## Contents

	page	7
1 INTRODUCTION		13
Decision Classification		15
Description; explanation; prediction, evaluation; prescription		
2 DESCRIPTIVE DECISION		18
Selectivity of Observation		18
Sensation, Interpretation and Perception		19
Classification		22
Logical division; classification as an aid to discov	ery;	
basis for classification; classification rules; nom	enclatu	re
and terminology		
Set Theory		27
Definition of Terms or Sets		30
Analytic definitions; vague terms; synonymous, c		
denotative and ostensive definitions; definition thesis; operational definitions	i by sy	/n-
Language, Signs and Symbols		37
Emotive language		
Meaning of Statements and Expressions		40
Meaningfulness of Statements and Expressions		43
Logical positivism; pragmatism		
3 EXPLANATORY DECISION:		
THE DEDUCTIVE PATTERN OF EXPLANATION		48
Role of Explanation in Problem-Solving		48
Assumptions and Hypotheses		49
Testing hypotheses; rival hypotheses		
Deductive and Inductive Argument		58
4 LAWS IN EXPLANATION		62
Causal Relationships		62
Necessary, sufficient and contingent conditions		
Cause in Management and the Physical and Socia	1 Science	es 64

## CONTENTS

	Cause in Science Cause and Causal Chains in Psychology	65
	Cause as Actionable Conditions in Management Having the right concepts as to possible cause; select the most plausible cause for action; verifying the cause	69 ting
	Laboratory-type Experimentation Mill's canons	81
5	BEHAVIOURAL RESEARCH Experimentation with People	87 87
	Problem of External Validity	92
	Field Experiments, Field Studies and Natural Experiments Interrogation; interviews and postal surveys; motivati research; panels; difficulties in surveys; content analysis	on
	Hypothetical Constructs and Psychological Relationships	102
6	STATISTICAL GENERALIZATION AND	100
	MEASUREMENT Statistical Generalization	109 109
	Probability Probability	110
	Measurement	112
	Nominal, ordinal, interval and ratio scales	
7	TELEOLOGICAL AND GENETIC	
	EXPLANATIONS	118
	Teleological Explanations Motives; functionalism	118
	Genetic Explanations	125
8	MODELS AND THEORIES	129
0	Models and Isomorphism	129
	Types and Purposes of Models	133
	Models in management; theories in science; theories social science	in
	Normative Theory	139
	Coductionism	140
9	PREDICTIVE DECISION	142
	Explanation and Prediction  Joint probability; conditional probability, alternat  probability	142 tive
	Bayesian Inference	145
	Technological Forecasting	149
	Scenario writing technique; trend projections; dely technique; growth analysis; correlated events; systematical exercises and the second exercises are supported by the second exercises and the second exercises are supported by the second exercises are supporte	

## CONTENTS

analysis; morphological analysis; relevance trees; demand assessments

10	EVALUATIVE DECISION	154
	Measurement of Objectives	155
	Need for Intermediate Goals	156
	Determining the Relevant Attributes to be Evaluated	158
	Determining Operational Definitions of Attributes	158
	Determining Operational Measures of Relevant Attributes	159
	Relating Operational Measures to Objectives	163
11	PRESCRIPTIVE DECISION	165
	The Rationalistic Model	165
	Laying Out Objectives	166
	Identifying Alternatives	168
	Identifying Consequences	169
	Evaluating Consequences and Formulating Decision Rules The payoff matrix	171
	Decision Trees	178
	Criticism of the Rationalistic Model	180
12	AN OVERALL VIEW	183
Ind	ex	199