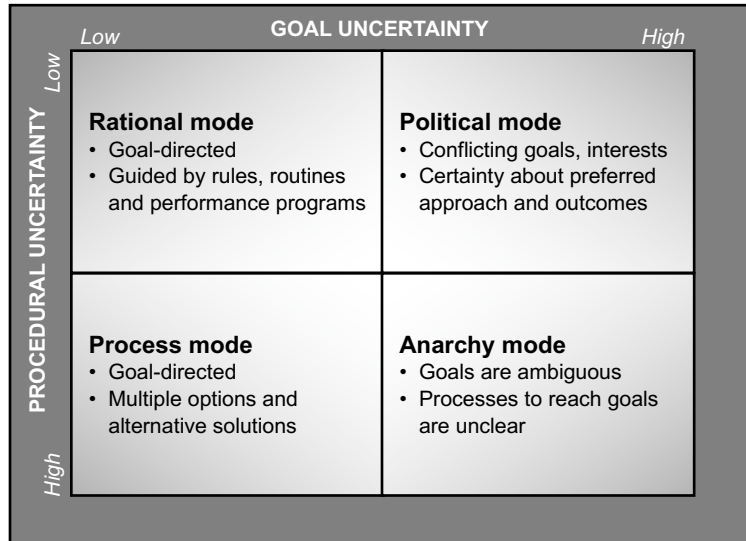


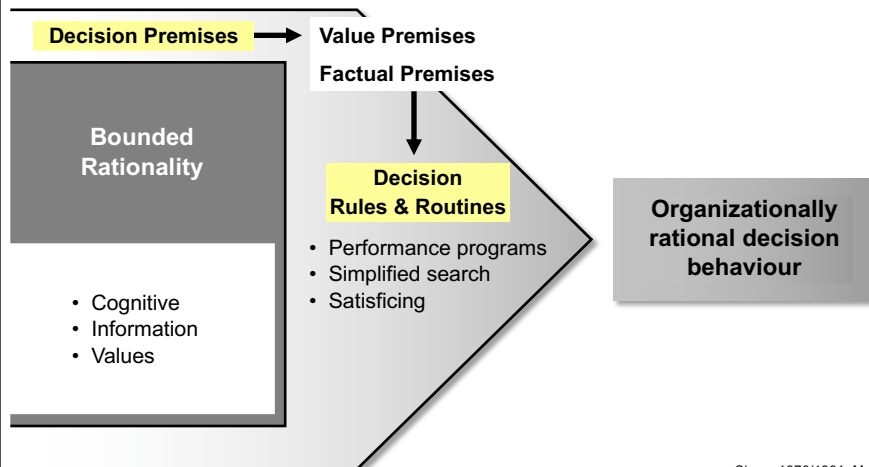
Decision situations are defined by 2 basic features:

- How clear are the goals?
- How well do we know about alternatives?



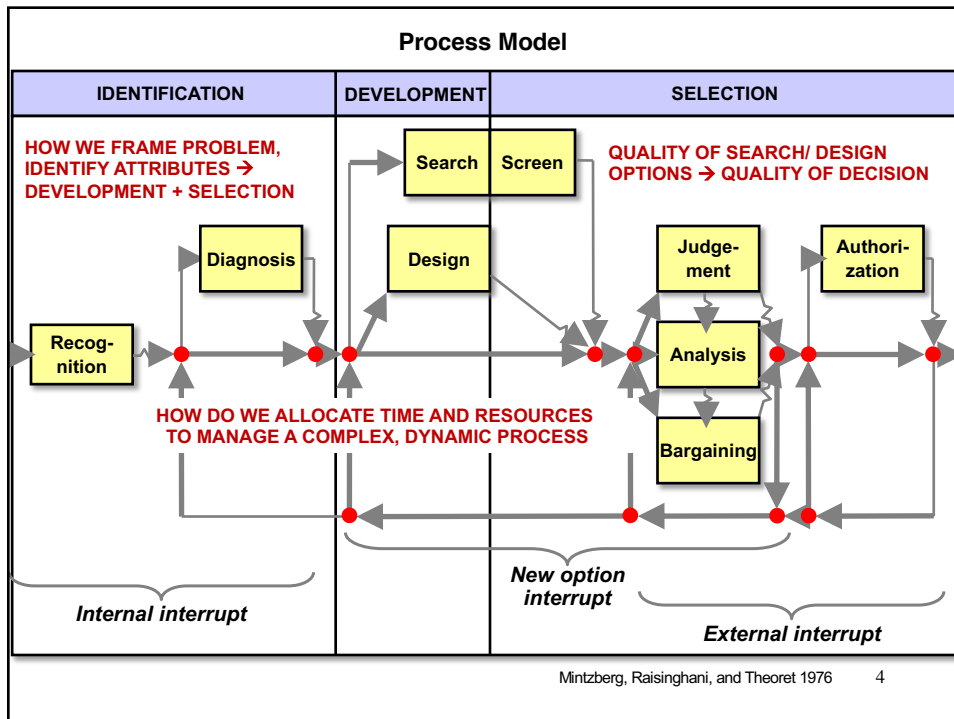
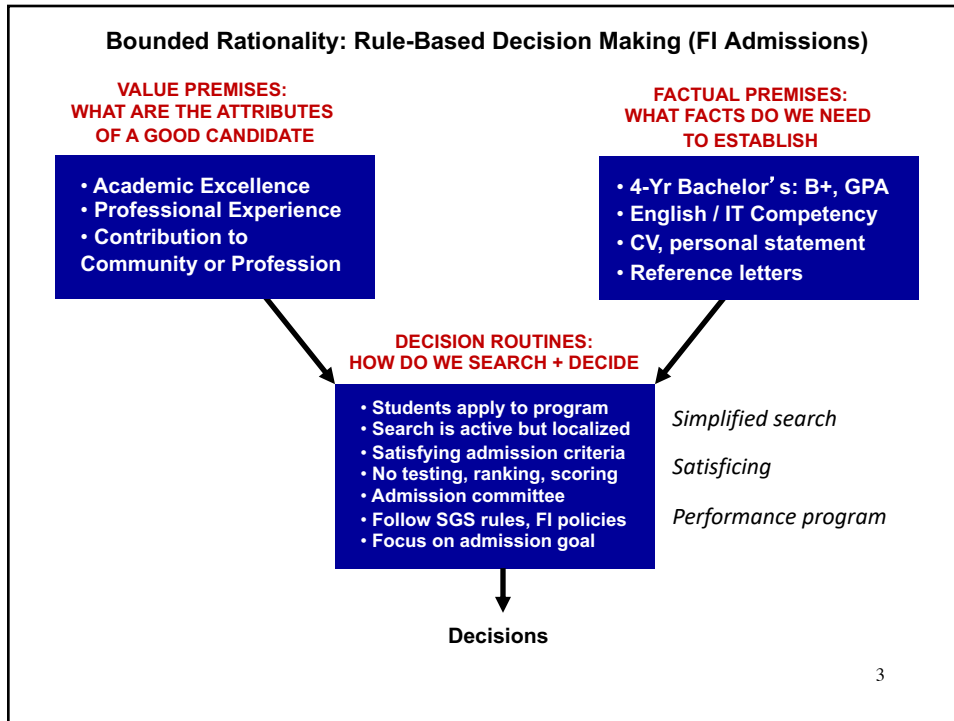
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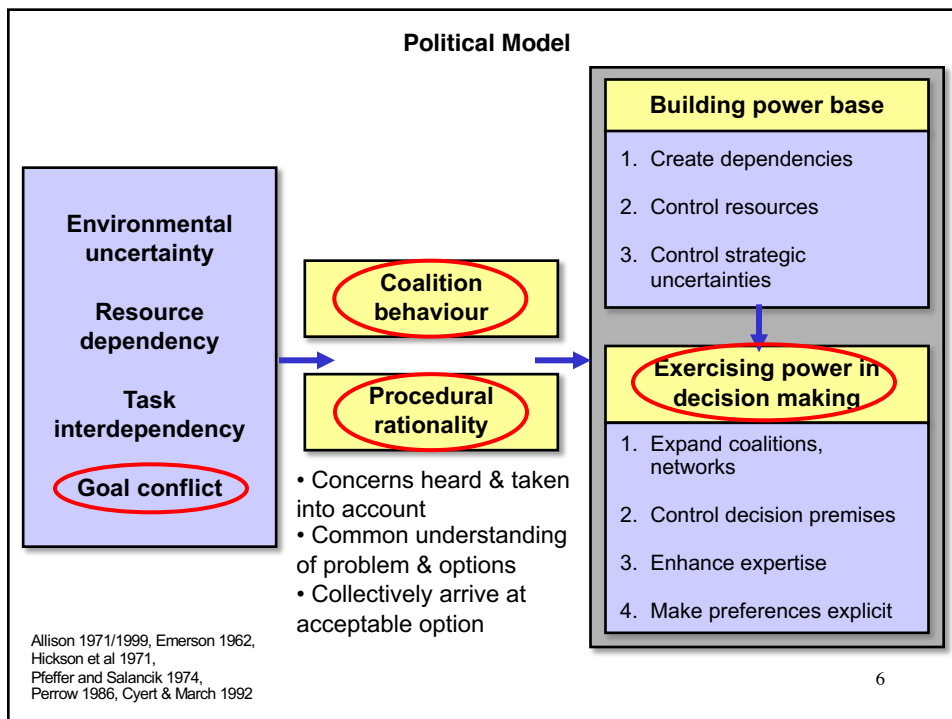
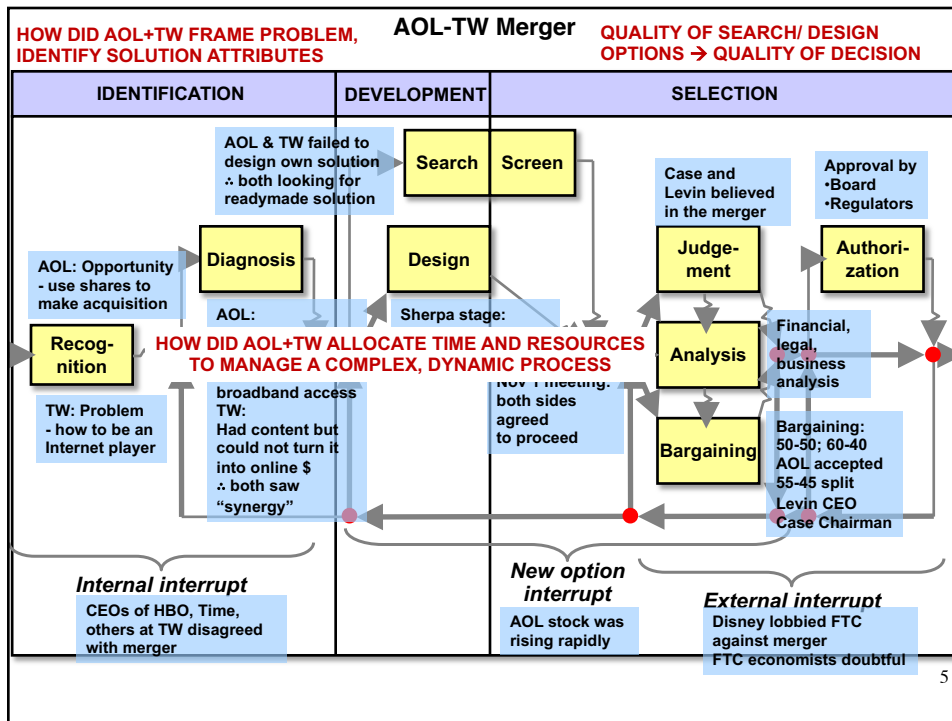
Boundedly Rational Model



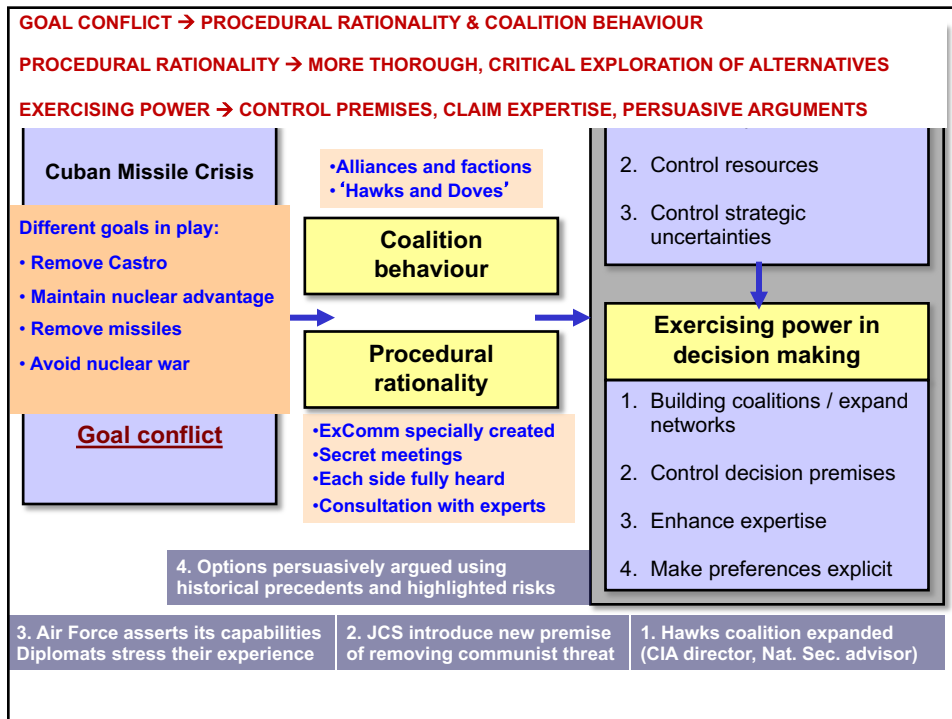
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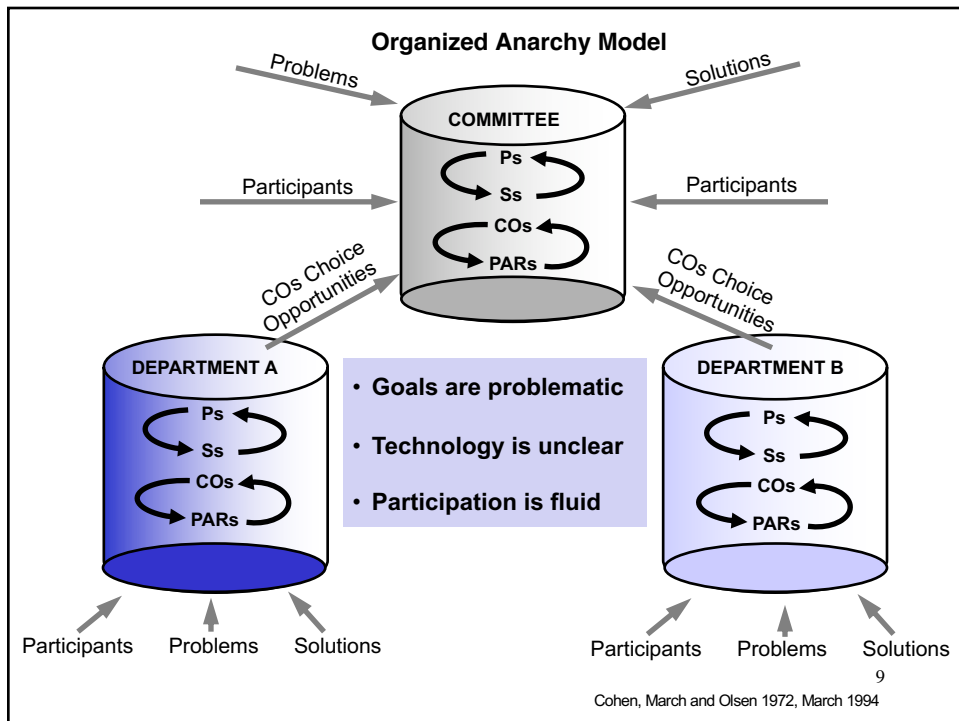
2





Politics of Choice (Cuban Missile Crisis 1962)						Oct 20 1962 NSC Meeting
Alternatives						
AIR STRIKE	JCS: Massive air strike Invasion	Ball, RFK opposed: "Pearl Harbor" JFK: Retaliatory attack on Berlin	Acheson: Narrow air strike	Bundy, McCone, Taylor: Air strike option revived	McNamara, RFK, Sorensen: opposed strongly	Taylor: Air strike
BLOCKADE + NEGOTIATE	McNamara: Blockade future weapons			McNamara, Stevenson: Blockade + Negotiate	McNamara: Blockade + Negotiate	
BLOCKADE → ULTIMATUM				Thompson, Bohlen, Dillon: Blockade → Ultimatum to remove missiles (no negotiations)	RFK: Blockade → Ultimatum → Military action (Dillon, Thompson, McCone)	
DIPLOMATIC PRESSURE	Rusk: Consult with allies Warn Castro				Rusk: Blockade + Freeze + Inspect	
<i>Different alternatives generated by different groups with different goals</i> ⁷						





The Garbage Can Model Case: Closing of the Speech Program in a University

Goals and processes were unclear and problematic:

- What was to be the future of the speech program?
- Informal discussions between associate dean and speech faculty

Participation was fluid:

- Leadership changes: Dean of college, Associate dean, Chair of department
- Movement of faculty and students

Decision making by FLIGHT:

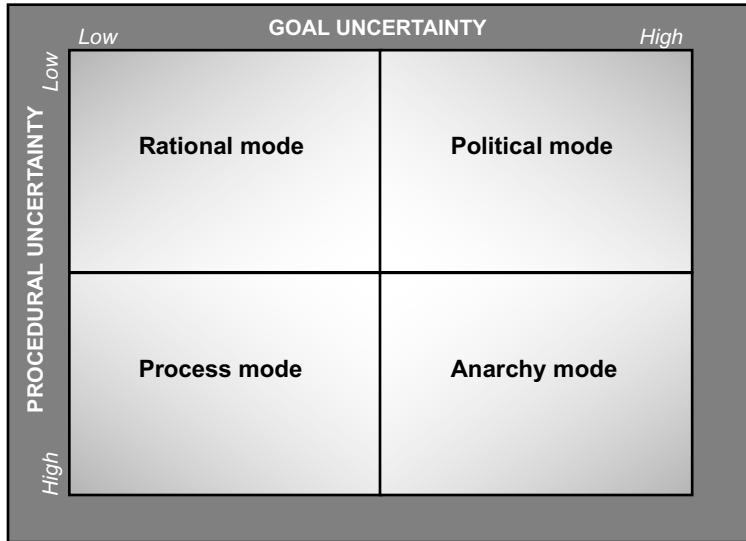
- Many faculty left the speech program
- Many parts of the speech program transferred to other departments

Decision making by OVERSIGHT:

- New associate dean reviewing contract renewal, recommended closing of program
- Decision to close program was approved in response to a different problem: university wanted "to find ways of saving money in the university budget"

Decision Making Dynamics

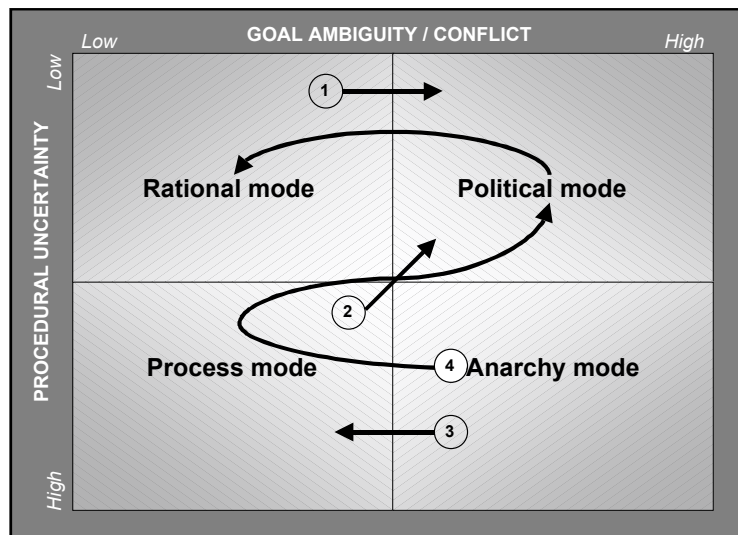
- Different types of decision situations → different DM approaches



11

Decision Making Dynamics

- Different types of decision situations → different DM approaches
- A single decision problem may work through a number of decision modes



12

Implications for Decision Making

Bounded Rationality [2]

- + Rules codify learning, simplify decision making, provide consistency
- Rules and premises become entrenched, unquestioned, unquestionable

Process Model [4]

- + Iterative search and design can converge on good solutions
- Extended, complex process difficult to manage well

Political Model [6]

- + Political process can lead to better thought out, fairer solutions
- Power may be abused; contest and rivalry may be debilitating

Anarchy Model [9]

- + Improvisation and experimentation can discover new goals and methods
- Decisions depend on chance, timing, solutions connecting to problems

13

Implications for Decision Making

Rational Model

- + For decision environments that are stable and structured, and where there is a need to be efficient, transparent, or accountable

Process Model

- + For decision problems that are new, complex and consequential; where finding a good solution justifies an investment of search or development

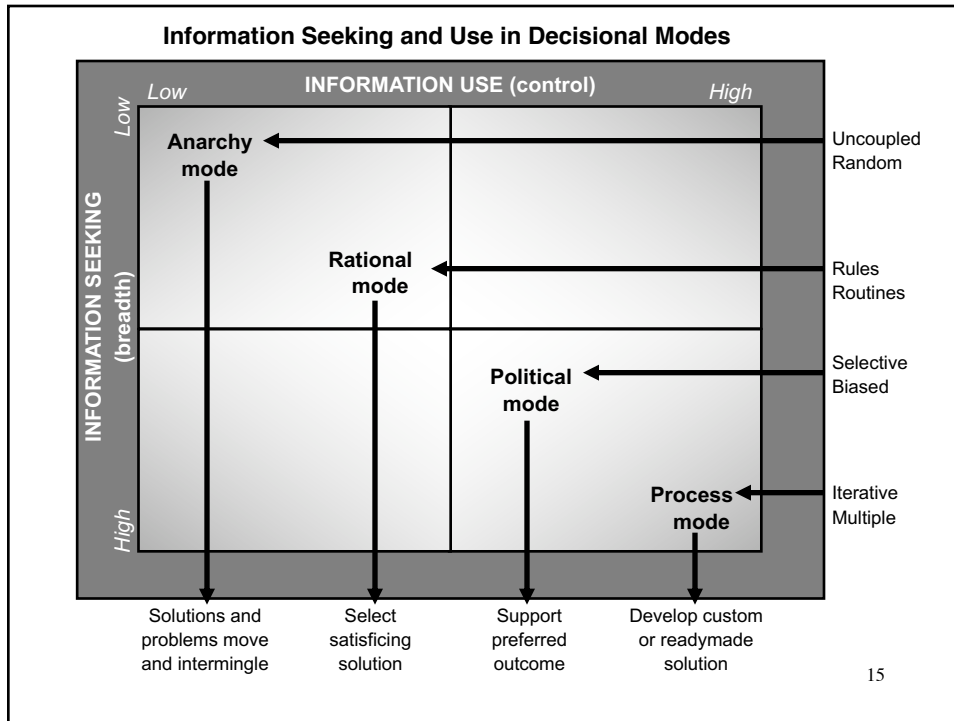
Political Model

- + For decisions in which many different sides are involved, many groups may be affected, and where subsequent buy-in and support is important

Anarchy Model

- + For decision environments that are ambiguous and in constant change, where there is a need for new or creative solutions

14



Discussion Questions

For each model of decision making, imagine you are an information professional who is a member of a decision team:

- What deficiencies in information seeking and use would you watch out for?
- What actions would you recommend to enhance information seeking and use?