Judgment in Managerial Decision Making - Max H. Bazerman 2012-10-16

In situations requiring careful judgment, every individual is influenced by their own biases to some extent. With Bazerman's new seventh edition, readers can quickly learn how to overcome those biases to make better managerial decisions. The book examines judgment in a variety of organizational contexts, and provides practical strategies for changing and improving decision-making processes so that they become part of one's permanent behavior.

Judgment in Managerial Decision Making, 8th Edition - Max H. Bazerman 2012-09-25

Behavioral decision research provides many important insights into managerial behavior. From negotiation to investment decisions, the authors weave behavioral decision research into the organizational realm by examining judgment in a variety of managerial contexts. Embedded with the latest research and theories, Managerial Decision Making 8th Edition gives students the opportunity to understand their own decision-making tendencies, learn strategies for overcoming cognitive biases, and become better decision makers.

Judgment in Managerial Decision Making - Max H. Bazerman 2001-07-27

Author is a leading theorist in negotiation and decision-making.

Judgment in Managerial Decision Making - Max H. Bazerman 2002-08-08

Author is a leading theorist in negotiation and decision-making.


Cognitive and experimental in design, it explains decision making by having the reader respond to many decision items. Early chapters offer the opportunity to examine individual judgment, later ones provide a variety of interpersonal contexts that can affect judgment. This edition features a new chapter on fairness, ethics and social comparison processes in decision making. Quiz items and examples have been updated.

Judgment in Managerial Decision Making - Max H. Bazerman 1994

Cognitive and experimental in design, it explains decision making by having the reader respond to many decision items. Early chapters offer the opportunity to examine individual judgment, later ones provide a variety of interpersonal contexts that can affect judgment. This edition features a new chapter on fairness, ethics and social comparison processes in decision making. Quiz items and examples have been updated.

Judgment in Managerial Decision Making - Max H. Bazerman 1990-05-22

This Second Edition explores behavioral decision research and the role decision making plays in the organization. Presenting new research insights in a very accessible form, early chapters provide readers with the opportunity to examine their individual judgment while later chapters move to a variety of interpersonal contexts that can affect judgment. Changes since the publication of the first edition include: updating on individual decision making and improved examples; expansion of judgment in negotiation to two chapters from one; a complete overhaul of the chapter on multi-party decision making due to an enormous amount of new research in this area, and a detailed discussion of decision making improvement strategies.

Decision Analysis for Management Judgment - Paul Goodwin 2014-05-12

Decision Analysis for Management Judgment is unique in its breadth of coverage of decision analysis methods. It covers both the psychological problems that are associated with unaided managerial decision making and the decision analysis methods designed to overcome them. It is presented and explained in a clear, straightforward manner without using mathematical notation. This latest edition has been fully revised and updated and includes a number of changes to reflect the latest developments in the field.

Managerial Decision Making Leadership - Caroline Wang 2011-03-23

The modern manager faces a bewildering range of challenges every single day. Their ability to make critical decisions, often under pressure, can directly determine the future success of the company and their career. It is therefore surprising that so few managers take the time to learn the art of decision making. In this groundbreaking book from Caroline Wang, readers will learn that quality decision making is a competence that can be acquired according to a simple framework. The framework is practical and easy-to-remember, consisting of two acronyms: GPA and IPO. GPA for decision content quality (Goal, Priority, Alternatives); and IPO for decision process quality (Information, People, Objective reasoning). The book places emphasis on leading a team to make decisions, even though the framework can be used for personal and individual decisions. By using this common decision-making framework, managers and leaders will gain credibility and team support for the decision, will confidently articulate, promote, and defend the decision, and will have made the necessary preparations for successful implementation when the decision-making process is complete. This proven framework from one of Asia's most dynamic leadership experts will improve the quality of your decisions and change the way you do business.

Blackwell Handbook of Judgment and Decision Making - Derek J. Koehler 2008-04-15

The Blackwell Handbook of Judgment and Decision Making is a state-of-the-art overview of current topics and research in the study of how people make evaluations, draw inferences, and make decisions under conditions of uncertainty and conflict. Contains contributions by experts from various disciplines that reflect current trends and controversies on judgment and decision making. Provides a glimpse at the many approaches that have been taken in the study of judgment and decision making and portrays the major findings in the field. Presents examinations of the broader roles of social, emotional, and cultural influences on decision making. Explores applications of judgment and decision making research to important problems in a variety of professional contexts, including finance, accounting, medicine, public policy, and the law.

Judgment and Decision Making - Baruch Fischhoff 2013-06-17

Behavioral decision research offers a distinctive approach to understanding and improving decision making. It combines theory and method from multiple disciplines (psychology, economics, statistics, decision theory, management science). It employs both empirical methods, to study how decisions are actually made, and analytical ones, to study how decisions should be made and how consequential imperfections are. This book brings together key publications, selected to represent the major topics and approaches used in the field. Put in one place, with integrating commentary, it shows the common elements in a research program that represents the scope of the field, while offering depth in each. Together, they provide a vision for what has become a burgeoning field.

Judgment in Managerial Decision Making 8E with Business Simulation Game 1E Set - Max H. Bazerman 2014-04-17

Managerial Decision Making - Don A. Moore 2011

Negotiator Cognition - Max H Bazerman 2018-02-08

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stamps (as most of these works have been housed in our most important libraries around the world), and other notations in the work. This work is in the public domain in the United States of America, and possibly other nations. Within the United States, you may freely copy and distribute this work, as no entity (individual or corporate) has a copyright on the body of the work. As a reproduction of a historical artifact, this work may contain missing or blurred pages, poor pictures, errant marks, etc. Scholars believe, and we concur, that this work is important enough to be preserved, reproduced, and made generally available to the public. We appreciate your support of the preservation process, and thank you for being an important part of keeping this knowledge alive and relevant.

Organizational Decision Making—Zur Shapira 2002-03-25 Explores decision making in organizations, highlighting the roles of incentive, conflict, power and politics.


Social Decision Making—Roderick M. Kramer 2009-06-24 This book, in honor of David Messick, is about social decisions and the role cooperation plays in social life. Noted contributors who worked with Dave over the years will discuss their work in social judgment and decision making which was so important to Dave. The book offers a unique and valuable contribution to the fields of social psychology and organizational behavior. Ethical decision making, a central focus of this volume, is highly relevant to current scholarship and research in both disciplines. The volume will be suitable for graduate level courses in organizational behavior, social psychology, business ethics, and sociology.

Judgment and Decision-Making Research in Accounting and Auditing—Robert H. Ashton 1995-09-29 A timely and comprehensive study on behavioural decision-making within the field of accounting.

Noise—Daniel Kahneman 2021-05-18 From the Nobel Prize-winning author of Thinking, Fast and Slow and the coauthor of Nudge, a revolutionary exploration of why people make bad judgments and how to make better ones—“a tour de force” (New York Times). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In Noise, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise—often in many industries—on everything from health care and law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made Thinking, Fast and Slow and Nudge groundbreaking New York Times bestsellers, Noise explains how and why humans are so susceptible to noise in judgment—and what we can do about it.

The Power of Experiments—Michael Luca 2021-03-02 How organizations— including Google, StubHub, Airbnb, and Facebook—learn from experiments in a data-driven world. Have you logged into Facebook recently? Searched for something on Google? Chosen a movie on Netflix? If so, you’ve probably been an unwitting participant in a variety of experiments—also known as randomized controlled trials—designed to test the impact of different online interventions. Within the United States, you may freely copy and distribute this work, as no entity (individual or corporate) has a copyright on the body of the work. As a reproduction of a historical artifact, this work may contain missing or blurred pages, poor pictures, errant marks, etc. Scholars believe, and we concur, that this work is important enough to be preserved, reproduced, and made generally available to the public. We appreciate your support of the preservation process, and thank you for being an important part of keeping this knowledge alive and relevant.


Fad-Free Strategy—Daniel Denffe 2019-09-06 Fad-Free Strategy provides a ground-breaking approach to making better business strategy decisions: more efficient, open to out-of-the-box opportunities and evidence-based. Most strategy books focus on Grand Strategy, the process that leads to high-level recommendations or, more accurately, hypotheses about where and how to compete. While this book briefly covers critical Grand Strategy practices, it deep dives into Operational Strategy, the process of validation, adaptation and possible rejection of those hypotheses. Operational Strategy is based on an in-depth understanding of customer preferences and anticipating the choices they make. Those choices, rather than managers’ ambitions determine whether a strategy will generate the aspirational financial results. The book explains, by means of detailed real-world cases across industries, how to generate validated solutions to any strategic problem such as: how to enter successfully into new markets, either as an innovator or as a latecomer? How to defend one’s position against aggressive new entrants? Or how to sustain margins when price is the only thing customers seem to care about? This remarkable book contains expert advice from accomplished strategic advisors and thought leaders Daniel Denffe and Herman Vantrappen. Fad Free Strategy will be a useful tool for smart business executives at mainstream companies who are disappointed with strategy fads and simplistic solutions based on cherry-picked, anecdotal evidence from today’s best companies. It will also appeal to economics faculty members teaching graduate courses in business strategy who are looking for an economics-based strategy textbook that is both rigorous and comprehensive. The book’s core ideas have been taught successfully in continuing and executive education programs at Harvard University and Hult International Business School.

Managerial Judgment and Strategic Investment Decisions—Elaine Harris 2009-06-13 This book presents the findings from a cross-sectional survey funded by CIMA. The project aimed to survey senior management accountants working across a range of organisations and industries with a unique focus on the behavioural side of decision making, the use of managerial judgement. Previous capital budgeting surveys have tended to focus on the quantitative evaluation tools and techniques used for project appraisal. This study was broader in that it asked about every stage of the strategic investment decision (SID) process, from initiation to post implementation review, and how different managers were involved at different stages of the process. The focus is on how decision judgements are reached. • Explains Strategic Investment Decisions (SIDs) clearly to management accountants who are expected to be involved in decision making processes • Covers all stages of the SID process, the types of SIDs and how multiple managers participate in the process • Will help organisations benchmark their own SID practice

Think Again—Sydney Finkelstein 2009-02-03 Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you’re making the right decision—without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how their shortcuts our brains have learned to take over
millennia of evolution can derail our decision making. Think Again offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples from business, politics, and history, Think Again deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

The Great Mental Models: General Thinking Concepts-Farnam Street 2019-12-16 The old saying goes, “To the man with a hammer, everything looks like a nail.” But anyone who has done any kind of project knows a hammer often isn’t enough. The more tools you have at your disposal, the more likely you’ll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. The Great Mental Models: General Thinking Concepts is the first book in The Great Mental Models series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world’s fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history’s brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They’re not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME Ottawa, Ontario, Canada

Judgment and Decision Making in Accounting-Sarah E. Bonner 2008 This unique first edition is the only book on the market that delivers a contemporary synthesis of both psychology and accounting literature related to judgment and decision making. Judgment and Decision Making in Accounting is structured around an innovative framework that provides a unique way of thinking about JDM projects and organizing JDM research. Developed based on many years of teaching and research on accounting JDM, this unique framework succinctly describes the key issues in accounting JDM research, enabling readers to more quickly assimilate the vast material related to those issues. The framework also provides a basis to help readers evaluate their own current JDM research ideas, as well as generate further research questions.

HBR's 10 Must Reads on Making Smart Decisions (with featured article "Before You Make That Big Decision..." by Daniel Kahneman, Dan Lovallo, and Oliver Sibony)-Harvard Business Review 2013-03-05 Learn why bad decisions happen to good managers—and how to make better ones. If you resolve nothing else on success and failure, read these 10 articles. We’ve combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you and your organization make better choices and avoid common traps. Leading experts such as Ram Charan, Michael Mankins, and Thomas Davenport provide the insights and advice you need to: Make bold decisions that challenge the status quo Support your decisions with diverse data Evaluate risks and benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address constructive criticism Defeat indecisiveness with clear accountability

Studyguide for Judgment in Managerial Decision Making by Bazerman, Max H. -Cram101 Textbook Reviews 2013-05 Never HIGHLIGHT A Book Again Includes all testable terms, concepts, persons, places, and events. Cram101 Just the FACTS101 studyguides gives all of the outlines, highlights, and quizzes for your textbook with optional online comprehensive practice tests. Only Cram101 Textbook Specific Accompany: 97808772893795. This item is printed on demand.

Cognitive Illusions-Rüdiger P. Polli 2012-12-06 Cognitive illusions investigates a wide range of fascinating psychological effects in the way we think, judge and remember in our everyday lives. At the beginning of each chapter, leading researchers in the field introduce the background to phenomena such as illusions of control, overconfidence and hindsight bias. This is followed by an explanation of the experimental context in which these illusions can be investigated and a theoretical discussion drawing conclusions about the wider implications of these fallacy and bias effects. Written with researchers and instructors in mind, this tightly edited, reader-friendly text provides both an overview of research in the area and many lively pedagogic features such as chapter summaries, further reading lists and suggestions for classroom demonstrations.

Strategic Decisions-Vassilis Papadakis 2012-12-06 Over the past ten years, there has been growing interest in the process of strategic decision-making among both managers and researchers. Strategic decisions are important for five main reasons: They are large-scale, risky and hard to reverse; they are a bridge between deliberate and emerging strategies; they can be a major source of organizational learning; they play an important part in the development of organizational functions and academic disciplines. Strategic Decisions summarizes the current state of the art in research on strategic decision-making, with chapters prepared by leading strategy researchers. The editors also present implications for current application and proposed directions for future research.

Judgment Calls-Thomas H. Davenport 2012-04-03 Your guide to making better decisions Despite the dizzying amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In Judgment Calls, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model for building an organizational capacity for broadly based, knowledge-intensive decision making. You’ve read The Wisdom of Crowds and Competing on Analytics. Now read Judgment Calls. You, and your organization, will make better decisions.

Mindfulness in Organizations-Jochen Reb 2015-06-30 Provides researchers and professionals with an overview of the latest theory and empirical research on mindfulness in an organizational context.

Professional Judgment-Jack Dowie 1988-01-14 Policy-capturing models, data-based aids, expert systems and decision analysis are the main decision-making techniques introduced here, with attention to their methodological bases and practical evaluation.

Ask a Manager-Alison Green 2018-05-01 From the creator of the popular website Ask a Manager and New York’s work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There’s a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don’t know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You’ll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you’re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate’s loud speakerphone is making you homicidal • you got drunk at the holiday party • you hit the holiday party • you got drunk at the holiday party • you were wrong about the idea you shared with a colleague (even when others are right) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.—Booklist (starred review) "The author’s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers’ lives. Ideal as a go-to reference for anyone new to or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of The No

Professional Judgement and Decision Making in Social Work: Brian Taylor 2020-05-21 Professional judgement and decision making are central to social work, both in everyday professional practice and in public perceptions of social work as a profession. This book examines key issues that are relevant today. The chapters cover child protection, mental health, and elder care settings in Europe, Australia and Canada. They discuss organisational and cultural contexts for professional judgement; the role of experience in the development of expertise and professional discretion; understanding variability in decision making; and the role of legal frameworks in decision making. This book will enable practitioners, managers, policy makers, and researchers to appreciate the complexities of professional judgement and decision making in different social work settings and to apply this understanding to their own practice. This book was originally published as a special issue of the Journal of Social Work Practice. The book is linked to sister text Risk in Social Work Practice: Current Issues, which examines key debates around the understanding of risk in contemporary social work practice.

Better, Not Perfect—Max H. Bazerman 2020-09-08 Negotiation and decision-making expert Max Bazerman explores how we can make more ethical choices by aspiring to be better, not perfect. Every day, you make hundreds of decisions. They're largely personal, but these choices have an ethical twinge as well; they value certain principles and ends over others. Bazerman argues that we can better balance both dimensions—and we needn't seek perfection to make a real difference for ourselves and the world. Better, Not perfect provides a deeply researched, prescriptive roadmap for how to maximize our pleasure and minimize pain. Bazerman shares a framework to be smarter and more efficient, honest and aware—to attain your “maximum sustainable goodness.” In Part Two, he identifies four training grounds to practice these newfound skills for outsized impact: how you think about equality and your tribe(s); waste—from garbage to corporate excess; the way you spend time; and your approach to giving—whether your attention or your money. Ready to nudge yourself toward better, Part Three trains your eye on how to extend what you’ve learned and positively influence others. Melding philosophy and psychology as never before, this down-to-earth guide will help clarify your goals, assist you in doing more good with your limited time on the planet, and see greater satisfaction in the process.

The Power of Noticing—Max Bazerman 2014-08-05 A “must-read” (Booklist) from Harvard Business School Professor and Codirector of the Harvard Kennedy School’s Center for Public Leadership: A guide to making better decisions, noticing important information in the world around you, and improving leadership skills. Imagine your advantage in negotiations, decision-making, and leadership if you could teach yourself to see and evaluate information that others overlook. The Power of Noticing provides the blueprint for accomplishing precisely that. Max Bazerman, an expert in the field of applied behavioral psychology, draws on three decades of research and his experience instructing Harvard Business School MBAs and corporate executives to teach you how to notice and act on information that may not be immediately obvious. Drawing on a wealth of real-world examples and using many of the same case studies and thought experiments designed in his executive MBA classes, Bazerman challenges you to explore your cognitive blind spots, identify any salient details you are programmed to miss, and then take steps to ensure it won’t happen again. His book provides a step-by-step guide to breaking bad habits and spotting the hidden details that will change your decision-making and leadership skills for the better, teaching you to pay attention to what didn’t happen, acknowledge self-interest, invent the third choice, and realize that what you see is not all there is. While many bestselling business books have explained how susceptible to manipulation our irrational cognitive blind spots make us, Bazerman helps us see the world more clearly, avoid ineffective leadership in the first place. With The Power of Noticing at your side, you can learn how to notice what others miss, make wiser decisions, and lead more successfully.

Smart Choices—John S. Hammond 2015-07-21 Become confident in your choices. Where should I live? Is it time to get a new job? Which job candidate should I hire? What business strategy should I pursue? We spend the majority of our lives making decisions, both big and small. Yet, even though our success is largely determined by the choices that we make, very few of us are equipped with useful decision-making skills. Because of this, we often approach our choices tentatively, or even fearfully, and avoid giving them the time and thought required to put our best foot forward. In Smart Choices, John Hammond, Ralph Keeney, and Howard Raiffa—experts with over 100 years of experience resolving complex decision problems—offer a proven, straightforward, and flexible roadmap for making better, more impactful decisions, and offer the tools to achieve your goals in every aspect of your life. Their step-by-step, divide-and-conquer approach will teach you how to: • Evaluate your plans • Break your potential decision into its key elements • Identify the key drivers that are most relevant to your goals • Apply systematic thinking • Use the right information to make the smartest choice Smart Choices doesn’t tell you what to decide; it tells you how. As you routinely use the process, you’ll become more confident in your ability to make decisions at work and at home. And, more importantly, by applying its time-tested methods, you’ll make better decisions going forward. Be proactive. Don’t wait until a decision is forced on you—or made for you. Seek out decisions that advance your long-term goals, values, and beliefs. Take charge of your life by making Smart Choices a lifetime habit.

Consumer Behavior—Frank Kardes 2014-01-01 This wide-ranging yet focused text provides an informative introduction to consumer behavior supported by in-depth, scientifically grounded coverage of key principles and applications. CONSUMER BEHAVIOR, Second Edition, devotes ample attention to classic consumer behavior topics, including consumer information processing, consumer decision making, persuasion, social media and the role of culture and society on consumer behavior. In addition, this innovative text explores important current topics and trends relevant to modern consumer behavior, such as international and ethical perspectives, an examination of contemporary media, and a discussion of online tactics and branding strategies. This versatile text strikes an ideal balance among theoretical concepts, cutting-edge research findings, and applied real-world examples that illustrate how successful businesses apply consumer behavior to develop better products and services, market them more effectively, and achieve a sustainable competitive advantage. With its strong consumer-focused, strategy-oriented approach, CONSUMER BEHAVIOR, Second Edition, will serve you well in the classroom and help you develop the knowledge and skills to succeed in the dynamic world of modern business. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.