



APPLIES TO ACADEMIC YEAR 2005/2006

## GRA 2204 Judgment and Decision Making in Organizations

### Program

Master of Business and Economics Program, Master of Science in Business, Master of Science in Leadership and Organizational Psychology, Master of Science in Marketing (Management), Specialization Course, Master of Science in Business (Organization Psychology)

### Responsible for the course

Thorvald Hærem

### 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

Bachelor degree in Business, Marketing or eq.

### Compulsory literature

#### Books:

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

### Recommended literature

#### Books:

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..

Bazerman, Max H.. 2001. Judgment in managerial decision making.. 5th ed. 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. Blackboard/homepage.

**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. 36 hours.

**Evaluation**

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

80% - Term paper (group work)

**Evaluation code(s)**

GRA22044 - Term paper and student presentations, accounts for 100% of the final grade in the course GRA 2204.

**Aids at the examination**

Not applicable

**Makeup exam**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.