

interaction among the conference participants leaves one wondering why this journal issue was put out as a book.

**Joseph C. Pitt**

*Virginia Polytechnic Institute and State University*

*Beyond Optimizing*, MICHAEL SLOTE. Cambridge, MA: Harvard University Press, 1989, viii + 192 pages.

It is probably dangerous to allow an economist to review a book in philosophy, the aim of which is to cast doubt on the rational maximizing model of individual decision-making. Yet for a journal with the title *Economics and Philosophy* such risk is to be expected. In *Beyond Optimizing*, Michael Slote presents us with a very well-written and provocative book, the aim of which is to try to reorient philosophers and economists in a direction of making what he calls commonsense rationality the basis of what is individually and socially rational. According to Slote, the predominant view of decision theorists and philosophers, namely, that rational behavior be defined as maximizing behavior and that rational social action be construed as consequentialism, needs to be challenged. There is, he argues, more than one structure on which social science and philosophy can be built. For example, Slote proposes the commonsense idea of "enough is enough" that most people use to run their affairs and that such a satisficing view of individual rationality can serve not only as the basis for our analysis of individual decision-making but of group decision-making as well. Herbert Simon's famous idea of satisficing is used as the foundation on which to build most of Slote's theory, yet Slote goes beyond Simon in many instances.

When I say that it is dangerous to allow an economist to review a book with such a premise, I mean that to many economists the idea of building a social science with agents who do not maximize is such an anathema that the knee-jerk reaction is immediately to dismiss it as ill guided. In this review, I will try my hardest not to do such a simple-minded thing; yet, I must say that I found much to disagree with in this book. It is precisely because I found so much to disagree with, however, that I would strongly recommend this book to economists. Such disagreements make us think hard about Slote's argument, and that exercise can be very provocative and enjoyable. Without books like *Beyond Optimizing*, the life of economists and philosophers would be very boring.

Slote's main contention in the first several chapters of his book is that rather than being rational maximizers who strive to get every extra unit of satisfaction out of a situation, people tend to be satisficers who

# Beyond Optimizing

**Peter Freeman**



## **Beyond Optimizing:**

**Beyond Optimizing** Michael Slote, 1989 Philosophy economics and decision theory have long been dominated by the idea that rational choice consists of seeking or achieving one's own greatest good Beyond Optimizing argues that our ordinary understanding of practical reason is more complex than this and also that optimizing maximizing views are inadequately supported by the considerations typically offered in their favor Michael Slote challenges the long dominant conception of individual rationality which has to a large extent shaped the very way we think about the essential problems and nature of rationality morality and the relations between them He contests the accepted view by appealing to a set of real life examples claiming that our intuitive reaction to these examples illustrates a significant and prevalent if not always dominant way of thinking Slote argues that common sense recognizes that one can reach a point where enough is enough be satisfied with what one has and hence rationally decline an optimizing alternative He suggests that in the light of common sense optimizing behavior is often irrational Thus Slote is not merely describing an alternative mode of rationality he is offering a rival theory And the numerous parallels he points out between this common sense theory of rationality and common sense morality are then shown to have important implications for the long standing disagreement between commonsense morality and utilitarian consequentialism Beyond Optimizing is notable for its use of a much richer vocabulary of criticism than optimizing maximizing models ever call upon And it further argues that recent empirical investigations of the development of altruism and moral motivation need to be followed up by psychological studies of how moderation and individual rationality more generally take shape within developing individuals

**Beyond Chaos** Larry L. Constantine, 2001 The popularity of the Management Forum in Software Development Magazine is not surprising Because the majority of software development projects fail to come in on time on budget or on specification software development managers are constantly seeking out management approaches and techniques that will help them achieve success Many software development projects deteriorate into a state of chaos In Beyond Chaos the keenest contributions to the Management Forum have been incorporated into a single volume to reveal best practices in managing software projects and organizations The forty five essays contained in this book are written by many of the leading names in software development software engineering and technical management Each piece has been selected and edited to provide highly focused ideas and suggestions that can be translated into immediate practice Pragmatic and provocative they address key management concerns involving people planning and productivity coping under pressure quality development processes and leadership and teamwork Highlights of the book include Larry Constantine Dealing with Difficult People Changing the Changeable Karl Wieggers First Things First A Project Manager's Primer Capers Jones Productivity by the Numbers What Can Speed Up or Slow Down Software Development Ed Yourdon Death March Surviving a Hopeless Project Dave Thomas Web Time Development High Speed Software Engineering Meilir Page Jones Seduced by Reuse Realizing Reusable Components Jim

Highsmith Order for Free An Organic Model for Adaptation Steve McConnell Managing Outsourced Projects Project Management Inside Out These and many more insightful and advisory essays together represent the cutting edge in software development management and the collective wisdom of the field s most knowledgeable practitioners Both entertaining and enlightening Beyond Chaos will enrich your skills and enhance your deeper understanding of the process of bringing software from idea to reality 0201719606B06262001      **Unbreakable** Vonda Wright, MD,2025-08-26 NEW YORK TIMES BESTSELLER Stronger muscles and bones increased mobility lifelong independence and a new mentality for aging with power this cutting edge guide to nutrition training and lifestyle will optimize a woman s body for longevity through menopause and beyond Stop believing the BS about getting older In Unbreakable Dr Vonda Wright lays out the science that proves your best years can still be ahead Mel Robbins 1 New York Times bestselling author of The Let Them Theory Building muscle and bone are what I like to call my nursing home avoidance plan There is no better mentor in this important work than Dr Vonda Wright Mary Claire Haver MD 1 New York Times bestselling author of The New Menopause Strong skeletal muscle drives healthy longevity yet too often women in particular neglect this important measure of fitness Indeed more than 70% of women experience musculoskeletal symptoms like joint pain muscle loss and reduced bone density as they enter perimenopause and menopause These symptoms what Dr Vonda Wright refers to as the musculoskeletal syndrome of menopause can often set us up for osteoporosis osteopenia broken bones increasingly limited mobility and reduced independence later in life That trend stops now Unbreakable outlines a new and direct path to protecting ourselves against this too common fate Drawing on her decades of experience as a pioneering orthopedic surgeon helping women at all fitness levels to repair their bones and regain strength Dr Wright gives clear action steps to shield us from the timebombs of aging in four critical categories Exercise Pinpointing the right combination of cardio and resistance training for you to aid in tissue regeneration and improve metabolic function Nutrition What to eat to extinguish inflammation repopulate your gut biome and support strong bones and muscle growth Lifestyle How to manage chronic stress get more restorative sleep and turn down systemic inflammation in your daily life Supplements What to take to target the elimination of zombie cells and improve your cell function Including a six week master exercise protocol to jumpstart skeletal and muscular strength critical information about baseline blood and mobility tests that will help you understand your current health state and twenty easy anti inflammatory recipes Unbreakable is an invaluable guide to adding more vibrantly healthy life to your years      [Tutorial](#)

[Software Reusability](#) Peter Freeman,1987      **SIAM Journal on Control and Optimization** Society for Industrial and Applied Mathematics,1976      **The American Benedictine Review** ,1993      **Patients First** Terrence J Montague,2004-09-14 PATIENTS FIRST CLOSING THE HEALTH CARE GAP IN CANADA This book is a must read for those who are interested in our health care system and who want to make it better Dr Montague provides an interesting overview of his journey through hospital wards clinical trials patient registries patient health management and chronic disease

management programs Drawing on his diverse and unique background he gives an important history of the past analysis of the present and a glimpse of our future David Johnstone MD President Canadian Cardiovascular Society Based on significant practice and research experience in the public private and academic worlds over many regions of Canada Dr Montague reveals to the reader consumer decision maker and patient an evolving and until now largely overlooked dimension in optimizing care and outcome This optimization is important not only within the context of an individual s care but within the scope of an entire practice community or even nation Ross Tsuyuki PharmD Director The Epidemiology Coordinating and Research Centre University of Alberta Listen to Dr Montague He well understands both the problem and the solution which is to pull out all the stops and to put patients first He advocates patient health management to close the many care gaps This will result in improved health for millions of Canadians and then if we do it right by emphasizing research and evidence based health care and not merely budgets our health care system will become more cost effective and our population healthier and more productive Mark Poznansky PhD President Robarts Research Institute The Economic Approach to Politics Kristen R. Monroe, Kristen Renwick Monroe, 1991 **The Philosophical Review**, 1995 **Proceedings of the National Communications Forum**, 1987 Keynes, Knowledge and Uncertainty Sheila C. Dow, John Hillard, 1995 In Keynes Knowledge and Uncertainty the economics and philosophy of J M Keynes are placed in relation to contemporary ideas on economic theorizing demonstrating the prescience of his thought while also opening up further possibilities for adapting developing and applying his ideas Bringing together the work of many leading figures in the fields of Keynes studies and epistemology this volume of essays strengthens the foundations of post Keynesian economics and includes constructive developments in the theory of uncertainty and its application **Clinical Aspects of Endotoxin Shock** Richard Allan Proctor, 1986 **Social Theory in Archaeology** Michael B. Schiffer, 2000 A handbook to an array of theoretical approaches that contribute something provocative or significant to the enterprise of constructing social theory in archaeology setting the agenda for future research Fire Within Mehrborzin Soroushian, 2003 **Partnerships for Profit** Jordan D. Lewis, 1990 Faced with new levels of savage competition tens of thousands of companies including fierce competitors are sharing their resources and expertise to develop new products achieve larger scale economies and gain access to new technology and new markets These strategic alliances are justifiably hailed by many as the competitive weapon of the 1990s But because they are blurring and reshaping the very structure and boundaries of corporations in unprecedented ways the process of designing and managing these alliances confronts managers with the awesome task of inventing theory and practice on a daily basis Up to now they have had few places to turn for guidance The Journal of Philosophy, 1993 Covers topics in philosophy psychology and scientific methods Vols 31 include A Bibliography of philosophy 1933 *Journal of the Optical Society of America*, 1963 *Beyond 2000* Jerry I. Reitman, 1994 Specialists from fields as diverse as communications media list brokerage retail and publishing cover changes in retail financial services and business to business direct marketing

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**Allocation and Optimization** A. Edward Spitz,1974

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