

PAUL ROBESON

THE FAMOUS Negro singer who took the world by storm, swept the movies and music halls and reached the pinnacle of mass popularity with his rich and vibrant voice, died a martyr on 22nd January at the age of 77. He was not only a world renowned singer but an all-American football hero, civil rights champion, political activist, a lawyer and a colourful personality. Having reached the hundred-thousand dollar income, he could have lived comfortably by accepting the social injustices and discrimination suffered by his class. But he rebelled against them and led civil rights campaigns. He openly expressed that in the Soviet Union, he did not feel any discrimination on the basis of colour and felt himself a free

**On Men & Matters**  
—R. V.

human being. In the bitter days of cold war of 1950s with Congressional investigation on un-American activities, he received a serious blow and set-back for his alleged association with the communist party. Soon, Paul Robeson lost caste in society, forfeited chances of appearance on screen and stage and was reduced to poverty. His passport was im-

pounded and his travel restricted. Nevertheless, Paul Robeson did not wish to leave the United States and settle in any other country, though many would have been happy and proud to receive him. He is reported to have said that his father was a slave and had slaved to make the United States the great country that it was, and that his place was there notwithstanding all his sufferings. In 1958, when Paul Robeson was very much under cloud, our Prime Minister, Pandit Jawaharlal Nehru, sent him a message of greetings on the occasion of his sixtieth birthday, calling him one of the greatest artistes of our generation. The wealth of tribute paid to Paul Robeson on his demise is in a measure restitution for the wrongs he had suffered during his life.

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tion to produce a new unwanted effect may be the cause of the problem. The possible deviations from standards are inferred through the analysis of the problem. The most likely deviational cause may be the one which explains all the facts in the specification of the problem.

EXTERNAL CONDITIONS

However, decision-making does not depend on pure reason and analysis only. The court of final appeal is not brilliant verbal argument, high-sounding abstract principles or even precise logic or methods. It is founded on worldly realities. Business policies very much rely on the resources available to the decision-maker. His choice is more often restricted by the frequent shiftiness of society, and nature. The sum-total of the environmental determinants decides the outcome of the active.

Decision theory rests on three sets of external conditions. They are the certainty of outcome, risk, and uncertainty. Even where the state of nature is known, choosing is a problem if the possible strategies are many. Even with enough data on the probable choice, there is risk. There is un-

certainty where we have little means of determining the probabilities for the state of nature likely to be met.

SIMULATIONAL AIDS

Simulational decision-making aids are well-developed for any programme for both certainty and risk... Decision-making under uncertainty forms a good part of current mathematical and economic literature. Methods are still being developed for applying scientific criteria to minimize uncertainty.

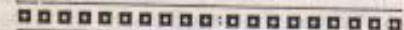
Theoretical analysis of decision-making should count on the decision-maker's attitude towards each of the alternative outcomes open to him. It is the individual's scale and sense of values which determine how desirable a given outcome is to him, compared with the alternative possibilities.

BASIC COMPONENTS OF MECHANISM

The decision-maker is like a machine with no inflow and outflow of a recommended course of action. Its mechanism consists of three basic components. They are the prediction system dealing with alternative features; the value system handling the various fluctuating purposes; and the cri-



"That one over there is worth buying for Rs 350, since they have spent ten times that money on advertising its sale..."



terion integrating the other two components for selecting a suitable course of action.

The working of the 'machine' is geared to the list of actions pumped into it. The prediction system provides the agenda for

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