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## Editorial

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**Biographical notes:** Madjid Tavana is a Professor of Management Information Systems and the Lindback Distinguished Chair of Information Systems at the La Salle University where he served as the Chairman of the Management Department and Director of the Center for Technology and Management. He has been a Distinguished Faculty Fellow at the NASA's Kennedy Space Center, NASA's Johnson Space Center, Naval Research Laboratory – Stennis Space Center, and Air Force Research Laboratory. In 2005, he was awarded the prestigious Space Act Award by NASA. He holds an MBA, a PMIS, and a PhD in Management Information Systems and received his Post-Doctoral Diploma in Strategic Information Systems from the Wharton School of the University of Pennsylvania. He has published in journals such as *Decision Sciences*, *Interfaces*, *Information Systems*, *Information and Management*, *Computers and Operations Research*, *Journal of the Operational Research Society*, and *Advances in Engineering Software*, among others.

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We make decisions with every breath. Everyone can do it and everyone has to do it, you cannot go through life without it. While some decisions are made consciously, most are made beyond our awareness from habit. Take a simple trip to a coffee shop where what was once milk and two sugars is now at least 96 possible cappuccino combinations. In the world of colourful choices, decision-making is a difficult task. Life is just a bowl of cherries, so which one do you eat first? Decision-making is a balancing act on a three-legged stool of intuition, analysis, and judgement. If we cannot keep the three legs even, we wobble. And sitting on the stool is not even enough. We have to juggle good with evil, known with unknown, fact with fiction, cognition with sensation, and knowledge with ignorance.

Is decision-making art or science? Decision-making is as much an art as a science. Every artist needs a little science, every scientist needs a little art, and every decision-maker needs a bit of both. Decision-making is an art with form and a science with no boundaries. You can make decisions alone or with a friend, with a gun or an olive branch, by flipping a coin or visiting an astrologer. You can make good ones or bad ones, in a flash or a lifetime, behind closed doors or in front of the whole world. Some decisions are simple and some are so complex that you just want to close your eyes and pick the answer out of a hat. Some decisions are final and some lead to others. You can make them with your heart or with your head, with courage or in cowardice, in a

bedroom or in a boardroom. You can make decisions with a paint brush or a keyboard and capture them on a canvas or a computer chip. The only constant is that a decision needs someone to make it. What, then, is the art of decision sciences? It is what you make it – you decide!