

# [Organizational behavior – ch 8 – learning and decision making](https://assignbuster.com/organizational-behavior-ch-8-learning-and-decision-making/)

Explicit knowledgeeasy to communicate and teach. Readily available. Learned through books. Conscious and accessible information. General information. Tacit knowledgeMore difficult to communicate. Gained with experience. Highly personal in nature. Sometimes holders don't even recognize they possess it. Typically job or situation-specific. ONORGANIZATIONAL BEHAVIOR – CH 8 – LEARNING AND DECISION MAKING SPECIFICALLY FOR YOUFOR ONLY$13. 90/PAGEOrder NowWhat is the basic theory behind reinforcement theory? Goal set > Goal met > Results4 types of reinforcers1. Positive reinforcement
2. Extinction
3. Punishment
4. Negative reinforcementWanted outcomeConsequence added: Positive reinforcement
Consequence removed: ExtinctionUnwanted outcomeConsequence added: Punishment
Consequence removed: Negative reinforcement5 types of reinforcement schedules1. Continuous
2. Fixed interval
3. Variable Interval
4. Fixed Ratio
5. Variable RatioContniuousReward given: Every desired behavior.
Potential level of performance: High, but hard to maintain
Example: PraiseFixed IntervalReward given: Fixed time periods
Potential level of performance: Average
Example: PaycheckVariable IntervalReward given: Variable time periods
Potential level of performance: Moderately high
Example: Supervisor walk-byFixed RatioReward given: Fixed number of desired behaviors
Potential level of performance: High
Example: Piece-rate payVariable RatioReward given: Variable number of desired behaviors
Potential level of performance: Very high
Example: Commission payHow do people learn from others in their environment? Social learning theory: They learn from observing others. What four things are necessary for proper learning to occur? 1. Attentional processes: Focuses attention on the critical behaviors exhibited by model.
2. Retention processes: Remembers the behaviors of the model.
3. Production processes: Appropriate skill set and be able to reproduce the behavior.
4. Reinforcement: View the model for reinforcementWhat are the types of goal orientations? 1. Learning orientation--building competence is more important than demonstrating it.
2. Performance-prove orientation - demonstrates competance
3. Performance-avoid orientation - Demonstrate knowledge so others won't think poorly of them. Programmed decisionsRoutine; automatic. Intuition " gut feeling" Non-programmed decisionNever had to make decision beforeWhat are the steps in the decision making process? 1. Identify the problem.
2. Develop an exhaustive list of alternatives to consider as solutions.
3. Evaluate all the alternatives simultaneously.
4. Use accurate information to evaluate alternatives.
5. Pick the alternatives that maximizes value. What are some assumptions related to the decision making process? 1. Selective perception
2. Projection bias
3. Stereotyping (social identity theory)
4. Heuristics
5. Availability bias
6. Fundamental attribution error
7. Self-serving biasSelective perceptionThe tendency for people to see their environment only as it affects them and as it is consistent with their expectations. Projection biasThink that others think, feel, and act they same as they do. Social identity theoryPeople identify themselves by the groups to which they belong and perceive and judge others by their group memberships. StereotypeAssumption made about others ont he basis of their membership in a social group. HeuristicsSimple, effective, rules of thumb that allow us to make decisions more easily. Ex. politiciansAvailability biasThe tendency for people to base their judgement on information that is easier to recall. What are some problems with decision making? 1. Bounded rationality
2. Satisificing
3. Escalation of commitmentBounded rationalityThe notion that decision makers simply do not have the ability or resources to process all available information and alternatives to make an optimal decision. SatisficingDecision makers select the first acceptable alternative considered. Escalation of commitmentFailure to stop even when we should. Too committed. Common reasons for making bad decisions1. Limited information
2. Faulty perceptions
3. Escalation of commitmentWhat are the causes of faulty perception? 1. Projection bias
2 Stereotyping
3. Availability and representativeness heuristics
4. Leniency/Severity/Central Tendency
5. Anchoring (halo effect)
6. Framing
7. Contrast
8. Recency vs. First ImpressionProjection biasAssume others think and value the same as me. LeniencyAssume people are better than they are--related--trust prosperitySeverityAssume people are worse than they areCentral tendencyAverage all --- Below average, average, Above averageAnchoring(halo effect) Focus on one thing, characteristic, negative--horn effectFramingHow something is presented/phrased-- ex. names of lawContrastEvaluate based on how they compare to someone elseEmployees are less able to translate their learning into accurate decisions when they struggle with1. limited information
2. faulty perceptions
3. faulty attributions
4. escalation of commitmentLearning > Job PerformanceModerately positiveLearning > Organizational CommitmentWeak positiveWhat is attribution? When people witness a behavior or outcome, they make a judgement about whether it was internally or externally caused. What are the three keys that help us make an attribution? 1. Consensus = Low Internal, High External
2. Distinctiveness = Low Internal, High External
3. Consistency = High Internal, Low ExternalConsensusDid others act the same way under similar situations? DistinctivenessDoes this person tend to act differently in other circumstances? ConsistencyDoes this person always do this when performing this task? Internal attributionsIndividual factors such as ability, motivation, or attitudes are to blame. External attributionsEnvironmental facts are to blameTwo common errors people make when making attributions1. Fundamental attribution error - judge others' behaviors as due to internal factors
2. Self-serving bias - When we attribute our own failures to external factors