MAKING TOUGH DECISIONS WELL AND BADLY: FRAMING, DECIDING, IMPLEMENTING, ASSESSING
ADVANCES IN BUSINESS MARKETING & PURCHASING

Series Editor: Arch G. Woodside

Recent Volumes:

Volume 11: Essays by Distinguished Marketing Scholars of the Society for Marketing Advances
Volume 12: Evaluating Marketing Actions and Outcomes
Volume 13: Managing Product Innovation
Volume 14: Creating and Managing Superior Customer Value
Volume 15: Business-To-Business Brand Management: Theory, Research and Executive Case Study Exercises
Volume 16: Organizational Culture, Business-to-Business Relationships, and Interfirm Networks
Volume 17: Interfirm Networks: Theory, Strategy and Behavior
Volume 18: Business-to-Business Marketing Management: Strategies, Cases, and Solutions
Volume 19: Reflections and Advances in Honor of Dan Nimer
Volume 20: Deep Knowledge of B2B Relationships within and across Borders
Volume 22A: Sustaining Competitive Advantage via Business Intelligence, Knowledge Management, and System Dynamics
Volume 22B: Sustaining Competitive Advantage via Business Intelligence, Knowledge Management, and System Dynamics
Volume 23A: E-Services Adoption: Processes by Firms in Developing Nations
Volume 23B: E-Services Adoption: Processes by Firms in Developing Nations
ADVANCES IN BUSINESS MARKETING & PURCHASING
VOLUME 24

MAKING TOUGH DECISIONS WELL AND BADLY: FRAMING, DECIDING, IMPLEMENTING, ASSESSING

EDITED BY
ARCH G. WOODSIDE
Curtin School of Business, School of Marketing, Curtin University, South Perth, Australia

United Kingdom – North America – Japan
India – Malaysia – China
CONTENTS

LIST OF CONTRIBUTORS vii

PREFACE ix

CASE-BASED CAUSAL MAPPING OF BAD AND GOOD DECISIONS
Arch G. Woodside 1

BEST AND WORST PRACTICES IN MANAGEMENT PERFORMANCE AUDITS: CONSTRUCTING AND TESTING AN ALGORITHMIC MODEL
Arch G. Woodside, Xin Xia, John C. Crotts and Jeremy C. Clement 19

SYSTEM DYNAMICS RESEARCH OF BAD AND GOOD DECISION PROCESSES AND OUTCOMES
Arch G. Woodside 53

DECISIONS ABOUT DECISIONS: LEVERAGING THE INTERNET TO DISTRIBUTE INFLUENCE IN ORGANISATIONAL BUYING CENTRES
Roger Marshall, Leonard Ling Ping Chih, Peh Yam Khim and Goh Whee Cheng 69

MAKING DECISIONS WELL AND BADLY: HOW STAKEHOLDERS' DISCUSSIONS INFLUENCE INDIVIDUAL EXECUTIVES' DECISION CONFIDENCE AND COMPETENCE
Rouxelle de Villiers, Robin Hankin and Arch G. Woodside 87
LIST OF CONTRIBUTORS

Goh Whee Cheng  Nanyang Business School, Singapore
Jeremy C. Clement  Department of Hospitality and Tourism Management, School of Business, College of Charleston, Charleston, SC, USA
John C. Crotts  Department of Hospitality and Tourism Management, School of Business, College of Charleston, Charleston, SC, USA
Rouxelle de Villiers  Department of Marketing, Waikato Management School, University of Waikato, Hamilton, New Zealand
Robin Hankin  Auckland University of Technology, Auckland, New Zealand
Peh Yam Khim  Singapore Ministry of Education, Singapore
Roger Marshall  Business School, Auckland University of Technology, Auckland, New Zealand
Leonard Ling  Solutionsatwork Pte. Ltd., Singapore
Ping Chih
Arch G. Woodside  Curtin School of Business, School of Marketing, Curtin University, South Perth, Australia
Xin Xia  Shanghai University of Finance and Economics, Shanghai, China
Where do brilliant executive wisdom and actions come from? Making Tough Decisions Well and Badly (MTDWB) assesses the literature that examines executives’ conscious and non-conscious steps taken and not taken in sense-making of environments/contexts, forecasting_1 (without decision intervention), framing problems/opportunities, constructing algorithms on how-to-decide, forecasting_2 (assessing decision intervention alternatives) deciding, implementing, and assessing outcomes following from decisions and outcomes. MTDWB includes anecdotal histories of a few good and bad decisions and the executives who made them. What are the common threads in framing, forecasting, deciding, and actions by Steve Jobs, Martin Luther King, Jr, Senator Wayne Morris, Winston Churchill, Abraham Lincoln, Sam Walton, Mahatma Gandhi, and Bill Gates? How are these common threads useful for achieving superior competences? MTDWB answers these questions. MTDWB assesses decision tools that help (e.g., use of case-based modeling) and hurt (e.g., use of product portfolio paradigms; use of fit-only regression analysis and symmetric testing) that appear often in the popular business and academic literature on making tough decisions. MTDWB includes recommendations covering what to do and what not to do for making tough decisions well and avoiding doing them badly.