



## GRA 2204 Judgment and Decision Making in Organizations

### Studium

Specialization Course

### Kursansvarlig

Bård Kuvaas

### Institutt

Ledelse og organisasjon

### Semester

Vår

### Vekttall

2

### Mål

Despite the fact that decision making is an integrative part of most managers' professional lives, most managers have never had any systematic training in how to make decisions. Judgment and decision making research shows that decision makers repeatedly make the same types of mistakes and errors when making decisions. By focusing on decision making failures and how decisions are actually made by individuals, groups and organizations, the objective of this course is to improve participants' ability to make decision, as well as their capacity to observe and learn from decision making processes.

### Forkunnskaper

### Obligatorisk litteratur

Plous, Scott. 1993. *The psychology of judgment and decision making*. New York: McGraw-Hill.

A reading list of articles and cases will be provided in class/on the web

### Anbefalt litteratur

Bazerman, Max H. 1998. *Judgment in managerial decision making*. 4th. ed. New York: John Wiley & Sons.

Bazerman, Max H. 1999. *Smart money decisions*. New York: John Wiley & Sons.  
Mitroff, Ian. (1998). *Smart thinking for crazy times*. San Francisco: Berrett-Koehler Publishers.

Russo, J. Edward and Paul J. H. Schoemaker. 1989. *Decision traps*. New York: Simon & Schuster.

### Emneoversikt

The psychological foundations of judgment and decision making  
Problem formulation and psychological context  
Normative and descriptive models of individual judgment and decision making  
Cognitive heuristics and biases  
Individual differences in judgment and decision making  
Group dynamics and group decision making  
Strategic and organizational decisions  
Decision making tools

### Dataverktøy

Presentation tool such as PowerPoint

**Gjennomføring**

The course is structured as a combination of lectures, discussions, in-class activities, and compulsory student presentations. It requires substantial amount of preparation by the students and active involvement during class.

**Eksamen**

20% - Student presentations of cases or research articles (graded by group)

80% - Term paper (graded by group)

**Eksamenskode(r)**

GRA22042 Term paper 80%

GRA22043 Student presentations of cases or research articles 20%

**Hjelpemidler til eksamen****Kontinuasjon**

The next time the course is offered.