Index

deterministic models, 124 domain-specific models, 126–127 simulation models, 125-126 stochastic models, 125 Acceptance criteria, conceptual models, Access patterns, metadata extraction, 342 Action language, 200. See also Communication language Activity-based decisions, classification of, Adams's nine-dot puzzle, perceptual block, 75-76 Adaptive activities, 62 Adaptive agents, classification of, 462 Ad hoc decision support systems, 26–27 Adjustment bias, heuristics and, 82–84 AGE project, 257–258 AHP. See Analytic hierarchy process AI. See Artificial intelligence AL. See Artificial life AlliedSignal case study, 183–184 Allkauf information system prototype, 386-387 Allowable values, semantic networks, 235 Alternatives decision making and, 60-61 lateral thinking and, 443 Alternative selection, in decision making, Alternative View software, 217 Alter's classification of DSS components, 9,23-26Alter's implementation patterns, DSS implementation, 416-420 AM program, 256 Analogies, lateral thinking and, 443-444 Analysis tools, data warehouses, 344-345 Analytical decision style, 44-45, 47 Analytical support software, 197 Analytic hierarchy process, 451-453 Anchoring, heuristics and, 82-84 ANN. See Artificial neural networks Anonymity, multiparticipant decision making and, 159-160 Anthropomorphism, intelligent agents, 459

Abstract decision models, 124–127

Application messaging, data warehouse architecture, 335 Applications development tools, expert system development, 247 Arbitration, multiparticipant decision making, 176-177 Architectural framework, data warehouse, 344 Artificial intelligence artificial life, 239-240 automatic programming, 239 case-based reasoning, 237 categorization, 231-232 components of, 231-240 executive information systems, 205-206 expectations, 233 experience, 232-233 expert systems and, 229-231 frames, 234-237 heuristics, 232 history of, 230-231 intelligent database system requirements, 474-475 machine learning, 238-239 pattern recognition, 237-238 Rete algorithm, 238 rule-based reasoning, 233-234 rules and, 232 Artificial neural networks benefits and limitations of, 297–299 bias inputs, 294 characteristics of, 285 configuration of, 292-293 human brain vs., 291-292 learning paradigms, 295-297 machine learning, 238-239, 290-299, 307-310 neurode component structure, 292-293 state function, 294 training of, 295 transfer function, 294-295 weighted input connections, 292-294 weighted inputs, 293-294 Association, data mining, 362–363 Assumptions, documentation of, 344 Asynchronous communication, messaging systems, 173

Attribute data, geographic information system, 374-375 Authority, defined, 103 Autonomy, intelligent agents, 456, 458, 461 Availability bias, heuristics and, 82 Avatar, intelligent agents, 459 Awareness, lateral thinking and, 442-443 Back propagation algorithm, 319-320 artificial neural networks, 297 Backward chaining, inference engines, 243-244 Bandwidth, free access to, 479-480 Barnard, Chester, 42 Basic risky decision structure, 119-121 Behavioral decision style, 45–46, 72 Behavioral theory, creativity and, 441 Biases in decision making, 77-86, 202 Bias input, artificial neural networks, 294 Blackboard architecture, expert systems, Black box, decision maker as, 38 Bottom-up design, DSS development process, 396 Bounded rationality as perceptual block, 75 Simon's decision theory and, 68-71 Bracketing, odds forecasting, 135 Brainstorming, creative problem solving, 447-449 Branch and bound search method, 79 Brustoloni taxonomy of software agents, 462 Business opportunities, DSS impact on, By-product method, executive information gathering, 192-193 Calibration, decision models, 138-140 Capital One case study, 322-323 Cardinality facets, semantic networks, 235 Case-based reasoning, artificial intelligence, 237 Case indices, case-based reasoning, 237

Categorization

artificial intelligence and, 231-232

498 ■ Index

intelligent agents, 461-462 wheel network, 153 Cultural characteristics, 100-102 CENTAUR system, 255 Comparison forecasting, decision models, Cultural fit, performance and, 101 Central data warehouse, 336-337 135-136 Customization of software, 197 Certainty Completely connected network, 154 decision making and, 59-60 Compromise strategies, 63 Daemon facets, semantic networks. decision structures, 121-122 Computational strategies, 62 235-236 strategy-based decisions, 63 Computer technology Data Chaining, inference engines, 242-244 case-based reasoning, 237-238 defined, 263 Chain network, 154 executive information system developelements/fields in DSS database, 12-13 Chain of abstraction, metadata, 337-338 ment and, 187-188 vs. knowledge, 242, 262 Change, organizational culture and, 102 rule-based reasoning, 233-234 Data access Chase Manhattan Bank credit scoring Conceptual decision style, 45 data warehouse architecture, 334-335 case study, 283-284 Conceptual models, 127-128 data warehouse nonvolatility, 332 Choice phase of decision making Conditional probability, decomposition, Database, decision support systems, 11–13 characteristics of, 66-67 136-137 Database administrator, 13-14 measurable constraints, 72-73 Conditions, rule-based reasoning, 233-234 Database management system, 13-15 normative vs. descriptive choice, 72 Conferencing systems, multiparticipant Databases, data mining, 368 problem-solving model, 71-73 decision making support, 173 Data-centric decision support systems. Choices Confidence factor of the rule, data min-25-26 basic risky decision structure, 119-120 ing, 362-363 Data integration, data warehouse, 329 decision tree modeling, 118 Confidence intervals, decision model cali-Data loading, data warehouse nonvolatilproblem structure, 114 bration, 139 itv. 332 Chromosomes, in genetic algorithms, 302 Conflict Data management system Circle network, 154 data warehouse, 345 as decision support system component, Classes, frame hierarchy in artificial intelmultiparticipant decision making and, ligence, 236 in decision support systems, 11-14 Classification, data mining, 361-362 Connectivity, decision support systems, hierarchy of data, 11-12 Clerk mode, DSS user patterns, 24-25 Data mart, defined, 326 Client/server architecture, 194-195 Consensus, multisource knowledge acqui-Data mining Cluster analysis, repertory grid analysis, sition, 277 defined, 356 276-277 Consistency limitations and challenges, 367-368 Clustering techniques, data mining, in expert systems, 249 on-line analytical processing, 357-360 363-364 in metadata, 339-340 techniques, 360-367 Cognitive limitations Context verification vs. discovery, 357 contributing factors, 73-74 decision making effectiveness, 51 Data noise, data mining, 367-368 decision making and, 59 decision style and, 43, 46-47 Data staging, data warehouse architec-Cognitive processes, 73-77 Contract Nets architecture, 257 ture, 336 Collaborative authoring systems, 170, Contradiction modeling, fuzzy logic and, Data visualization 173-174 defined, 368-370 Collaborative support technologies. Control cycle, inference engine, 242-244 geographical information systems. 170-174 Control faults, knowledge base verifica-374-375 Collectively exhaustive outcomes. tion, 278 historical background, 370 129 - 130Controlling, as executive activity, 189 human perception and, 370-374 Commander software system, 212-216 Controls, DSS analysis and design, siftware technologies, 375-382 Command-oriented decision support sys-390-391 Data warehouse tems, 28-29 Convenient paradigm, mobility in intelliapplication messaging layer, 335 Committee decision making structure, gent agents, 460 architecture, 333-337 154 Cooperation, intelligent agents, 458, 459 central data warehouse, 336-337 Committee structure Coordination requirements, DSS develcharacteristics of, 327-332 classification of, 151 opment, 394 consistent naming and measurement multiparticipant decision makers' se-Coordination systems, 174 attributes, 329-331 lection of, 156 Cost analysis, executive information sysdata access layer, 334-335 Common interface, in decision support tems, 201 in database management system, 13-14 system, 20 Creative decision making, 62 data integration, 329 Communication language, 21-22 Creativity defined, 324-326 Communication networks characteristics of, 440-446 distributed data warehouse, 337 basic structures, 153 problem-solving techniques, 446-455 future issues, 348-350 chain network, 154 theories of, 441 implementation, 343-346 characteristics of structures, 155 Critical success factors, 194 information access layer, 334 circle network, 154 Critical thinking, 444 life cycle, 345 completely connected network, 154 Crossover, genetic algorithms, 304-305 metadata layer, 335, 337-343 electronic interconnections, 206-207 CRYSALIS project, 257 nonvolatility, 332 multiparticipant decision makers and, CSF. See Critical success factors operational and external database 151, 153-154 Cuban missile crisis case study, 93-95 layer, 333-334

organizational data flow, 327 physical data layer, 335 process management layer, 335 redundancy issues, 332-333 regulatory constraints, 349-350 staging layer, 336 storage components, 327 subject orientation, 328-329 technologies, 346-348 time variant, 331-332 typology, 336-337 virtual data warehouse, 336 DBMS. See Database management system DDP. See DSS development process Decisional guidance, DSS classification with, 27-28 Decision calculus, evolution of, 7 Decision forces contextual and emergent forces, 51 economic/environmental forces, 49-50 models of, 48-51 organizational forces, 50-51 personal and emotional, 49 Decision makers characteristics of, 36-43 classification of, 39-43 decision forces on, 48-51 decision support systems as aid to, 51-52 effectiveness of, 47-51 group, 41 individual, 39-40 multiple, 40-41 organizational and metaorganizational, 42-43 profile of decision making, 37-39 styles of decision making, 43-47 team, 41 Decision Makers Workbench (DMW), Decision-making process, profile of, 37-39 Decision models abstract models, 124-127 calibration, 138-139 conceptual models, 127-128 Howard's test of clarity, 128 probability, 128-133 sensitivity analysis, 139-141 value analysis, 141 Decision-ordering strategy, 106 Decision room, 170 Decisions categorization of, 7-8 typology of, 61-63 Decision structures basic risky decision, 119-121 certainty structure, 121-122 continuum of, 57-58 multiparticipant decision makers, selection of, 155-156 sequential decision structure, 122-123 taxonomy of, 42 Decision Style Inventory, 44-46, 483-486

Decision styles, 43-46, 98 Decision support systems analysis and design strategies, 387-391 applications, 406 benefits and limitations, 5-7 categories and classification, 25-30 common characteristics, 3-4 components of, 8-11 decision makers' use of, 51-52 defined, 3-7 developer selection, 398-404 development tools, 404-407 DSS development process, 391-395 end-user DSS development, 400-404 evaluation of, 420-426 evolution of, 7-8 forecasting techniques, 138 future applications, 8 future issues, 468-481 implementation, 414-420, 428-429 integration of, 426-433 intelligent agents, 455-464 knowledge base, 17-20 multiparticipant decision making, 164 patterns of use, 24-25 prototyping, 397–398 SDLC vs. DSS development, 395-396 throwaway vs. iterative prototypes, 397-398 two-dimensional framework for, 7-8 user of, 10-11 user roles, 23-25 Decision theory, 63-67 Decision trees comparison forecasting, 136 data mining, 365 decision modeling with, 117-118 decomposition technique, 137 odds forecasting, 135 problem structure modeling, 114-115 Decomposition technique, conditional probability, 136-137 Deduction process expert systems and, 228 inference engines, 242-243 Default values, semantic networks, 235 "Degree of belief," subjective probability, Delegation, intelligent agents, 458-459 Delivery tools, data warehouses, 345 Delphi, creative problem solving, 453, 455 Delphi technique, 176 DENDRAL system artificial intelligence and, 230 environmental decision making, 470-471 expert system development and, 253 Dendrites, in human brain, 291 Descriptive choice in decision making, 72 Descriptive knowledge, defined, 266 Design phase of decision making, 66

Desktop teleconferencing, 173

Destiny software package, 214

Destabilization, 203

Deterministic decision models, 124 Development process executive information systems, 199-200 software for, 220-224 team selection, expert system design, 247 Development status metadata, 343 Development tools data warehouses, 345 decision support systems, 404-407 selection criteria, 406-407 Dialog systems, 200 Dimensionality, data mining, 368 Dimension tables, relational on-line analytical processing, 360 Directed decision support systems, 27–28 Directing, as executive activity, 189 Directive decision style, 44, 47 Direct probability forecasting, 133 Discourse, intelligent agents, 458 Discovery, vs. verification, 357 Distributed data warehouse, 337 Disturbance management, 189-190 DM. See Data mining Document processing, decision support systems, 472-473 Domain description, task modeling, 268 Domain-specific DSS generator, 388 Domain-specific models, 126-127 Double question, interviewing techniques and, 271-272 Drill down capabilities, executive information system, 186-187 DSS. See Decision support systems DSS development process classification, 391-395 objective and resource identification, 393-395 support categories, 393 system analysis, 394 DSS Executive software, 220-222 DSS generator DSS design with, 388 tools for, 405 DSS generators, 404 DW. See Data warehouse DWA. See Data warehouse architecture Dynamic decision models, 124 Ease of use, DSS evaluation, 422 tiveness, 49-50 ing

Ease of use, DSS evaluation, 422
Economic forces, decision-making effectiveness, 49–50
EDSS. See Environmental decision making
Effectiveness in decision making, 86–87
Efficiency in decision making, 86–87
mobility in intelligent agents, 460
EIS. See Executive Information Systems
EIS Pak software, 219
EIS ToolKit software, 219
Electronic commerce, 206–207
Electronic mail (e-mail), multiparticipant decision making support, 173

500 ■ Index

204-205

Electronic stock trading systems, characteristics of, 188-194 decomposition of conditional probabil-260-261 Expectations, artificial intelligence, 233 ity, 136-137 Emergent forces, decision making effec-Expected value of perfect information direct probability forecasting, 133 tiveness, 51 (EVPI), 141 odds forecasting, 134-135 Emotional forces, decision-making effec-Experience, artificial intelligence, 232-233 probability, 133-137 tiveness, 49 Expert candidates Forest & Trees software, 218 EMYCIN process Formal decision support systems, 26-27 expert system construction, 246-247 historical background of, 254-255 knowledge acquisition, 269 Forward chaining, inference engines, shell development in expert systems. Expertise, concept of, 228-229 243-244 Expert reasoning mode, inference en-Frames, artificial intelligence and, End-user computing gines, 244 234-237 benefits of, 401-402 Expert support system, integration Fraud detection case studies, 226-228 DSS development, 400-404 model, 430-432 Free association techniques, 447 risks of, 402-404 Expert systems Frequentist theory, probability and, 130 Entrepreneurial activities artificial intelligence and, 229-231 Functional category analysis, DSS analycharacteristics of, 62 benefits of, 248-250 sis and design, 391, 394 blackboard architecture, 244 DSS implementation, 416-420 Functional integration, decision support executive information systems, 190 common architecture, 240 system, 430 Environmental decision making, 469-471 design and construction, 244-247 Fuzzy logic Environmental forces, decision-making evaluation of, 248-251 advantages of, 289-290 effectiveness, 49-50 fraud detection case studies, 226-228 basics of, 286-289 Epistemology, knowledge as, 264 future issues, 474-476 data mining, 365 ES. See Expert systems history of, 230-231 defined, 285 ESS. See Expert support system inference engine, 242-244 inference engine, 242 EURISKO program, 257 interaction mechanisms, 241 limitations of, 290 Evolutionary prototype knowledge acquisition for, 266-278 machine learning and, 288-290 DSS design, 398 knowledge base, 241-242 vs. probability, 288-289 DSS implementation, 425 past and present technologies for. Exact rule, data mining, 362 253-258 GA. See Genetic algorithms Exaggeration, lateral thinking and, predesign activities, 246-247 Gambler's fallacy, representativeness and, 443-444 problems and limitations of, 250-251 Excel spreadsheet software, 221-222 shell construction, 244-245 GDSS. See Group decision support sys-Execution of decision making, decisional structure of, 240-244 guidance for, 28 task typology, 245-246 Gender differences and similarities, mul-Executive decision making, executive inuser interface, 240-241 tiparticipant decision making formation systems and, 204-207 Express/EIS software, 218 and, 160 Executive Decisions software, 217-218 External data General Problem Solver, expert systems Executive Eagle software, 218-219 data warehouse architecture, 333-334 and artificial intelligence, 230 Executive information systems in DSS database, 12 Genetic algorithms caveats regarding, 201-203 executive information systems, 206 benefits and limitations, 305-307 components of, 194-198 External fit, organizational culture and, chromosome strings, 302-303 definitions and characteristics, 185-186 components of, 301-302 development framework for, 198-201 Extraction history, metadata components, crossover, 304-305 disturbance management, 189-190 341-342 data mining, 365 entrepreneurial activities, 190 Exxon Valdez case study, 111-112 evaluation, 302-304 failure prevention, 203-204 initialization, 302 frequency of executive activities, 189 Facets, semantic networks, 235 machine learning, 238-239, 299-307 future issues, 476-478 Fact table, relational on-line analytical mutation, 305 future of decision making in, 204-207 processing, 360 natural selection, 301 historical background, 187-188 Factual faults, knowledge base verificaselection stage, 304 information classification, 191-194 tion, 278 GENETICA Net Builder, 315-318 information needs, 188-191 Failure prevention, 203-204 Geographic information system, data vilimits of, 187, 201-203 Fault analysis, knowledge base verificasualization, 374 negotiation, 191 tion, 278 GLIsp programming language, 258 organizational decision makers in, Fault tolerance, mobility in intelligent Globally integrated decision support sys-42-43 agents, 460 tems, 430-432 product offerings, 212-224 Feeder, in decision support system, 23 Goal-directed search. See Backward resource allocation, 190 File, data collection in, 11-12 chaining sample session in, 186-187 Fired rules, rule-based reasoning, 233-234 Goal orientation, intelligent agents, 461 Executive Information System software Fitness proportional selection, genetic al-Good decisions, defined, 47-48 (Marcam), 215 gorithms, 304 Graceful degradation, intelligent agents, Executives Forecasting techniques broadened responsibilities of, comparison forecasting, 135-136 Graphical user interface, DSS integration,

decision support systems with, 138

Informal power, organizational structure, Human brain, vs. neural computing, Graphics, executive information systems, 291-292 Hypercube, multidimensional on-line an-Group behaviors, multiparticipant decision maker and, 154-155 alytical processing, 359 Group decision making, 41, 150-157. See Hyperion-IMRS, Inc. software, 216 Hypertext systems, decision support sysalso Multiparticipant decision tem classification, 29-30 making Hypotheses, knowledge base and, 17-19 Group decision support systems classification of, 30 multiparticipant decision making and, IA. See Intelligent agents IBIS. See Issue-based information system 164, 174 IBM Data Interpretation System, 218 organizational decision making, 105-106 IBM siftware, data warehousing, 381–382 IC. See Information center Groups, 96-98 IdeaFisher case study, 438-440, 448 characteristics of, 151 Idea hitchhiking, creative problem-solvproblems with, 157-161 ing, 447-449 size of, 157-158 Idea-Spurring Questions, 450 Group support systems, 164 IDS. See Intelligent database system GroupSystems brainstorming system, IDSS. See Intelligent decision support 448-449 Group techniques, creative decision maksystem ing, 453-455 IE. See Inference engine IF-THEN rules Groupthink data mining, 362 creative decision making, 446 expert systems and, 229 multiparticipant decision making and, rule-based reasoning, 233-234 158-159 Illusory correlation bias, heuristics and, Groupware collaborative authoring systems, Imperfect information, decision models, 173-174 value analysis, 141 conferencing systems, 173 Implementation function forces for development of, 174-175 in decision making process, 39 messaging systems, 173 executive information systems, 198 multiparticipant decision making, software for, 220-224 170-173 Implementation tools, data warehouses, GSS. See Group support systems GUI. See Graphical user interface IMRS OnTrack software, 220 GUIDON program, 255-256 Inconsistency ratio, analytic hierarchy process, 452 Hardware components, 195-196, 247 Incremental adaptation, DSS develop-Heuristics artificial intelligence, 232 ment, 395 bias in decision making and, 77-86 Index processing, relational on-line analytical processing, 360 bounded rationality and, 70 Individual decision makers, 39-40, 96-97 in DSS database, 13 Individual decision structure, 155-156 optimization and, 300-301 Individual decision support systems, 30 Hierarchical levels Individual differences decision-making analytic hierarchy, 452 perspective, 64 of data, 11-12 frame hierarchy, artificial intelligence, Individual-level data. See Private data 235-236 Inference engine expert systems, 242-244 intelligent agents, 461 multiparticipant decision making, 152 expert system shell development, 245 knowledge retrieval, 19-20 organizational decision making, Inferential faults, knowledge base verifi-98-99 cation, 278 High-performance storage systems, 475 Horizontal dimensions of decision mak-Inferential knowledge artificial neural networks and, 297-298 ing, 8 expert systems and, 228 Hospital Executive Information System, rule-based reasoning, 234 219 Howard's test of clarity, decision models, Influence, organizational structure, 103 Influence diagram decision modeling, 116-117 HPSS. See High-performance storage sys-

problem structure modeling, 114-115

Information access layer, data warehouse architecture, 334 decisional guidance, 28 defined, 263 needs of executives, 188-191 sharing, organizational decision making, 106 sources of, 192-194 types of, 191-192 Information Advisor software, 224 Information center, end-user computing, Informix siftware, 379-380 Inheritance mechanisms, frame hierarchy in artificial intelligence, 236-237 Initialization of genetic algorithms, 302 Input layer, neurode, 292 In Search of Excellence, 102 Inspirational strategies, 63 Instances, frame hierarchy in artificial intelligence, 236 Instantiated rules, rule-based reasoning, 233-234 Institutional decision support systems. See Formal decision support sys-Insurance industry, expert systems applications in, 226-228 Integration, 426-432, 472 Intelligence phase of decision making, 64-65 Intelligent agents anthropomorphism, 459 autonomy, 456, 458 characteristics of, 456-461 classification, 461-462 decision support, 455-464 defined, 455-456 discourse and cooperation, 458 graceful degradation, 459 mobility, 460-461 multiparticipant decision making and, 174 personalizability, 458 risk, trust, and domain, 458-459 software, 463-464 Intelligent database system, 474-476 Intelligent decision support system, 430-432 Intel Pentium decision problem, 49–50 Interface. See also User interface components of, 20-21 defined, 20 DSS requirements, 394 executive information systems, 198 expert systems design, 241 Intermediary in decision support system, 23 DSS user patterns, 25 Internal data, in DSS database, 11-12

Internal fit, organizational culture and, Lee, Cheung, and Kao taxonomy of soft-Memory aids, DSS analysis and design, 101 - 102ware agents, 462 Internet, 206-207 Lewin-Schein theory of change, 415-416, Menu, user interface in DSS and, 22 Interoperability, intelligent database sys-417 Mervyn's Department Store case study, 2 tems, 474-475 Life cycles, data warehouse, 345 Messaging systems, 173 Interviewing techniques, 270-272 Linguistic ambiguity, machine learning Meta-analysis, multisource knowledge ac-Intuition, creative decision making, 446 and, 285-286 quisition, 278 Issue-based information system, 177 Linkage analysis, data mining, 362-363 Metacategorization, artificial intelligence, Iterative prototypes, DSS design, 397-398 LISP programming language, 230 232-233 Little, J. D., 7 Metadata Judgment Logic, expert systems and, 228 chain of abstraction, 337-338 choice theory of decision making and, Logical business data models, 342-343 components of, 341-343 Logical probability, 132-133 consistency, 339-340 free association and, 447 Logical thinking, 441-442 context of, 339 Judgmental strategies, 62 Logic Theorist, 230-231 data warehouse architecture, 335 Jung, Carl, 44-45 Logistic function, artificial neural netdefined, 326, 337 works, 295 extraction, 340-341 KA. See Knowledge acquisition Long-run frequency, 130 knowledge and, 338 KDD. See Knowledge data discovery Lookup tables, relational on-line analytitruth and, 339-340 KE. See Knowledge engineers cal processing, 360 META-DENDRAL system, 254 Key indicators, executive information Lottery forecast. See Comparison fore-MicroStrategy gathering, 193 casting DSS Architect, 388-389 Knowledge Lotus Notes, groupware support function, software development by, 2-3 defined, 261-263 171 - 173Miscellaneous metadata, 342-343 DSS development and, 400 Lotus 1-2-3 spreadsheet software, 222-223 MMDBMS. See Multimedia database states of, 265 management system taxonomy of, 266 Machine-driven knowledge acquisition, Mobility, intelligent agents, 460-461 Knowledge acquisition 269 Model base, components of, 14-15 advancements in, 476 Machine learning Model base management system in decision support systems, 19 applications of, 307-310 (MBMS), 16 dimensions of, 268-269 artificial intelligence mechanisms, Model building, data mining, 361 expert systems, 266-278 238-239 Model-centric decision support systems, interviewing techniques, 270-272 artificial neural networks, 290-299 25 - 26multisource knowledge acquisition, characteristics of, 285 Model management, 10, 14-16 277-278 fuzzy logic, 286-290 Modus ponens reasoning, inference enstages of, 270 genetic algorithms and networks, gines, 242 techniques for, 270-277 299-307 Modus tollens reasoning, inference enverbal protocol analysis, 272-273 linguistic ambiguity, 285-286 gines, 242 Knowledge base Maintainer. See Operator MOLAP. See Multidimensional on-line decision support system, 17-20 Management support system, 430-431 analytical processing executive information systems, 200 Managerial control, 4, 8 MOLGEN Project, 256 expert systems, 241-242 Managerial decision making, 103-104 Morphological forced connections, crerule-based reasoning, 233-234 Managerial stimulus, 416-420 ative problem-solving, 450-451 validation and verification, 278 Managerial synchronization, 202-203 Morton decision-making classification, Knowledge discovery Market basket analysis, data mining, 63-64 data mining, 365-366 362-363 effectiveness vs. efficiency, 86-87 defined, 356 Markov analysis, decision theory and, 67 Morton decision support framework, 7-8 Knowledge engine, 10 MasterCEO software, 216-217 Motivational biases, heuristics and, 85-86 Knowledge engineers MAXPAR software, 220 MSS. See Management support system basic concepts, 261-262, 267 MDM. See Multiparticipant decision Multidimensional on-line analytical proknowledge acquisition, 19, 269 making cessing, 358-359 performance modeling, 268 Measurable constraints, 72-73 Multidimensional scaling, repertory grid task modeling, 268 Measurement attributes, data warehouse, analysis, 276-277 Knowledge management, 475-476 329-330 Multimedia database management sys-Knowledge retrieval, 19-20 Mechanical guidance, decision support tem, 206 Kolb-Frohman change model, 415-416, systems, 27-28 Multiparticipant decision making Media-Info Innov, Inc., 220 anonymity, 159-160 Kraemer and King MDM technology Medicine, environmental decision suparbitration, 176-177 classification, 169 port system, 470-471 collaborative support technologies, Membership links 170-174 Language procedurality, 9, 28-29 frame hierarchy in artificial intellicommunication networks, 151, 153-154 Lateral thinking, 442-444 gence, 236 conflict, 159 Learning paradigms, 295-297 fuzzy logic and, 286-288 decision selection by, 155-157 Learning rate, 297 Memory, fuzzy logic and lack of, 290 decision support system (DSS), 164

Delphi technique, 176 evolution of term, 151 features of support technologies, 167 - 168gains and losses in, 165-167 gender differences and similarities, 160 group behaviors and norms, 154-155 group decision support system (GDSS), 164 group support system and groupware (GSS), 165 groupthink and, 158-159 hierarchical structures, 152 history of support mechanisms, 164-165 issue-based information system, 177 management of, 175-178 negotiating and deciding, 161 Nemawashi approach, 177-178 nominal gruop technique, 175-176 organizational decision support system (ODSS), 163 size of groups, 157-158 support system classification, 167–170 support technologies, 161-175 technological classification of support systems, 169-170 variables in, 161 virtual workplace, 178-179 Multiple decision makers, 40-41 Multiple objective, no risk decision, 121-122 Multiple objective/multiple approach no risk decision, 121-122 Multiple objectives, 60-61 Multisource knowledge acquisition, Mutation process, genetic algorithms, 305 Mutually exclusive outcomes, 129 MYCIN program, 254, 470 Myers-Briggs Type Indicator test, 44 Naming convetion, data warehouse, 329-330 National Basketball Association case study, 354-355 Natural language systems, 28-29 Natural selection, genetic algorithms, 301 n-dimensional cube, multidimensional online analytical processing, 359 Negotiated choice, 106 Negotiated decision classification of, 62 multiparticipant decision making and, Negotiated outcomes, team decision makers and, 41 Negotiation, 191 Nemawashi, 43, 177-178 Networking power, 480 Neural networks, 365. See also Artificial neural networks Neural synapse, in human brain, 291 NeuroForecaster system, 314-318

Neuron, in human brain, 291 Neurotransmitters, in human brain, 291 NGT. See Normal group technique Noisy data sets, artificial neural networks and, 298 Nominal group technique creative problem solving, 453-454 multiparticipant decision making, 175-176 Nondirected decision support systems, 27 - 28Nonprocedural language, decision support systems, 9, 28-29 Nonprogrammed decisions, 8 Nonvolatility, data warehouse, 332 Normative choice in decision making, 72 Norms, group behaviors and, 154-155 Norm sending, multiparticipant decision makers, 155 NotesWare EIS, 223 Null method, executive information gathering, 193 Numbers, subjective probability and, 131-132 Objectives, problem structure modeling, 115-116 Odds forecasting, 134-135 ODS. See Operational data store ODSS. See Organizational decision support system Office support software, 197 OIS. See Organizational information sys-OLAP. See On-line analytical processing On-line analytical processing, data mining, 357-360 Operational control, decision support systems and, 8 Operational data store data warehouse, 329-330 defined, 326 Operational level data warehouse architecture, 333-334 organizational decision making, 98-99 Operations analysis, 390 Operators decisional guidance from, 27 in decision support system, 23 rule-based reasoning, 233-234 Opposite thinking, creative decision making, 444-446 Optimization genetic algorithms and, 300-301 problem-solving models, 67 rational decision making and, 67-68 Oracle siftware, 378-379 Organization defined, 42, 95-96 DSS implementation and, 415-416 DSS integration, 426-432

as executive activity, 189

as "nexus of decisions," 96

Organizational agents, classification of, 461-462 Organizational decision making cultural characteristics, 100-101 group norms, 98 group processes, 97-98 group roles, 97 group structure, 96-97 group style, 98 hierarchical levels, 98-99 organizational decision support systems (ODSS), 105-106 performance and change, 101-102 politics and, 104-105 power structure, 102-104 productivity factors, 248-249 Organizational decision support systems multiparticipant decision making, 163 organizational decision making, 105-106 Organizational information system, future issues, 477 Organizational knowledge, 249-250 Organizational memory, 170-173 Organizational procedures perspective, 64 Organizational structure decision making effectiveness, 50-51 environmental decision making, 471 executive information systems, 202 Osborne's idea checklist, 449-450 Outcomes decision trees, 118 influence diagrams, 117 preferences, 63 probability rules, 129-130 Outliers, data mining, 364 Output layer, neurode, 292 Ownership of data, 342 Pareto Law, 444-445 Participant anonymity, 159-160

Pattern recognition, 237-238 Perceived usefulness, DSS evaluation, 422 Perception cognitive limitations and, 74-75 decision style and, 44 Perceptual blocks, 75 Perfect information, decision models, value analysis, 141 Performance DSS performance evaluation, 424 of knowledge base, 278 modeling of, by knowledge engineers, organizational culture and, 101 Performance Advisor software, 223-224 Personal agents, classification of. 461-462 Personal construct theory, 273-277 Personal forces, decision-making effectiveness, 49 Personalizability, intelligent agents, 458

Peter Principle, organizational decision creative techniques, 446-455 Regulation agents, classification of, 462 making, 99 free association, 447-449 Relational on-line analytical processing, Phillips Petroleum product pricing case group techniques, 453-455 359-360 study, 56-57 intelligent agents, 462-463 Relationship history, metadata compo-Physical data, data warehouse architecstructure relationships, 449-453 nents, 341-342 ture, 335 Problem space, bounded rationality and, Relevance arrows, influence diatrams, Physical integration, decision support sys-69 - 70116-117 tem, 430 Problem structuredness dimension, 4 Repertory grid method, knowledge ac-Pilot Decision Support Suite, 212-214 Procedural decision support systems, quisition, 273-277 Planning activities 28 - 29Representation characteristics of, 62 Procedurality. See Language proceduraladvancements in, 476 executive functions, 189 ity DSS analysis and design, 390 executive information systems, 197 Procedural knowledge, defined, 266 knowledge as, 264 Planning agents, classification of, 462 Procedural language, 9 mismatch, in knowledge acquisition, Plano, Texas, Police Department case Process management, data warehouse ar-272-273 study, 149-150 chitecture, 335 Representativeness, heuristics and, 84-85 Political decision making, Morton classifi-Process orientation, creativity and, 441 Resistance, DSS integration, 431–432 cation, 64 Process-oriented decision-making per-Resolution, inference engines, 242-243 Politics, organizational decision making, spective, 64 Resource allocation, 190 104-105 Process structure, 165 Rete algorithm, pattern recognition, 238 Population size, genetic algorithms, Process support, 165 Reverse reasoning, expert systems and 305-306 Productivity goals, expert systems and, artificial intelligence, 230 Power, organizational decision making 248-249 RGM. See Repertory grid method and, 102-104 Programmed decisions RLL language, 257 PowerPlay software, 221 classification of, 7-8 Robotrader case study, 260–261 Power sharing, defined, 103 structured decision making and, 58-59 ROLAP. See Relational on-line analytical Predesign tasks, expert system develop-Programming language, customized DSS. processing ment, 246-247 ROMC analysis, DSS analysis and design, Prescriptive decision making, decision Protocol analysis, knowledge acquisition, 390-391 theory and, 63 272-273 Routine decisions, 62-63 Presentation language Protocol reporting, performance model-Rowe, Alan, 44-46 decision support system interface and, ing, 268 Rule-based reasoning, artificial intelli-22 - 23Prototyping, DSS design, 397-398 gence, 233-234 executive information systems, 200 Provocation, lateral thinking and, "Rule of thumb," heuristic search and, Primary development tools, DSS devel-443-444 77-81 opment, 404-405 Psychoanalytic theory, creativity and, 441 Rules PRISM Maintenance software, 217 PUFF system, 255 artificial intelligence, 232 Private data, in DSS database, 13 inference engines, 242 Probabilistic models. See Stochastic mod-Quantum software, 220 vs. fuzzy logic, 289-290 els Queuing methods, decision theory and, 67 Rule set builder, expert system shell de-Probabilistic rule, data mining, 362 QUIST technology, 258 velopment, 245 Probability decision models, 128-133 Radial basis function, artificial neural net-SACON program, 256 DSS implementation risks, 425-427 works, 295 Satisficing forecasting techniques, 133-138 Rational decision making bounded rationality and, 69 vs. fuzzy logic, 288-289 Morton classification table, 64 vs. optimization, 300 logical probability, 132-133 optimization and, 67-68 Satisficing strategies, problem-solving long-rung frequency, 130 Reactivity, intelligent agents, 461-462 models, 67 rules of, 129-130 Reasoning knowledge, defined, 266 Scheduled reports, DSS user patterns, 24 shared meaning and need for numbers, Reasoning process SDLC. See System development life cycle 131-132 artificial intelligence and, 231-238 Search space, bounded rationality and, subjective probablity, 130-131 computer reasoning, 233-238 69-70 Problem definition, DSS analysis and deknowledge base and, 17 Selective discrimination, perception and, sign, 389 Records 74 - 75Problem domain in data file, 11-12 Self-interest, DSS integration, 432 DSS developer, 399 in DSS database, 12-13 Semantic net, artificial intelligence and, knowledge base and, 17 Red Brick siftware, 375-378 234-237 Problems Redundancy of data, data warehouse, Sensitivity analysis, decision models, defined, 38-39, 112 332-333 139-141 identification of, 112-113 Reference game, comparison forecasting, Sequencing, data mining, 363 scope of, 113 136 Sequential decision structure, 122-123 structure of, 114-119 Regression to the mean, representative-Shared meaning vs. symptoms, 70-71 ness and, 85 organizational decision making, 100 Problem solving

Regulation, data warehousing, 349-350

subjective probability and, 131-132

System autonomy, fuzzy logic and,

System construction, DSS development,

289-290

Siftware technology data visualization, 375-382 verification vs. discovery, 357 Silicon Graphics siftware, 381 Silicon technology, 479 Similarity metrics, case-based reasoning, 237 Simon, Herbert A. bounded rationality, 68-71 choice process, 71-73 problem-solving model, 63-67 Simplified model of reality abstract decision models, 124 cognitive limitations and, 74 heuristic bias and, 81-82 Simulation models, 125-126 Skill sets, DSS developer, 399-400 Slots, in frame systems, 235-237 Smartview software, 219 Sociological issues, multiparticipant decision making and, 159-160 Software. See also Technology Alternative View software, 217 Commander system, 212-216 Destiny package, 214 development and implementation tools, 220-224 DrillDown system, 214-215 DSS Executive software, 220-222 EIS Pak software, 219 EIS ToolKit software, 219 Excel spreadsheet software, 221-222 Executive Decisions software, 217–218 Executive Eagle software, 218–219 executive information systems components, 196-198 Executive Information System software (Marcam), 215 Express/EIS software, 218 Forest & Trees software, 218 Hospital Executive Information System, 219 Hyperion-IMRS, Inc. software, 216 IBM Data Interpretation System, 218 IMRS OnTrack software, 220 Information Advisor software, 224 intelligent agents, 462-464 Lotus 1-2-3 spreadsheet software, 222-223 MasterCEO software, 216-217 MAXPAR software, 220 Media-Info Innov, Inc., 220 NotesWare EIS, 223 Performance Advisor software, 223-224 Pilot Decision Support Suite, 212–213 PowerPlay software, 221 PRISM Maintenance software, 217 quality evaluation, 420-421 Quantum software, 220 Smartview software, 219 Teamwork Enterprise Intelligence System II, 217 Time Base software, 221

Sparcity, multidimensional on-line analytical processing, 359 Spatial data, geographic information system. 374 Spatial mapping techniques, repertory grid analysis, 276-277 Spreadsheet systems, 29-30 Staffing, as executive activity, 189 Star schema, relational on-line analytical processing, 360 State function, artificial neural networks, 294 States of knowledge, 265 Static decision models, 123–124 Statistical analysis, data mining, 364 Stereotyping, as perceptual block, 76 Stimulus, to decision making, 38 Stochastic models, 125 Stock market, electronic trading systems, 260-261 Strategic knowledge acquisition, 268-269 Strategic level, organizational decision making, 99 Strategic planning, decision support systems and, 8 Strategy-based decisions, 62-63 Strong rule, data mining, 362 Structured interviews, knowledge acquisition, 271 Structured query language (SQL) data mining, 366 decision support systems classification, 28 - 29Structured relationships, creative problem solving, 449–453 Structuring of decision making continuum of, 58-59 decisional guidance for, 28 executive information systems, 198-199 Style patterns, of decision makers, 46 Subclass links, frame hierarchy in artificial intelligence, 236 Subjective probability, decision models, 130-132 Subject orientation, data warehouse, 328-329 Subscription mode, DSS user patterns, 24 Success of DSS attitudinal measures of, 421-422 organizational measures of, 423 technical measures of, 421–425, 422-423 Suggestive decisional guidance, 28 Summarization algorithms, metadata components, 342 Sum-of-squared errors, back propagation and, 297 Supervised learning, 295-297. See also Back propagation Sybase siftware, 380–381 Symmetrical decision making, odds forecasting, 134-135 Symptoms, vs. problems, 70-71 Synthesis, analytic hierarchy process, 452

System design, DSS development, 394-395 System development life cycle, 345, 388-389, 395-396, 398 Systems analysis, 389, 394 Systems application architecture, 217–218 Table join, relational on-line analytical processing, 360 Tactical knowledge acquisition, 268-269 Tactical level, organizational decision making, 99 Task modeling, knowledge engineering, 268 Task performance, DSS evaluation, 424-425 Task structure in expert systems, limitations of, 251 multiparticipant decision making, 166-167 verbal protocol analysis, 273-275 Task support, 165–166 Team decision makers characteristics of, 41 organizational decision making, 96-97 TEAMS decision support system, 470 Team structure, classification of, 151 Teamwork Enterprise Intelligence System II, 217 Techniques of Structured Problem Solving, 446-447 Technology data warehouse, 346-348 DSS development, 400 executive information systems, 201-202, 204 expert system development and, 250-251, 253-258 future DSS development, 478-481 TEIRESIAS program, 254 Temporal continuity, intelligent agents, Tenerife air disaster case study, 34-36 Terminal mode, DSS user patterns, 24 Thinking patterns creative decision making, 441-446 critical thinking, 444 groupthink, 446 lateral thinking, 442-444 logical thinking, 441-442 opposite thinking, 444-446 3Com Corporation case study, 413-414 Throwaway prototypes, DSS design, 397-398 Time Base software, 221 Time biases, 202 Timeliness in decision making, expert systems and, 248 Time-series analysis, data mining, 363 Time variant, data warehouse, 331-332

506 ■ Index

Top-down design, DSS development process, 396 Total quality management (TQM), EIS software packages, 217 Total study method, executive information gathering, 193–194 Training, artificial neural networks, 295 Transfer function, artificial neural networks, 294

Transformation mapping, metadata components, 341
Transportable agent, 460

Transportable agent, 460
Traveling salesman problem
heuristic search and, 78–81
optimization and, 300–301
Truth, metadata, 339–340
Tversky and Kahneman heuristic biases,
81–86

UI. See User interfaces Uncertainty

comparison forecasting, 136 decision making and, 59–60 decision tree modeling, 118 expert systems and management of, 249

problem structure modeling, 114–116 Unilateral decisions, team decision makers and 41

UNITS system, 256 Unstructured data, storage of, 350 Unstructured interviews, knowledge acquisition, 271

Unsupervised learning, artificial neural networks, 295–297

User-friendly systems, presentation language and, 22–23

User interfaces

communication language, 21–22 in decision support systems, 10, 20–23 expert systems, 240–241 patterns of use, 24–25

User preferences

DSS developer, 399–400 model base management system (MBMS) modeling of, 16

User roles, decision support systems, 23–25

User satisfaction, DSS evaluation, 421–422

User stimulus, DSS implementation, 416–420

User-system dialog, 198-201

Validation of knowledge, 278 Value analysis, decision models, 141 Values, of decision maker, 44 Value type facets, semantic networks, 235 Verification

fuzzy logic as obstacle to, 290 of knowledge acquisition, 278 vs. discovery, 357

Vertical dimensions of decision making, 7–8

VIAA. See Visual information access and analysis

Virtual data warehouse, 336

Virtual reality, and intelligent agents, 459 Virtual reality environment

decision support systems, 473–474 Virtual workplace, 178–179

Visual information access and analysis, future issues, 477–478

Visual perception, data visualization and, 370–373 VM (Ventilator Manager) system, 255

Volumetric metadata, 343

VRE. See Virtual reality environment

"War room" model of multiparticipant decision making, 164

Weighted input connections, neurodes, 292

What-if analysis. See Sensitivity analysis Wheel network, 153

Workflow management, 174 World Wide Web

data warehouse and, 350 increased power of, 480

XCON software, 250, 258