

# Organizational behavior – ch 8 – learning and decision making



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ON ORGANIZATIONAL BEHAVIOR - CH 8 - LEARNING AND DECISION MAKING

SPECIFICALLY FOR YOU FOR ONLY \$13.90/PAGE Order Now What is the basic theory behind reinforcement theory? Goal set > Goal met > Results

4 types of reinforcers

1. Positive reinforcement

2. Extinction

3. Punishment

4. Negative reinforcement
  - Wanted outcome
  - Consequence added: Positive reinforcement

- Consequence removed: Extinction
- Unwanted outcome
- Consequence added: Punishment

- Consequence removed: Negative reinforcement

5 types of reinforcement schedules

1. Continuous

2. Fixed interval

3. Variable Interval

4. Fixed Ratio

5. Variable Ratio
  - Continuous Reward given: Every desired behavior.
  - Potential level of performance: High, but hard to maintain

- Example: Praise
- Fixed Interval Reward given: Fixed time periods

- Potential level of performance: Average

- Example: Paycheck
- Variable Interval Reward given: Variable time periods

- Potential level of performance: Moderately high

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Example: Supervisor walk-by  
Fixed Ratio  
Reward given: Fixed number of desired behaviors

Potential level of performance: High

Example: Piece-rate pay  
Variable Ratio  
Reward given: Variable number of desired behaviors

Potential level of performance: Very high

Example: Commission pay  
How 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 reinforcement  
What are the types of

goal orientations? 1. Learning orientation--building competence is more important than demonstrating it.

2. Performance-prove orientation - demonstrates competence

3. Performance-avoid orientation - Demonstrate knowledge so others won't

think poorly of them. Programmed decisions  
Routine; automatic. Intuition "

gut feeling" Non-programmed decision  
Never had to make decision

before  
What 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

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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 bias  
 Selective perception: The tendency for people to see their environment only as it affects them and as it is consistent with their expectations.  
 Projection bias: Think that others think, feel, and act they same as they do.  
 Social identity theory: People identify themselves by the groups to which they belong and perceive and judge others by their group

memberships. Stereotype: Assumption made about others on the basis of

their membership in a social group. Heuristics: Simple, effective, rules of

thumb that allow us to make decisions more easily. Ex. politicians  
 Availability bias: The 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. Satisficing

3. Escalation of commitment  
 Bounded rationality: The notion that decision makers simply do not have the ability or resources to process all available information and alternatives to make an optimal decision.  
 Satisficing: Decision makers select the first acceptable alternative considered.

Escalation of commitment: Failure to stop even when we should. Too committed. Common

reasons for making bad decisions 1. Limited information

2. Faulty perceptions

3. Escalation of commitment

What are the causes of faulty perception? 1.

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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 Impression  
Projection bias Assume others think and value

the same as me. Leniency Assume people are better than they are--related--

trust prosperity Severity Assume people are worse than they are Central

tendency Average all --- Below average, average, Above

average Anchoring (halo effect) Focus on one thing, characteristic, negative--

horn effect Framing How something is presented/phrased-- ex. names of

law Contrast Evaluate based on how they compare to someone else Employees

are less able to translate their learning into accurate decisions when they

struggle with

1. limited information

2. faulty perceptions

3. faulty attributions

4. escalation of commitment Learning > Job Performance Moderately

positive Learning > Organizational Commitment Weak positive What 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 External Consensus Did others act the

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same way under similar situations? Distinctiveness Does this person tend to act differently in other circumstances? Consistency Does this person always do this when performing this task? Internal attributions Individual factors such as ability, motivation, or attitudes are to blame. External attributions Environmental facts are to blame Two common errors people make when making attributions

1. Fundamental attribution error - judge others' behaviors as due to internal factors
2. Self-serving bias - When we attribute our own failures to external factors