



APPLIES TO ACADEMIC YEAR 2003/2004

GRA 2204 Judgment and Decision Making in Organizations

Program

N/A

Responsible for the course

Bård Kuvaas

Department

Leadership and Organizational Management

Term

According to study plan

ECTS Credits

6

Objective

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.

Prerequisites

Compulsory literature

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

Recommended literature

Bazerman, Max H. 2001. *Judgment in managerial decision making*. 5th. ed. New York: John Wiley.

Bazerman, Max H. 1999. *Smart money decisions: Why you do what you do with money (and how to change for the better)*. New York: John Wiley.

Mitroff, Ian. 1998. *Smart thinking for crazy times: The art of solving the right problem*. San Francisco: Berrett-Koehler Publ.

Russo, J. Edward and Paul J. H. Schoemaker. 1989. *Decision traps: Ten barriers to brilliant decision-making and how to overcome them*. New York: Simon & Schuster.

Course outline

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

Computer-based tools

Presentation tool such as PowerPoint

Course structure

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.

Evaluation

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

80% - Term paper (group work)

Evaluation code(s)

GRA22044 (100%)

Aids at the examination

Not applicable

Makeup exam

The next time the course is offered.