

COMPREHENSIVENESS IN STRATEGIC DECISION-MAKING PROCESSES: TOWARD CLARIFYING THE CONSTRUCT

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ABSTRACT

This paper explores and clarifies the construct of comprehensiveness in strategic decision-making processes, which provides a possible reconciliation for the debate on the effectiveness of decision-making comprehensiveness under dynamic environments. We distinguish between comprehensiveness and pace in strategic decision making and further propose that comprehensiveness is a multi-dimensional construct that can be grouped into two distinct categories — procedural comprehensiveness and cognitive comprehensiveness, and that each of these two categories may have different impacts on performance under various environmental conditions.

A full version of this conference paper is available from the first author upon request.