



**Chapter XV**

**A Comparison of  
Implementation Resistance  
Factors for DMSS Versus  
Other Information Systems**

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**ABSTRACT**

*Effective decision-making within and across organizations is of strategic importance as the global business environment becomes more complex. Business processes and their related computer based information systems (CBIS) must support integrated decision-making. While decision support systems (DSS), executive information systems (EIS), and knowledge-based systems (KBS) have been independently used to support problem solving and decision making activities, they are still not widely implemented and accepted by a broad spectrum of organizations. Identifying the reasons for the lack of widespread use, as well as integration of these technologies would enable organizations to better design and implement these support*

*systems. Using 41 narratives, we have compared decision-making support systems (DMSS) resistance factors with those of other CBIS to better understand these factors and their impact on DMSS implementation.*

## INTRODUCTION

Mata, Fuerst and Barney (1995) suggest that for a resource or capability to confer sustained strategic advantage, it must be valuable, unevenly distributed and inimitable. These conditions apply to a firm's decision-making competence and competence in implementing the computer based information systems (CBIS) on which effective decision-making depends. Hence, we consider decision-making and CBIS implementation competence as competitive capabilities. Minimizing CBIS implementation resistance can provide sustained strategic advantage for a firm, as can better decision making based on decision making support systems (DMSS), which comprise more basic CBIS.

DMSS are especially strategic in today's complex business environment where heightened global competition pushes firms to diversify their product offerings into product markets with which they have little experience, and at the same time, to compete on cost, quality, reliability and responsiveness dimensions. Managing the complexity inherent in optimizing multiple product lines on multiple performance dimensions across multiple organizations in the supply chain has heightened the organizational need for competence and timeliness in decision-making. DMSS present opportunities to streamline and integrate key decision processes regarding activities distributed within and across a firm's boundaries. Decision processes include problem identification, the proposal and evaluation of solution alternatives, and the selection and implementation of the solution (Simon, 1960).

Improved decision-making is predicated on IT-supported collection, manipulation and dissemination of data and information. Better business decisions presumably result from the use of DMSS, to the extent that the information on which they're based is accurate, complete, flexible, relevant, simple, verifiable, accessible, secure, reliable, timely, and economical (Stair & Reynolds, 2001).

Traditionally, the decision-making role was supported by decision support systems (DSS). Other systems such as executive information systems (EIS), executive support systems (ESS), expert systems (ES), data mining systems (DM), knowledge management systems (KMS), etc. have also facilitated decision making by creating and managing knowledge bases, through information aggregation, data analysis and the presentation of information in easily navigable and usable formats. These systems are becoming increasingly integrated to facilitate all stages of problems solving, enabling decision-making across functions and across firms. It has therefore become important to study the role of

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