

CONTENTS

SERIES FOREWORD	xi
PREFACE	xiii
ACKNOWLEDGMENTS	xv
CHAPTER 1—Introduction	1
An Historical Perspective	1
Computer-based Information Systems	1
Operations Research/Management Science	5
Decision Support Systems: A Confluency	6
The Intuitive Notion	8
Ad Hoc Data Retrieval	8
Information Presentation	9
Manipulating Simulation (Planning) Models	10
Executing Other Models	10
Other Decision Aids	10
Summary	11
The Problem with Defining DSS	12
Sources of Disagreement	13
Substantive Conflicts	16
A Solution	18
The Process View of Decision Making: DSS as Interventions	20
Decision-making Processes	24
What are Decision-making Processes?	25
Structuring the Process: Deciding How to Decide	31
How Process Complexity Can Increase	33
Summary	34
What this Book is About	35
CHAPTER 2—A Framework for DSS Research and Practice	37
The Three Segments	39
Underlying Technology (UT)	39
DSS Lifecycle Processes (LC)	43
Substantive Decision Support (DS)	47
Summary	53

Distinguishing the Segments	54
Procedure/Substance	54
Technology/Behavior	54
Means/Ends	55
Summary	56
Linking the Segments	56
A Macro View	59
Micro Links	61
Summary	63
Examining Other Frameworks	63
Summary	78
Conclusion	78
CHAPTER 3—Describing DSS: A Three-tiered Approach	81
Why An Approach to Describing DSS is Needed	81
Designing DSS	83
Studying the Effects of DSS	84
Summary	85
A Three-tiered Approach to Describing DSS	86
The First Tier: Functional Capabilities	87
The Second Tier: The User View	91
Generic User Views	92
Existing Approaches to the User View	92
A New Generic User View	97
Summary	110
The Third Tier: System Attributes	112
CHAPTER 4—System Restrictiveness	114
Describing System Restrictiveness	117
Operators	119
Sequencing Rules	124
Adaptors	125
Navigational Aids	126
Summary	126
Perceived Restrictiveness	128
Absolute Versus Perceived Restrictiveness	130
High- and Low-level Operators	133
Degree of Non-procedurality	134
Ease of Use	134
Summary	135
Some Examples	135
An Objective Comparison	136
Subjective Comparisons	138

Prescribing System Restrictiveness	139
Objectives Favoring Greater Restrictiveness	141
Objectives Favoring Lesser Restrictiveness	147
Summary	151
Restrictiveness and DSS Design	151
Training	153
User Involvement	154
Adaptive Design	154
Summary	155
CHAPTER 5—Decisional Guidance	156
How Can DSS Guide Deliberately?	159
Targets of Guidance	160
Forms of Guidance	161
Modes of Guidance	165
Scope of Guidance	169
Summary	170
Deliberate Decisional Guidance and DSS Components	171
Structuring the Process	171
Executing the Process	172
Invoking Guidance	173
An Illustration	174
Structuring the Process	175
Executing the Process	176
Providing Decisional Guidance: When and Why	178
Opportunity	178
Motive	179
Means	181
Summary	182
The Effects and Effectiveness of Decisional Guidance	183
Inadvertent Guidance	183
Deliberate Guidance	184
Conclusion	186
CHAPTER 6—Conclusion	188
Customization	188
Precustomization	189
Customizability	191
Precustomization and Customizability	192
Summary	194
Frame of Reference	194
Builders and Users	195
Interpreting Sprague's Framework	201

Describing Existing DSS with System Attributes	203
Lotus 1-2-3	203
The Electronic Workbook	207
DSS as Change Agents: Designing with System Attributes	211
DSS and Change Agency	211
Design Strategies: Applying Restrictiveness and Guidance	215
Describing Several Subclasses of DSS	222
Expert Systems	222
Executive Support Systems	223
Group Decision Support Systems	225
Summary	226
Implications for Practice	226
Defining Objectives	227
Using the Three Tiers	227
Implications for Research	229
The Three Tiers	229
How DSS Affect Decision Making	231
Cognitive Biases	231
A Prescriptive Mapping	232
Describing Decision-making Environments	232
Development Systems for DSS	233
Directed and Nondirected Change	233
Generalizing the Attributes Beyond DSS	233
Conclusion	234
BIBLIOGRAPHY	236
INDEX	247