Lecture 10 of MIS

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### Objectives
1. Demonstrate how executive support systems can help senior managers make better decisions.
2. Assess how systems that support decision making can provide value for the firm.

### Chapter Outline
10.1. DSS Applications and the Digital Firm
- DSS for Pricing Decisions
- DSS for Supply Chain Management
- DSS for customer analysis and segmentation
- Data Visualization and Geographic Information Systems (GIS)

10.2. Executive Support in the Enterprise

### Key Terms
- Activity-based costing
- Balanced scorecard
- Geographic information system (GIS)
- Group decision-support systems (GDSS)

#### Section 12.1: Business Value of DSS.
Systems to support decision making don't always lead to better decisions or improved organizational performance. It is not always easy to understand a managerial decision problem if it's very unstructured.

(1) DSS Applications and the Digital Firm
Data-driven DSS:
- Asset Utilization: Parkway Corporation
- Customer Relationship Management: The Body Shop, The Dreyfus Corporation
- Geographic Information Systems (GIS): Sonny’s Bar-B-Q

(2) Parkway Corporation

(3) The Body Shop

(4) The Dreyfus Corporation
(5) DSS for Customer Relationship Management
- Uses data mining to guide decisions
- Consolidates customer information into massive data warehouses
- Uses various analytical tools to slice information into small segments

(6) Sonny’s Bar-B-Q

(7) DSS for customer analysis and segmentation

(8) Geographic Information Systems (GIS): Software for analyzing and displaying data using digitized maps, enhances planning and decision-making, use data visualization technology

Section 12.1: Executive Support in the Enterprise

ESSs help senior managers with unstructured problems that occur at the strategic level of the firm. ESS provides data from both internal and external sources and provides a generalized computing and communications environment that can be focused and applied to a changing array of problems.

(1) Executive Support Systems (ESS):
Focus on the information needs of senior management, combine data from internal and external sources, create a generalized communications environment that can be focused and applied to a changing array of problems.

(2) Monitoring corporate performance:
- Balanced scorecard systems
- Model for analyzing firm performance
- Supplements traditional financial measures with measures from
additional business perspectives  
Cases: *Pharmacia Corporation*, Aurora Health Care

(3) The Role of Executive Support Systems in the Organization
- Bring together data from the entire organization
- Allow managers to select, access, and tailor data
- Enable executive and any subordinates to look at the same data in the same way

(4) *Pharmacia Corporation*

(5) Enterprise Wide Reporting and Analysis
Activity-based costing: a budgeting and analysis model that identifies all these resources, processes, and costs.
Cases: *Roadway Express*, Detroit Edison

(6) *Roadway Express*

(7) Benefits of Executive Support Systems
- Analyze, compare, and highlight trends
- Provide greater clarity and insight into data
- Speed up decision making
- Improve management performance
- Increase management’s span of control
- Better monitoring of activities

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<th>重点</th>
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<td>课后阅读材料</td>
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