接与经理们交谈所总结的案例更能增长见识）。

此次首批出版的系列案例丛书是为直接配合中国工商管理硕士课程的各门必修课程而编写的，我们随后将为更多的常规选修课程出版案例选集。

这些案例选集的主要资料均来源于加拿大西安大略大学的毅伟管理学院。毅伟管理学院是全世界第二大的教学案例制作者，并且是当今亚洲案例的最大制作者。毅伟管理学院为使这些书籍得以问世，放弃了正常出版所需的全部许可费用，这是其它一些学院不情愿做的。毅伟管理学院决心对中国履行其真诚的承诺。

本系列丛书得以出版全靠下列各方鼎力相助：

- 万国出版公司总裁孙立哲先生的动议。
- 清华大学经济管理学院院长赵纯钧先生与副院长陈小悦先生的鼓励与协助。
- 企业资助（在某些情况下，毅伟管理学院能得到企业的资助，以获得完成此系列丛书所需的重金投入。我们将在每本书的适当位置对该书的资助者表示感谢）。
- 毅伟管理学院中为各卷选择案例并撰写了导言的教授同仁们。
- 我们的编辑协调人玛丽·罗伯特女士。



包铭心

安大略省伦敦市

一九九八年六月

Note from the Series Editor

The State Education Commission committee which looked at the content of MBA programs in China has suggested that 25% of each course utilize the case method. Such a requirement is intended in part to ensure that future (and existing) managers in China are (A) exposed to a wide range of new and varied learning situations; and (B) gain practical experience in decision-making, so as to balance the underlying theory.

This case series is intended to partially fill China's immediate need for highest quality teaching cases. Here a case study refers to a comprehensive, field-based, decision-requiring picture of an administrative situation. It does not include descriptive case histories (which require students to make no decision); mini-cases or vignettes (which are anecdotal, and not suitable as a stand-alone basis for an 80-90 minute class); or library-based (such secondary sources produce far fewer insights than actually interviewing managers for the cases).

This initial series of casebooks was compiled to directly correspond to each of the required courses in China's MBA programs. Subsequent case collections will be compiled for popular elective courses.

The primary source of cases for these case collections is the Ivey Business School, University of Western Ontario, Canada. Ivey is the second largest producer of teaching cases in the world, and the largest producer of current, Asian cases. Ivey waived all of its normal permission fees in order to see these books produced. Certain other institutions were unwilling to do so. Ivey is committed to China.

The production of this Series would not have been possible without:

- ✧ the initiative of Lee Sun, President of Multi-Lingua;
- ✧ the encouragement and assistance of Tsinghua Dean Zhao Chunjun and Assistant Dean Chen Xiaoyue;
- ✧ corporate sponsors (In some instances, Ivey was able to obtain corporate sponsorship to assist with the heavy costs associated with the completion of this series. Where appropriate, the sponsor of any book is acknowledged in that particular volume.);
- ✧ my faculty colleagues at Ivey who selected the cases and wrote the introductions to the individual volumes;
- ✧ our editorial coordinator, Mrs. Mary Roberts.



Paul W. Beamish
London, Ontario
June 1998

钟彼德(Peter C. Bell)

钟彼德1977年进入毅伟管理学院(原西方商学院),1989年被任命为教授。他还曾担任伦敦商学院客座教授、劳利尔大学C-I-L教席讲师以及西蒙·福瑞斯大学雪佛朗教席客座教授。

学位:

牛津大学荣誉榜学士、硕士;

芝加哥大学商学院研究生院工商管理学硕士、博士。

学术活动:

著有6本专著,其中包括:《使用 MINITAB 进行商业统计:教程与案例》、《使用电子数据表软件进行商业统计:教程与案例》(均与廖信博合著)以及《管理科学/运筹学:战略透视》(1998年西南学院教育出版社)。其他科研著作包括50多篇发表在不同学术及商业杂志上的论文以及约80个商业案例,其中大部分已被各种专著收录。他还担任《运筹学国际学报》总编;《Omega》和《INFOR》副编审。1995年~1997年任“运筹学国际联盟”理事长(此前在1989年~1991年任北美副理事长);“管理科学学会”理事会理事和“运筹学/管理科学协会”董事会成员;1985年~1986年任“加拿大运筹学学会”会长。

社会活动:

“伦敦市Nor' West Optimist Club”前任会长;“伦敦市Meals-on-Wheels”组织前任总裁及主席。

其他:

为企业、医院、小型商业机构、慈善机构和政府部门担任咨询顾问,高尔夫球爱好者,还爱好收集和修复英国经典摩托车。

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Peter C. Bell

A member of the faculty of the Ivey School (formerly Western Business School) since 1977 with appointment to Professor in 1989. Short term appointments as Visiting Professor, London Business School, C-I-L Distinguished Lecturer at Wilfrid Laurier University, and Chevron Distinguished Visiting Professor at Simon Fraser University.

Degrees:

Oxford University (B.A. (Hons), M.A.), Graduate School of Business, University of Chicago (M.B.A. and Ph.D.).

Scholarly Activities:

Author of six books including Statistics for Business with MINITAB: Text and Cases, and Statistics for Business with Spreadsheets: Text and Cases, (both with E. F. P. Newson) and Management Science/Operations Research: A Strategic Perspective, South-Western College Publishing (1998).

Research writings include more than 50 articles in academic and business journals, and about 80 business cases, most of which have been published in books.

Editor-in-Chief: **International Transactions in Operational Research**,
Associate Editor: **Omega** and **INFOR**.

International Federation of Operational Research Societies, Elected President 1995-1997, (previously **North American Vice-President**, 1989-1991).
The Institute of Management Sciences elected Member of the Council and the OR/MS Board
Canadian Operational Research Society, President 1985-1986.

Community:

Past-President of the **Nor'West Optimist Club of London**, formerly President and Chairman of the Board of **Meals-on-Wheels London**.

Other:

Consultant to corporations, hospitals, small businesses, charities, and government agencies. A keen golfer and a collector and restorer of classic British motorcycles.

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March 1998

编者的话

本案例集提供的一系列案例，是为教授如何应用管理科学或运筹学的工具（MS/OR）解决实际商业中的问题而专门编写的。这些案例选择的原则是尽可能涵盖管理科学／运筹学的主要应用领域。

决策分析

“Don Smith(修订版)”案例提供了一个似真实伪的直接应用实例，但却缺乏足够的数据来解决唐的难题，数据缺乏便导致了大量的悬浮分析并不得不对整个难题进行全面检查。“St. Swithin医院”案例已成为经典范例，虽然内容繁多，但却含有典范的许多教训，尤其是在如何确定目标方面。

优化

“Nesbitt Thompson: 月工资方案——系列30”和“Dofasco-燃气分配厂”案例为每一种不同情况提供相当直接的线性优化应用。

模拟

“Dofasco - 脱硫厂”案例提供一个难得的机会，即建立小型模拟方案，以此揭示以其他方式很难获得的重要结果。“Carpenter电子有限公司”提供了建立一家制造厂的大型模拟模型所需的全部必备数据，虽然模型的基本结果通过分析并不难得出，该模式的值（DSS）是从管理角度的实际情境中得出的。

其他主题

“Janice McCallum R.N. - 经理、护理服务”案例是制定工作日程的范例，也是决策支持系统的样板。

A Note from the Editor of the Operations Research (Management Science) Casebook

This casebook provides a series of cases designed to enhance teaching the application of management science or operations research (MS/OR) tools to real business problems. The cases were selected to provide coverage of the major application areas of MS/OR.

Decision Analysis

The Don Smith case provides a deceptively straightforward application, but there is not enough data to solve Don's problem. The lack of data leads to a rich contingency analysis and forces an examination of the entire problem. The St. Swithin's Hospital case has become a 'classic' and while large, contains many lessons for the modeller, particularly as to the determination of the objective.

Optimization

Nesbitt-Thompson: Monthly payment Plan - Series 30, and Dofacso - Fuel Gas Allocation provide fairly straightforward applications of linear optimization in very different settings.

Simulation

The Dofacso - Lance Desulphurizing Plant case provides an opportunity to build a small simulation program that reveals some key results which are difficult to obtain otherwise. Carpenter Electronics includes all the data necessary to build a large scale simulation model of a manufacturing facility and although the model's basic results are not difficult to obtain analytically, the value of the model (a "DSS") emerges from the managerial context of the problem.

Other Topics

The Janice McCallum R.N. - Manager, Nursing Services case is an example of scheduling and also decision support systems.

Peter C. Bell



Content

CASE 1 DOFASCO - FUEL GAS ALLOCATION

案例 1 Dofasco-燃气分配厂

A steelworker has to determine how to allocate fuel gases produced as by-products from plant operations among the various plants that required fuel gas inputs. The problem can be formulated and solved as a linear programming problem.

INDUSTRY: 6 Metal Mining
ISSUES: 425 Linear Programming
109 Energy
260 Production Management/Control
0

Ontario, Canada Large 1975 4 PAGES

AUTHOR: Bell, P.C.

一个炼钢工人必须决定如何分配工厂生产产生的副产品——燃气，许多工厂都需要输入燃气，这一问题可以采用线性规划的方法系统地进行解决。

☞ P1

CASE 2 DOFASCO-LANCE DESULPHURIZING PLANT

案例 2 Dofasco-Lance脱硫厂

A superintendent at Dofasco has to decide whether to recommend engineering modifications be made to the Lance desulphurizing plant. The plant normally operated with two ports, but if one port broke down, severe disruption in blast furnace operations would result if the single operating port was unable to handle the plant's desulphurizing load. Making the modifications would guarantee that both ports were always operational, but is it a necessary expense?

INDUSTRY: 6 Metal Mining
ISSUES: 308 Simulation
260 Production Management/Control
279 Queuing Theory
0

Ontario, Canada Large 1978 5 PAGES

AUTHOR: Bell, P.C.

CASE WRITER: Noori AH

Dofasco公司的一名主管需要决定是否建议Lance脱硫厂实行工程调整。工厂有两个排气装置，假如一个排气装置出现故障，便不能处理工厂的脱硫负载，高炉运行将会严重瘫痪。进行调整将确保两个排气装置总能正常工作，但这一支出必要吗？

☞ P5

CASE 3 JANICE MCCALLUM R.N.-MANAGER NURSING SERVICES

案例 3 Janice McCallum R.N.-经理，护理服务

Janice McCallum must derive a workforce schedule for two teams of nurses.

INDUSTRY: 65 Health Services
ISSUES: 345 Work-Force Management
0
0
0

Canada 1985 4 PAGES

AUTHOR: Bell, P.C.

Janice McCallum 必须为两个护士小组确定工作日程表

☞ P10

**CASE 4 NESBITT THOMPSON: MONTHLY
PAYMENT PLAN - SERIES 30**
**案例 4 Nesbitt Thompson:月薪
计划 —— 系统30**

Mike Mackasey, vice president, corporate finance at Nesbitt, must select a portfolio of long term bonds to market as the "Series 30-Monthly Payment Plan". The face value of the portfolio was to be \$50,000,000. The bonds to make up the portfolio had to be chosen overnight so that the bonds could be purchased at the prices now being quoted.

INDUSTRY: 57 Holdings and other Investment
Companies
ISSUES: 246 Portfolio Management
0
0
0

Ontario, Canada Large 1989 6 PAGES

AUTHOR: Bell, P.C.

Mike Mackasey是Nesbitt公司财务公司的副总裁, 他必须选择长期市场有价证券的业务量, 即系列30——月薪计划。证券业务量的总金额高达\$50 000 000。组成此业务量的有价证券必须很快确定, 以便此有价证券能够以现在的标价买到。

☞ P14

CASE5 CARPENTER ELECTRONICS LIMITED
案例 5 Carpenter电子有限公司

A major Canadian manufacturer must design a plant to produce a major new product entering a highly competitive market. Management recognizes the need to be the low-cost producer of this high-technology product but the firm does not have personnel familiar with plant design, and the technology of the new process can only be estimated from small scale pilot plant work.

INDUSTRY: 29 Electric & Electronic Equipment
Supplies
ISSUES: 436 Management of Technology
370 Decision Support Systems
0
0

Canada Large 1991 9 PAGES

AUTHOR: Bell, P.C.

CASE WRITER: Chau P

加拿大的一家主要制造商必须设计一个工厂来生产一种重要的新产品, 以进入高度竞争的市场。管理方面认识到这种高技术产品需要低成本的生产, 但这家公司没有人熟悉工厂设计, 而且这种新技术只能从小规模的实验厂开始。

☞ P20

CASE 6 ST. SWITHIN'S HOSPITAL
案例 6 St. Swithin医院

Dr. Susan Smith has to decide whether to recommend that St. Swithin's Hospital acquire IPG equipment to aid in the diagnosis of Deep Vein Thrombosis (DVT). St. Swithin's already has Doppler testing and Venography available to try to diagnose DVT, but these tests are not 100% accurate. New data on the performance of IPG testing suggests that this may be a useful alternative. Treating patients on the basis of clinical evidence only, that is, without using any diagnostic test, is also an option but the treatment, and some of the tests, place patients at a risk.

Susan Smith医生必须决定是否建议St Swithin医院购买一台IPG辅助诊断深度静脉血栓(DVT)的仪器, St Swithin 医院已有多普勒(DOPPLER)检验法和静脉造影检验法来诊断深度静脉血栓(DVT), 但这些检验并不能保证100%的准确。关于IPG检验性能的数据表明这可能是一种有用的

INDUSTRY: 65 Health Services
 ISSUES: 86 Decision Analysis
 0
 0
 0

Canada 1991 5 PAGES

AUTHORS: Bell, P.C. Haehling von Lanzenauer, C.

选择之一。无需任何诊断检验，只凭临床症状来治疗病人也是一种选择，但这种治疗和检验使病人冒较大的风险。

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CASE 7 DON SMITH (REVISED)

案例 7 Don Smith(修订版)

Don Smith must decide what to do after a contractor refuses to fulfill what Smith believes to be a legal contract.

INDUSTRY: 10 Building Construction
 ISSUES: 86 Decision Analysis
 0
 0
 0

Canada 1996 2 PAGES

AUTHORS: Newson, E.F.P. Smith, D.
 CASE WRITER: Hill KA

在合同对方拒绝履行一个合法合同时，Don Smith 必须决定应该如何采取相应的行动。

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