

---

# Contents

---

Preface

vii

---

## PART 1 THE CONCEPT OF DECISION SUPPORT

---

1

- 1.1 Transforming DSS Jargon Into Principles for DSS Success 3  
*S. Alter*
- 1.2 A Framework for DSS Development 27  
*C.H.P. Brookes*
- 1.3 Towards a Theory of Decision Support 45  
*C. Stabell*
- 1.4 What Do You Need to Know to Develop Your Own DSS? 58  
*S. Alter*
- 1.5 DSS Development Within an Information Systems Planning Framework 66  
*R.D. Galliers, P.H. Marshall, G.P. Pervan, and D.J. Klass*
- 1.6 Adaptive Design of DSSs: A User Perspective 78  
*J.R. Valusek*
- 1.7 From Crisis Management to Fast Response DSS: An International Perspective 87  
*H. El Sherif and P. Gray*
- 1.8 A Semiotics Approach for Evaluating DSS 98  
*N. Ahituv and I. Getz*

---

## PART 2 EXPERIMENTAL AND EVALUATION STUDIES OF DECISION SUPPORT

---

107

- 2.1 Executives' Perceptions of Their Information Sources 108  
*R. McLeod, Jr., J.W. Jones, and J.L. Poitevent*

- 2.2 How Can Executives Improve Their Decision Support Systems? 123  
*R. McLeod, Jr., J.W. Jones, and J.L. Poitevent*
- 2.3 An Exploratory Study of DSS Design and Use 134  
*H.J. Brightman and S.E. Harris*
- 2.4 Selecting a Decision Support System Generator for the Air Force's  
Enlisted Force Management System 145  
*R.G. Walker, R.S. Barnhardt, and W.E. Walker*

---

PART 3 DSS CASE STUDIES 157

- 3.1 Managing System Change Requests in the Development of a Large and  
Complex DSS 158  
*A.G. Lockett, R. Ahmad, and C. Turner*
- 3.2 A Decision Support System for the Shop Floor 172  
*S. Alter and R.L. Rassen*
- 3.3 A Decision Support System for Evaluation of Advanced Marine  
Vehicles 180  
*S.O. Kimbrough, T. Coe, C. Pritchett, S. Roehrig, J.A. Smith, M. Sprague*
- 3.4 A Decision Support System for Personnel Allocation in the  
U.S. Army 191  
*R. Nord and E. Schmitz*
- 3.5 Prolificator: A Decision Support System for the Creation of Strategic  
Opportunities 202  
*O.A. El Sawy*

---

PART 4 GROUP DECISION SUPPORT SYSTEMS 208

- 4.1 Group Decision Support Systems as Aids in the Use of Structured Group  
Management Techniques 211  
*G. Huber*
- 4.2 The SMU Decision Room Project 226  
*P. Gray, N.W. Berry, J.S. Aronofsky, O. Helmer, G.R. Kane, and T.E. Perkins*
- 4.3 Initial Observations from the SMU Decision Room Project 238  
*P. Gray*
- 4.4 Group Decision Support Systems: Determinants of Success 243  
*D. Vogel, J. Nunamaker, L. Applegate, B. Konsynski*
- 4.5 Building a Software Environment for GDSS Research 256  
*G. DeSanctis, R.T. Watson, V. Sambamurthy*

- 4.6 “Decision Conferencing”: An Organizational Teamworking Tool 267  
*M.C. Volpato*
- 4.7 View Integration in Negotiation Support Systems 279  
*M. Jarke and M.T. Jelassi*
- 4.8 An Assessment of Vessel Traffic Service Performance: The Impact of  
GDSS Utilization and Closure 290  
*L.A. Le Blanc*

---

## PART 5 THE CONCEPT OF EXECUTIVE INFORMATION SYSTEMS 304

---

- 5.1 Executive Information Systems: Successes, Failures, Insights,  
and Misconceptions 305  
*D. Friend*
- 5.2 Making EIS Work 313  
*W. Burkan*
- 5.3 How to Make DSS “EIS-Ready” 332  
*O.A. El Sawy*
- 5.4 DSS: Dealing with Executive Assumptions in the Office  
of the Future 336  
*G.R. Wagner*

---

## PART 6 EXECUTIVE INFORMATION SYSTEMS CASE STUDIES 348

---

- 6.1 Executive Information Systems for Manufacturing: A Case Study 350  
*W.F. Evans, P. Gray, J.E. Rhodes*
- 6.2 DSS for Executive Support of Strategy Implementation 358  
*D.E. Ewers*
- 6.3 Building a Document-Based Competitive Intelligence System 365  
*R. Stanat*
- 6.4 Implementing an Executive Information System at Samaritan Health  
Services 371  
*C.C. Emery, Jr.*
- 6.5 Toward the Total Quality Executive Information Desktop: Design of an  
Enterprise-Wide EIS at Security Pacific Corporation 377  
*B. James and A. Philippakis*
- 6.6 Scandinavian Experiences with Executive Systems 391  
*V. Tiirikainen*

**PART 7    EXPERT SYSTEMS**

---

397

- 7.1   Integrating Expert Systems, Executive Information Systems, and Decision Support Systems    399

*E. Turban and H.J. Watson*

- 7.2   Decision Simulation (DSIM): One Outcome of Combining Artificial Intelligence and Decision Support Systems    409

*G. Sullivan and K. Fordyce*

- 7.3   Knowledge Abstractions in Model Management    420

*B. Konsynski and D. Dolk*

- 7.4   Bridging the 4th and 5th Generations: Linking Relational Data Bases with Expert Systems    438

*D. King*

- Appendix 1    Papers from DSS Transactions Reprinted Elsewhere    453

- Appendix 2    Full Papers in the Transactions of the International Decision Support Systems Conferences, 1981–1992    455

- Index    467