

JUDGMENT / DECISION MAKING

NOVEMBER J/DM MEETING. . .

The Annual Meeting of the Society for Judgment and Decision Making will be held November 12-13, 1988 in Chicago. The J/DM meeting will begin Saturday afternoon and will conclude mid-afternoon on Sunday. Highlights for the meeting include the following:

Mark Machina, "*Dynamic Consistency and Non-Expected Utility Models of Choice under Uncertainty*."

George Avrunin, "*The Structure of Conflict*." (Avrunin coauthored a book with Clyde Coombs which was completed just before Coombs died.)

There will be two symposia: "*Choice among Bets As a Cover Story for Decision Making*," organized by **Wilhelm Wagenaar**, "*Research on Group Decision Making*," organized by **James H. Davis**. There will be a dialectic session on "*The Concept of Risk Taking*," organized by **Paul Schoemaker**. The latter will be a presentation of contrasting views on the subject by two individuals followed by discussion by everyone present. There will be talks by the **Einhorn Award Winner** and the **Chair**. On Friday and Saturday, there will be paper sessions on judgment and decision making at the Psychonomic Society meeting which immediately precedes the J/DM Meeting.

Further details on the meeting, registration materials, etc., will be sent to all members in the next few weeks.

Tom Wallsten

FROM THE CHAIR. . .

The Vincennes: A Portent?

The Vincennes episode will no doubt have attracted the interest of many if not all the readers of this column. That episode entailed human judgment, its interface with the highest of high technology, and the terrible cost of an error produced as a consequence. One can hardly avoid the conjecture that a similar error probably will trip a sequence of events that will create the ultimate disaster. Surely our probability estimates that such an error will occur are higher now. For although we have had warnings from the UK's Windscale, the USA's Three Mile Island, and the USSR's Chernobyl of what "error at the interface" (if I may coin a phrase) might bring, the military context of the Vincennes error has made the threat of the ultimate "error at the interface" as obvious as it is likely to get. Indeed, one can think of the Vincennes episode as a not-so-dry run for the main event.

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NEWSLETTER

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SOCIETY FOR JUDGMENT AND DECISION MAKING

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J/DM NEWSLETTER

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FROM THE EDITOR. . .

The *J/DM Newsletter* welcomes submissions from individuals and groups. However, we do not publish substantive papers. Book reviews will be published. If you are interested in reviewing books and related materials, please write to the editor.

There are few ground rules for submissions. In order to make the cost of the *J/DM Newsletter* as low as possible, please submit camera-ready copy. This means that the copy should be typed single-spaced on white 8½ by 11 paper. If possible, use a carbon or film ribbon. Please mail flat -- do not fold.

Subscriptions: Subscriptions are available on a calendar year basis only. Requests for information concerning membership in the Society for Judgment and Decision Making should be sent to Stephen Edgell.

Address correction: Please check your mailing label carefully. Because the *J/DM Newsletter* is usually sent by bulk mail, copies with incorrect addresses or which are otherwise undeliverable are neither forwarded nor returned. Therefore, we have no way of knowing if copies are delivered. Address changes or corrections should be sent to Stephen Edgell.

Mailing Labels: Some readers may wish to sent reprint lists or other material to people listed in the directory. Contact Stephen Edgell for details.

Electronic Mail: The editor may be reached through BITNET at "castellan@IUBACS." [Some users may find it either necessary (or more convenient) to address the editor using only the first 8 characters (castella).] BITNET addresses also can be reached from most of the university and research networks. I check for mail several times a day, and a prompt reply to electronic messages is assured. To add your name to the *J/DM Electronic Mail Directory* (or to receive a copy of the electronic directory) contact the Editor.

FROM THE CHAIR. . . (Continued from Page 1)

This episode surely carries more than academic interest for the members of the Judgment and Decision Making Society. It moves this member of J/DM to think about several matters, namely:

1. The long history (at least since William James) of interest expressed by psychologists in the prevention of war. The end of World War II brought a flurry of activity by psychologists; the last section of the first SPSSI reader published in 1947 was entitled "War and Peace" and contained "The Psychologists' Manifesto" (!) prepared in 1944. Psychologists were not only hopeful, they were self-confident in those days.

2. The recent series of letters to the *American Psychologist* (April 1988, Pp. 318-329) in which one psychologist taunts all of us for our failure to contribute to this problem, and (to me) the weak and ineffectual replies by several indignant psychologists. Those letters, even if depressing, are worth reading. There's hardly an acknowledgement of the role of judgment and decision making in any of them.

3. The contributions members of this society could make if our talents were put to work on this problem.

But why us, more than anyone else? To begin with, there would probably be universal agreement with the UNESCO declaration "that since wars begin in the minds of men, it is in the minds of men that the defenses of peace must be constructed." More narrowly, all of us would probably argue that it will be an error in judgment at the interface that will do us in, rather than blind biological urges, political ambitions, or simple greed.

How can we contribute to reducing the immediate threat of such errors in judgment? Is it not likely that a J/DM member -- perhaps one reading this column -- is already doing his/her best to eliminate or at least reduce the likelihood of catastrophic error at the interface? Perhaps. If it is a J/DMer s/he must do better! Now! And if it isn't a J/DMer then matters are worse than I had feared.

Be that as it may, there remains a larger problem (some would say the real problem), and that is the formation of the policy judgments that force us to suffer the risk of catastrophic error at the interface; the probability of which can never, it seems to me, be zero. To quote Sir Ronald Fisher: "The improbable is inevitable."

I invite, no, challenge, the reader to offer his/her academic and professional wisdom with regard to this problem. We (John Castellan and I) encourage you to send your ideas to the editor of the *J/DM Newsletter*. We shall devote space in a subsequent issue newsletter to your contributions to this issue.

AWARD-WINNING SOFTWARE AIDS JUDGMENT. . .

As many of you know, EDUCOM sponsors a nation-wide competition to identify outstanding and distinguished software for use in higher education. The results of the 1988 awards program were announced recently. Cited as a *distinguished* software contribution in the social and behavioral sciences for 1988 is *CASCON: Computer-aided System for Analysis of Local Conflicts*, developed by Professor Lincoln Bloomfield and Allen Moulton at MIT. CASCON consists of 66 real post World War II conflict cases, with 530 factors in each case coded by experts as tending toward or away from violence. A brief precis of each case is included. Users can select cases for further study on a variety of factors. In addition, the user can encode a new conflict case which can then be compared with cases in the database. The editor has used this software and believes that it addresses some of the issues raised in Ken Hammond's editorial.

For information concerning CASCON (and the other EDUCOM/ENCRIPAL Software Award winners) contact EDUCOM Educational Software Initiative, P. O. Box 364, Princeton, NJ 08540.

THE LEIDEN CONFERENCE ON UNIQUE VERSUS REPEATED DECISIONS: THINKING THE UNTHINKABLE ABOUT CLASSICAL DECISION THEORY

On April 21-23, 1988, a conference was held at the University of Leiden, The Netherlands, to examine the question of whether classical decision theory can deal adequately with unique decisions, and to explore the implications that follow from how that question is answered. There were 17 speakers and 25 or so additional conferees. The major observations were:

(1) Unique decisions may, for example, be unique because they occur only once or because they are especially important. Repetitive decisions may be repetitive because they are replays of the same kind of decision (coin tosses), because they can be defined as members of the same domain, or because the possible outcomes, action alternatives, or procedures are the same from one to another. This diversity reflects the lack of a clear definition of what a decision is, suggesting that it may wrongly have been defined solely as gambling-like choice. Indeed, it appears that only a minority of decision tasks properly can be described as choice dilemmas fitting the gambling metaphor employed by classical decision theory.

(2) The world may not be as demanding as classical theory supposes, and decision makers may not always need to strive to be optimal. In a more forgiving world, local optimality becomes less important than global efficiency. The latter may best be achieved by making small, incremental steps toward some general goal, altering plans to fit developments along the way, and exerting control on events wherever possible. This flexible, controlling strategy is in marked contrast to the classical gambling view in which the decision maker makes an all-or-none commitment and then must sit back and await the verdict.

(3) There is a need for a taxonomy of decision tasks and for examination of the demands imposed by these different tasks, as well as for liberalization of the definition of what constitutes a decision. The question seems to be: Do we abandon classical decision theory altogether, along with the large body of research that it has engendered, or do we merely regard it as applicable to only a subset of the decision tasks in the taxonomy? Clearly, other parts of the taxonomy would require theories that differ substantially from classical decision theory.

(4) What are the implications of all of this for decision aiding? Aiding is at least nominally based upon classical decision theory, and it is the most visible, tangible product of thirty years of behavioral decision research--is it to be abandoned merely because there are doubts about classical theory? On the other hand, in view of these doubts, is it acceptable to continue to force every decision into the classical framework?

As can be seen by these observations, the conference revealed a strong strain of discontent and uneasiness. We all have a large investment in classical decision theory and in the research that has been motivated by it, as well as in the young technology of decision aiding. Even though there are serious problems, abandonment seems extreme. However, in light of all that was said at the conference, and all that is being said elsewhere, it is difficult to go on with business as usual. The unpleasant fact is that behavioral decision theorists and researchers are themselves faced with some difficult decisions about the future of their discipline. It would be ironic if they found themselves unable to deal with the decisions and took the default option of remaining with the unsatisfactory status quo.

A detailed report of the conference proceedings is in preparation; details about its availability will be announced.

DECISION THEORY PAPER AVAILABLE. . .

Mary Kay Stevenson, Jerry Busemeyer, and Jim Naylor have recently completed a chapter *Judgment and Decision-Making Theory*, for the new Handbook of Industrial/Organizational Psychology scheduled for publication in 1989. Anyone wishing a prepublication copy can write to:

James C. Naylor
Department of Psychology
The Ohio State University
Columbus, OH 43210

Copies are priced at reproduction and mailing costs of \$10.00 for the 240 page chapter.

WESTERN INSTITUTE FOR SOCIAL AND ORGANIZATIONAL RESEARCH. . .

This Spring, the Department of Psychology at Western Washington University established the Western Institute for Social and Organizational Research (WISOR). The Institute's main activities include providing organizational and decision making consulting services to local, regional and state organizations and conducting applied social psychological research. Under the direction of Timothy C. Earle, Ph.D. and George Cvetkovich, Ph.D. WISOR is engaged in three research programs:

1) The geography of risk program is an international and interdisciplinary collaborative effort to investigate the influences of subjective representations of geographic location on risk ~~judgments and behavioral adaptations to natural and technological hazards. In these studies~~ subjective geography is shown to be an important determinant of the relevance of hazard information.

2) The community hazard management program consists of a set of efforts focused on issues of risk communication arising from legislation such as the Superfund Amendments and Reauthorization Act, Title III which specifies that citizens have a right to be informed about local toxic hazards. The program has two basic goals: to understand the role of risk information in the development and processes of community hazard conflicts; and to develop risk communication techniques and procedures for the effective management of these conflicts.

3) The mental models and hazard images program consists of basic studies of the cognitive and emotional aspects of risk information processing. Through these studies, we are learning how individuals construct mental representations of hazards and how those representations affect hazard-related behavior. We have found significant differences in hazard representations between experts and lay persons, for example. Knowledge of such differences is central to efforts to effective risk communication.

A listing of reports contained in the WISOR Decision Making and Risk Communication Reprint Series is available from the Institute.

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UNDERGRADUATE PAPER WINNER ANNOUNCED. . .

The University of Chicago, Graduate School of Business, Center for Decision Research, is pleased to announce that the winner of the Undergraduate Paper Contest is **Karen Shedlin**. The paper, *The Ups and Downs of Mood and Market*, was Ms. Shedlin's senior honors thesis at Cornell University.

-- George Lowenstein

RECENT PHILOSOPHICAL LITERATURE. . .

Gärdenfors, P., & Sahlin, N.-E. (Eds.) (1988). *Decision, Probability, and Utility*. Cambridge University Press. Pp. 449.

Should we teach Bayesian expected-utility theory to students as a norm of rationality? Should we offer it to clients as a basis for good decision making? We cannot bypass these questions by telling students and clients that they are free to choose, for they can legitimately ask how to make *that* decision.

This book includes most of the important points of view on the controversy about this question: Ramsey's classic essay; excerpts from Savage and from Luce and Raiffa; philosophical discussions by Hacking, Jeffrey, Kyburg, Levi, Schick, and the editors; other important papers such as Ellsberg's (but none of Ellsberg's critics), Kahneman & Tversky's "Prospect Theory...", a recent Machina review, and an interesting new paper by Hansson. The book ends with three papers on "causal decision theory," of recent interest in the analysis of Newcomb's paradox (also discussed by E. Eells, *Rational Decision and Causality*, Cambridge, 1982). The balance is on the side of the theory's critics. Cox's defense of probability is omitted (although it is cited by Hacking), but then so is Shafer's critique (which is not even cited, inexplicably). The papers are well introduced, with careful attention to the distinction between normative and descriptive questions (but with less attention to the distinction between normative questions and what I and others have called prescriptive ones).

Many of the papers try to attain some sort of "reflective equilibrium" by pitting axioms and principles of decision making or probability against our intuitions. Others ask about the justification of the principles in terms of still deeper principles. The articles are not the last word, of course, but they will get the serious student or client started on the task of making an informed decision.

-- Jonathan Baron

THE ESSENCE OF DECISION. . .

"Why don't you move your truck over here. It'd be easler."

"Yeah, but then I'd be blocking people who want to get out."

"Somebody did it yesterday."

"O.K. I'll be right over."

Overheard by R. M. Dawes, Jan. 15, 1988

**THE FIRST INTERNATIONAL SYMPOSIUM
ON
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sponsored by

**The Expert Systems Program
Center for Accounting Research
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and
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September 29, - October 1, 1988

This symposium will focus on identifying issues and opportunities for the use of Applied Artificial Intelligence technologies—primarily Expert Systems in Business, Finance and Accounting. Invited presentations will be made by leading experts in Artificial Intelligence/Expert Systems which will cover a variety of key issues in the use of the technologies in business environments.

~~Topics will include: Issues and methodologies for knowledge acquisition; legal liability issues in development, implementation and usage of expert systems; issues in integration of ES technologies into current systems environments; issues involving expert systems design for dynamic business environments; validation and maintenance of expert systems; judgment support systems; maintaining internal control over expert systems environments and others. A portion of the program will feature submitted papers. Papers may be either academic, research oriented or case based applications oriented.~~

On September 28th prior to the symposium, continuing education workshops will be held to allow further enhancements of attendee's skills/understanding of various AI/ES topics. Workshops will include the following topics: Introduction to Object Oriented Programming, Technical Issues in the Integration of Expert Systems Technology into Existing Program/Information Systems Environments, Introduction to Expert Systems Shell Selection and Implementation, Intelligent Database Design, and Knowledge Acquisition Methodologies.

For further information contact:

Ingrid McClendon, Paul R. Watkins, or Daniel E. O'Leary
(213) 743-2426

WORKSHOP**JUDGMENT ANALYSIS: METHOD AND APPLICATION**

*October 26-28, 1988
Boulder, Colorado*

Judgment analysis, also called "policy capturing," refers to the use of statistical methods for developing descriptive models of human judgment. The purpose of the workshop is to bring together researchers from various disciplines who are interested in judgment analysis to discuss applications and methodological issues. Sessions will include presentations of recent innovative applications of judgment analysis, methodological developments in judgment analysis, judgment analysis and knowledge engineering, and the use of POLICY PC, a program for judgment analysis on the IBM personal computer.

The workshop is sponsored by the Center for Research on Judgment and Policy at the University of Colorado and by Executive Decision Services, Inc., Albany, N.Y. If you are interested in further information about the workshop, contact

Tom Stewart
Center for Research on
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CALL FOR PAPERS

1989 USC/DH+S AUDIT JUDGMENT SYMPOSIUM

The Center for Accounting Research at the University of Southern California will host the seventh annual Audit Judgment Symposium February 20 and 21, 1989. The Symposium, which is supported by a grant from the Deloitte Haskins + Sells Foundation will consider papers, panels and presentations which focus on behavioral, cognitive and decision support aspects of audit judgment research.

OVERVIEW OF SYMPOSIUM

The primary objective of the Symposium is to explore research issues, problems, and opportunities with respect to the role of judgment in auditing. Traditionally, the symposium has included plenary sessions which overview current research in cognitive psychology, behavioral decision theory, and artificial intelligence/expert systems. In addition, we intend to include sessions on current audit judgment research and panels discussing current development and research opportunities within auditing. Anyone interested in participating in the Symposium should send a ~~copy of your paper, abstract, or presentation idea by October 31, 1988 to:~~

Professor Karen V. Pincus (213) 743-0626 or
Professor Theodore J. Mock (213) 743-8725
Center for Accounting Research
School of Accounting
University of Southern California
Los Angeles, CA 90089-1421

POSITIONS AVAILABLE. . .

The University of Oregon

Behavioral Decision Making: Assistant Professor, possibly Associate or Full. The Institute for Cognitive and Decision Sciences. The appointee will hold a regular tenure-related appointment in the appropriate department, and be an associate of the Institute. PhD required. Substantive focus: Empirical study of human decision-making--e.g.: behavior under risk and uncertainty, collective decision-making, social choice, information processing; experimental economics, political science or sociology. Send resume, three letters of recommendation, selected manuscripts, statement of professional and research objectives, and other relevant materials, by December 9th, 1988, to: John Orbell, Decision Science Search Committee, Political Science Department, University of Oregon, Eugene, Oregon 97403. AA/EEO.

The University of Arizona

The Department of Management and Policy at the University of Arizona invites applicants with expertise in any area of organizational behavior, organizational theory, decision making or public policy studies to apply for a faculty position to begin in August, 1989. Both junior and senior level positions are available. We are an interdisciplinary department made up of social and behavioral scientists, located in the College of Business and Public Administration. The department emphasizes scholarly research, grants bachelor's and master's degrees in business or public administration, and also supports a doctoral program in management. Applicants should send their materials as soon as possible; applications will be accepted until the positions are filled. Please submit a vita, three letters of reference and relevant reprints or preprints to: Dr. Jolene Galegher, Chair, Faculty Recruiting Committee, Department of Management and Policy, Harvill Building #76, University of Arizona, Tucson, AZ, 85721. The University of Arizona is an Affirmative Action, Equal Opportunity Employer.

Arizona State University

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Tempe, Arizona 85287-4206
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ASU DECISION ANALYSIS PROJECT SOFTWARE

The ASU Decision Analysis Project is developing software to provide basic decision analysis computational capabilities inexpensively and with source code that users can modify to meet special needs. Three personal computer software packages are currently available. This software is copyrighted, however, permission is granted to make copies for direct instructional use by the person authorizing the copying provided that no fee is charged for the copies (other than a nominal amount to cover copying expenses) and that no financial gain accrues to the person authorizing the copying, either directly or indirectly. Thus, copying for use in regular academic instruction is generally authorized, but copying for use in special short courses offered for a fee is generally not authorized.

DECISION TREE ANALYZER -- This assists with analysis of decision trees. Either expected value or a risk averse exponential utility function can be used. Automatic ~~sensitivity analysis can be conducted.~~ Capabilities are not included for graphical displays, accumulating values along a path through the tree, using variable names or equations, or using a multiattribute utility function. Linking directly to spreadsheets is not supported, but instructions are included for working with spreadsheets. Source code in Turbo Pascal Version 4 is included as well as executable code for IBM compatible computers running MS/PC-DOS Version 2 or higher.

MULTIPLICATIVE MULTIATTRIBUTE UTILITY ANALYSIS -- This assists in analysis of decisions under uncertainty with multiple objectives. A multiplicative or additive multiattribute utility function and exponential single-attribute utility functions can be used. Decision alternatives are assumed to have continuous probability distributions, and once an alternative is specified the attributes are assumed to be probabilistically independent. The extended Pearson-Tukey approximation is used to calculate expected utilities. Decision trees are not supported. Source code in Turbo Pascal Version 3 is included as well as executable code for IBM compatible computers running MS/PC-DOS Version 2 or higher.

POWER-ADDITIVE MULTIATTRIBUTE UTILITY ANALYSIS -- This is similar to the above package except that a power-additive utility function and exponential single-attribute value functions are used. Source code in Turbo Pascal Version 3 is included as well as executable code for IBM compatible computers running MS/PC-DOS Version 2 or higher.

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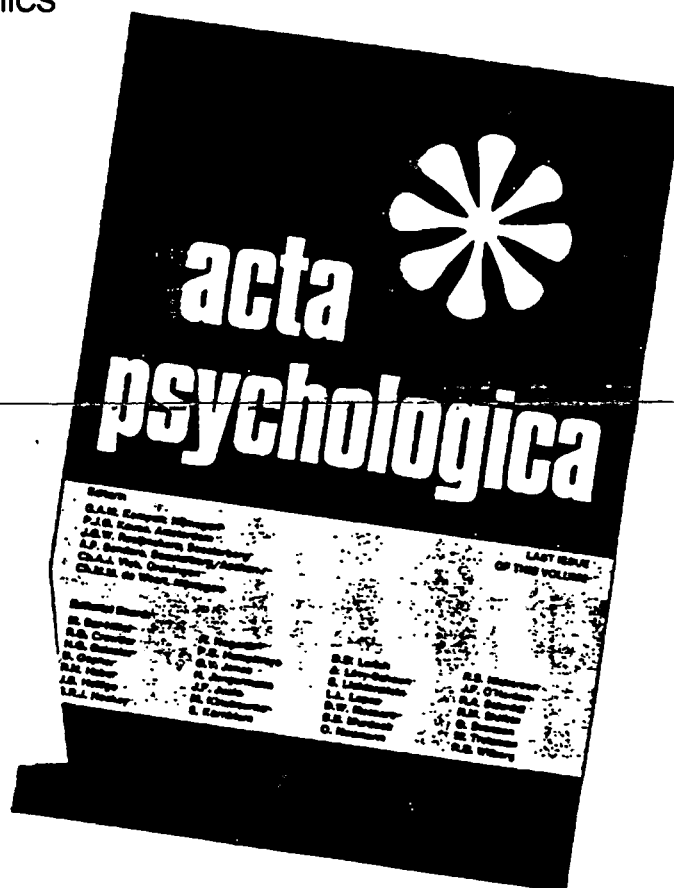
acta psychologica

International Journal of Psychonomics

Judgment and Decision Making

Research on Judgment and Decision Making (JDM) has expanded rapidly during the past decades and now covers a wide area, ranging from axiomatic models of risky choice to human error in the management of technical systems. Key issues, discussed in recent volumes of *Acta Psychologica* concern formal models of choice and decision, the judgment of risk, the operation of cognitive heuristics in decision making, the internal models of complex problems, multiple cue diagnostics reasoning, the formulation of plans and scenarios, the assessment of goal and value structures and the increasingly important area of decision aiding.

Examples of important recent contributions that appeared in *Acta Psychologica* are the paper by Wagenaar *et al.* (1984) on gambler's objectives, the work of Mackinnon and Wearing (1985) on dynamic decision making, the study of Biela (1985) on the prediction of clinical systems, and the paper by Engelmann and Gettys (1985) on divergent thinking in act generation. Since 1980, *Acta Psychologica* has published carefully selected papers from the Research Conference on Subjective Probability, Utility and Decision Making (SPUDM) and hopes to continue this tradition for every other conference of SPUDM.



Contains the following sections:

- Perception
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And starting in 1988:

- Cognitive Ergonomics

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ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES. . .

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SOCIETY FOR JUDGMENT AND DECISION MAKING

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Stephen E. Edgell
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University of Louisville
Louisville, KY 40292

*- Students must have endorsement of a faculty member:

Faculty Signature: _____ Date: _____

Printed Name: _____ Institution: _____