

# On Frameworks and Architectures for Intelligent Decision-Making Support Systems

**Manuel Mora**

*Autonomous University of Aguascalientes, Mexico*

**Francisco Cervantes**

*Universidad Nacional Autónoma de México, Mexico*

**Guisseppe Forgionne**

*University of Maryland, Baltimore County, USA*

**Ovsei Gelman**

*Universidad Nacional Autónoma de México, Mexico*

## INTRODUCTION

Making organizational decisions is a critical and central activity to successful operations of profit and nonprofit-based organizations (Huber, 1990; Simon, 1997). Organizational paradigm evolution from the paternalistic/political and accountability/bureaucratic organizational paradigms toward process-oriented and decisional views (Huber & McDaniel, 1986) has also fostered the organizational relevance of such processes. Some studies suggest that decision-making ineffectiveness is the main cause for top executive firings in large corporations (Rowe & Davis, 1996). Others state the need to find possible solutions/decisions to the new critical and complex world problems (such as pollution, poverty or corruption) (McCosh & Correa-Perez, 2006) and make better strategic business managerial decisions (Savolein & Liu, 1995). Consequently, how to do so becomes a relevant research stream for academicians and has strong practical implications for decision-makers.

Simultaneously, to study, understand, and improve the individual, team-based, and organizational decision-making process (DMP) through computerized system tools has been academically recognized in Management Science (Huber & McDaniel, 1986; Little, 1986; Scott-Morton, 1971), Operations Research (Simon et al., 1987), and Artificial Intelligence (Goul, Henderson, & Tonge, 1992). Such computerized tools (called decision-making support systems (DMSS)), include decision support systems (DSS), executive information systems (EIS), expert or knowledge-based systems (ES/KBS),

and other stand-alone or integrated systems (Forgionne, Mora, Gupta, & Gelman, 2005). When AI-based mechanisms and intelligent services are deployed within the DMSS to serve tasks that demand intelligence, such systems are identified as intelligent DMSS (i-DMSS) (Mora, Forgionne, Gupta, Cervantes, & Gelman, 2005). These i-DMSS are designed to enhance DMSS by incorporating more complete representations for data, information, and knowledge models and to provide intelligent processing algorithms or heuristics than traditional systems (Bonczek, Holsapple, & Whinston, 1981; Holsapple & Whinston, 1996; Jacob, Moore, & Whinston, 1988; Liang, 1988; Little, 1986; Simon, 1987; Simon et al., 1987).

According to Mora, Forgionne, Cervantes, Garrido, Gupta, and Gelman (2005, p. 323) a missing knowledge piece in the i-DMSS research stream has been the lack of an integrated framework (architecture or component model) that supports a standardized design and evaluation process from a Decision-making Process and a Computational Mechanism perspective. This failure has occurred even though AI researchers have long suggested that the design of intelligent systems must separate the analysis of tasks from their implementation computational mechanisms. (Chandrasekaran, 1986, 1990; Chandrasekaran, Johnson, & Smith, 1992; Clancey, 1985; McDermott, 1988; Newell, 1981; Steels, 1990). As a result, the i-DMSS concept has not been implemented widely.

This article, then, reviews five of the several general design frameworks and architectures for developing intelligent decision-making support systems (i-DMSS)

posed in the DMSS literature. Few studies have addressed such research issues or offer a combined view for a better understanding of an i-DMSS design. A conceptual research method with a descriptive approach (Glass, Ramesh, & Vessey, 2004; Mora, 2004) is used to guide the analysis. First, an overview of the generic decision-making process is developed, followed by the description and analysis of the five frameworks and architectures. By using the last generic architecture as the broadest container, the limitations and contributions of such frameworks and architectures are discussed. The article ends with a brief but substantial discussion

on the research and practical challenges for advancing this stream of research.

## BACKGROUND

### The Decision-Making Process

Most models of a general decision-making process (DMP) reported in the literature are based on the seminal work of Herbert A. Simon (Simon, 1960, 1997). These DMP models originate from problem-solving (Huber,

Table 1. General decision-making process models

Simon's DMP Model	Huber's (1980) DMP Model		Sage's (1981) DMP Model		Howard's (1988) DMP Model		Turban & Watson (1994), Forgionne's (1991) DMP Model	
Intelligence	Analysis	Problem Identification	Formulation	Problem Definition	“Real Decision Problem”		Intelligence	Problem Recognition
		Problem Definition		Value System Design				Data Gathering
		Problem Diagnosis		Systems Synthesis				Objectives
Design	Generation	Generation of Alternatives, Criteria and Scenarios	Analysis	Systems Modeling	Formulation	Choices	Design	Design of Criteria
		Model Behavior Design		Optimization		Models		Design of Choices
						Preferences		Design of Model
Choice	Election	Evaluation	Interpretation	Evaluation	Evaluation	Evaluation Procedures	Choice	Model Solution (Evaluation)
		Selection		Selection		Prioritizing		Sensitivity Analysis
					Appraisal	Sensitivity Analysis		Selection
						Re-Prioritizing		
Implementation (added)	Implementation	Decision Planning		Planning for Action	“Real Action”	Planning for Implementation		
		Decision Execution						
Learning (added)	Control	Monitoring & Control						
		Verification						

9 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/frameworks-architectures-intelligent-decision-making/11309](http://www.igi-global.com/chapter/frameworks-architectures-intelligent-decision-making/11309)

## Related Content

---

### Public Sector Transformation: Privatization in Saudi Arabia

Fareed Alyagoutand A. K. Siti-Nabiha (2013). *Public Sector Transformation Processes and Internet Public Procurement: Decision Support Systems* (pp. 17-31).

[www.irma-international.org/chapter/public-sector-transformation/72641](http://www.irma-international.org/chapter/public-sector-transformation/72641)

### Stakeholder Fairness Under an Induced 'Veil of Ignorance': Findings From a Laboratory Experiment

Sumit Sarkarand Soumyakanti Chakraborty (2019). *International Journal of Strategic Decision Sciences* (pp. 65-81).

[www.irma-international.org/article/stakeholder-fairness-under-an-induced-veil-of-ignorance/219239](http://www.irma-international.org/article/stakeholder-fairness-under-an-induced-veil-of-ignorance/219239)

### Qualitative Comparative Analysis

Malcolm J. Beynon (2008). *Encyclopedia of Decision Making and Decision Support Technologies* (pp. 751-756).

[www.irma-international.org/chapter/qualitative-comparative-analysis/11317](http://www.irma-international.org/chapter/qualitative-comparative-analysis/11317)

### An Empirical Study of Group Awareness Information in a Web-Based Group Decision Support System

Nipat Jongsawatand Wichian Premchaiswadi (2010). *International Journal of Decision Support System Technology* (pp. 16-40).

[www.irma-international.org/article/empirical-study-group-awareness-information/46636](http://www.irma-international.org/article/empirical-study-group-awareness-information/46636)

### Towards an Assessment of Public Library Value: Statistics on the Policy Makers' Agenda

Kristine Paberza (2012). *Integrated and Strategic Advancements in Decision Making Support Systems* (pp. 127-137).

[www.irma-international.org/chapter/towards-assessment-public-library-value/66730](http://www.irma-international.org/chapter/towards-assessment-public-library-value/66730)