

Contents

Acknowledgments v
Preface vii

1. Limited Rationality 1

The Idea of Rational Choice 1
Limited (or Bounded) Rationality 8
Theories of Attention and Search 23
Risk and Risk Taking 35

2. Rule Following 57

Decision Making as Rule Following 57
Rules, Identities, and Action 59
Rule Development and Change 76
Appropriate Rules or Consequential Choice? 100

3. Multiple Actors: Teams and Partners	103
Interpersonal Consistency and Teams	104
Interpersonal Inconsistencies	105
Social Bases of Inconsistencies	111
Uneasy Partners	120
4. Multiple Actors: Conflict and Politics	139
Decisions and Power	140
Decisions and Coalitions	151
Participation and Decision Instabilities	160
Single Actors and Multiple Actors	172
5. Ambiguity and Interpretation	175
Order and Ambiguity in Decision Making	175
Ambiguous Bases of Decision Making	180
Loose Coupling in Organizations	192
Garbage Can Decision Process	198
Decision Making and the Construction of Meaning	207
Ambiguity and Understanding	218
6. Decision Engineering	221
Defining Decision Intelligence	222
Improving Adaptiveness	234
Using Knowledge	240
Creating Meaning	258
<i>Notes</i>	273
<i>Additional Reading</i>	275
<i>Index</i>	283
<i>About the Author</i>	290