

Decision-Making Theories and Models

A Discussion of Rational and Psychological Decision-Making Theories and Models: The Search for a Cultural-Ethical Decision-Making Model

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Abstract

This paper examines rational and psychological decision-making models. Descriptive and normative methodologies such as attribution theory, schema theory, prospect theory, ambiguity model, game theory, and expected utility theory are discussed. The definition of culture is reviewed, and the relationship between culture and decision making is also highlighted as many organizations use a cultural-ethical decision-making model.

The study of decision-making processes is not recent. It has been evolving with contributions from a number of disciplines for over some 300 years. Such contributions have ranged from providing mathematical foundations for economics to routine applications in many areas such as finance, medicine, military, and even cybernetics. As a result, decision theories have embodied several prevalent concepts and models, which exert significant influence over almost all the biological, cognitive, and social sciences (Doyle & Thomason, 1999). New emerging theories of decision-making have been somewhat eclectic, as they demand a multidisciplinary approach to understand them. An example of this comes from Kay (2002) who affirmed that it is essential to comprehend the nature and origins of human intuitions to understand the intricacies of decision making.

Decision and behavior may be the core characteristics of decision-making phenomena. They involve the process of human thought and reaction about the external world, which include the past and possible future events and the psychological consequences, to the decision maker, of those events. The essence of decision making seems to integrate both the beliefs about specific events and people's subjective reactions to those events. For instance, decisions are responses to situations and may include three aspects. First, there may be more than one possible course of action under consideration. Second, decision makers can form expectations concerning future events that are often described in terms of probabilities or degrees of confidence. Finally, consequences associated with possible outcomes can be assessed in terms of reflecting personal values and current goals.

However, besides integrating beliefs and expectations, the analysis of the decision processes also entails the breakdown of a choice dilemma into a set of smaller issues, so each problem can be dealt with separately. Thus, the decision analysis provides a formal mechanism for reintegrating the results later, and then a course of action could be provision-

ally selected. When implementing this model of choice analysis, decision makers must be clear and explicit about their judgments in order to review the analysis process for detecting the reasons why a particular strategy was selected, which Keeney (1982), for example, called the divide and conquer orientation of decision analysis.

The decision-making phenomenon has been a frequently studied topic by several areas of human knowledge. According to Hoch, Kunreuther, and Gunther (2001), although more than three decades of systematic research on decision science have provided insights on a variety of issues, many areas of the decision making field still need to be uncovered. For example, for many organizations the current decision-making models may not be the best fit because they generally omit the element culture from the process. Thus, the purposes of this paper are first to review the literature on normative, rational decision models and descriptive, psychological decision theories, and then to discuss the role of culture in the process of making decisions.

Analysis

Rational Decision Making

Descriptive and normative decision-making theories possess distinct characteristics and follow specific methodologies for selecting a course of action. Normative, or rational, theories of decision making are based on fundamental axioms. If these established principles can be accepted, then it is possible to derive a normative theory of choice. However, descriptive, or psychological, paradigms highlight the importance of psychological elements influencing on how to reach a decision. Descriptive models use cognition to explain decision making, whereas normative theories consist of rationalistic components that indicate how decision makers should decide.

In rational decision-making models, decision makers analyze a number of possible alternatives from different scenarios before selecting a choice. These

Psychological Decision Theory

**Ben R. Newell, David A. Lagnado, David
R. Shanks**



Psychological Decision Theory:

Psychological Decision Theory J. Koziielecki, 1982-03-31

Behavioral Decision Theory Kazuhisa Takemura, 2021-09-29

This book is the second edition of Behavioral Decision Theory published in 2014. The main approach and structure of this book have been retained in the new edition. However, this second edition provides a fresh overview of the idea of behavioral decision theory and related research findings such as theoretical and empirical discoveries of preference formation, time discounting, social interaction, and social decision making. The book covers a wide range from classical to relatively recent major studies concerning behavioral decision theory, which in brief is a general term for descriptive theories to explain the psychological knowledge related to people's decision making behavior. It is called a theory but is actually a combination of various psychological theories for which no axiomatic systems such as those associated with the utility theory widely used in economics have been established. The utility theory is often limited to qualitative knowledge; however, as the studies of Nobel laureates H. A. Simon, D. Kahneman, and R. Thaler have suggested, the psychological methodology and knowledge of behavioral decision theory have been applied widely in such fields as economics, business administration, and engineering and are expected to become even more useful in the future. Research into people's decision making represents an important part in those fields, various aspects of which overlap with the scope of behavioral decision theory. This theory is closely related to behavioral economics and behavioral finance, which have come into greater use in recent years. This book will appeal especially to graduate students, advanced undergraduate students, and researchers who are interested in decision making phenomena.

The Psychology of Decision Making Lee R. Beach, Terry Connolly, 2005-01-05. The Psychology of Decision Making provides an overview of decision making as it relates to management, organizational behavior, issues, and research. This engaging book examines the way individuals make decisions as well as how they form judgments privately and in the context of the organization. It also discusses the interplay of group and institutional dynamics and their effects upon the decisions made within and on the behalf of organizations.

Behavioral Decision Making George Wright, 2013-03-11

Decision Theory and Human Behavior Wayne Lee, 1971

Rational Choice in an Uncertain World Reid Hastie, Robyn M. Dawes, 2009-11-17

The authors are highly respected as leading figures in the field of judgment and decision making. There are many existing books on topics related to judgment and decision making, but this book makes a unique contribution to this field because of its systematic and scholarly approach and its breadth of coverage. Robert Goldstone, Indiana University. Reid Hastie and Robyn Dawes are two of the most eminent researchers in the field. I know these authors to be excellent writers, and I have no doubt that their writing style will be suitable for my students. William Goldstein, University of Chicago. In the new edition of this award-winning text, renowned authors Reid Hastie and Robyn Dawes compare and contrast the basic principles of rationality with actual behavior in making decisions. This book explores theories and research findings from the field of judgment and decision making in a non-technical manner using anecdotes as a teaching device. Intended as an

introductory textbook for advanced undergraduate and graduate students the material not only is of scholarly interest but is practical as well New to This Edition Chapter introductions conclusions and cross references between chapters make the text more student friendly An abundance of examples from areas such as finance medicine law and engineering anchor concepts to the real world Increased consideration of descriptive psychological models of decision making augment the original emphasis on normative rational Expected Utility Theory models bring the book up to date Balance among the three major approaches to judgment and decision making cognitive psychological analyses of mental processes and heuristics descriptive algebraic models of judgment and decision processes and rational models of decision making *Psychological decision theory* Józef Koźielecki, Bogusław A. Jankowski, 1975 *Rational Choice in an Uncertain World* Reid Hastie, Robyn M. Dawes, 2001-04-13 First Edition Winner of the prestigious William James Award from the American Psychological Association An understanding of the principles of rational decision making can help students improve the quality of their lives Intended as an introductory textbook the material in *Rational Choice in an Uncertain World* is not only of scholarly interest but practical as well Created specifically for courses on judgement and decision making this book makes research readily accessible to both undergraduate and graduate students This Second Edition of the award winning book *Rational Choice in an Uncertain World* 1988 by Robyn M Dawes is sure to interest and enlighten students at all levels This new edition features New student friendly chapter introductions as well as conclusions and cross references between chapters Award winning authors are respected professors with over 30 years of experience in the field Practical everyday examples from such areas as finance medicine law and engineering Comprehensive and up to date information keep this edition abreast of the changing ideas within the discipline Additional discussion of the descriptive psychological models of decision making to expand upon the original emphasis on normative rational Expected Utility Theory models Equipped with this knowledge and an understanding of the principles of rational decision making both undergraduate and graduate students can help improve the quality of their choices and thus their life *Cognitive Processes in Choice and Decision Behavior* Thomas S. Wallsten, 2024-05-01 Decision theory is a uniquely interdisciplinary field of study with contributions from economics statistics mathematics philosophy operations research and psychology The 1970s had seen important changes in research on behavioral decision theory in terms of a shift from a reliance on economic and statistical models to an emphasis on concepts drawn from cognitive psychology Originally published in 1980 *Cognitive Processes in Choice and Decision Behavior* contains papers that explore the reasons why these changes had come about and discuss the future directions to which they pointed It was clear at the time that research in behavioral decision theory was changing dramatically The chapters in this book represent a good assessment of the reasons the changes were coming about and some of the merits and problems of the directions in which it was moving Today it can be read in its historical context **Decision Making in Health Care** Gretchen B. Chapman, Frank A. Sonnenberg, 2000 *Decision Making in Health Care* first published in 2000 is a comprehensive

overview of the field of medical decision making **Judgement and Choice** Robin M. Hogarth,1980 *Image Theory* Lee Roy Beach,1998-01-01 Decision making plays a major role in virtually every theory of organizational behavior However decision theory has not provided organizational theorists with useful descriptions of how decisions are made either by individuals or by individuals in organizations The earliest offering came from economics in the form of the normative rational view of decision making The underlying presumption was that decision makers are all striving to maximize return or minimize loss that decisions are based upon unlimited information and that they have the capacity to use the information efficiently They know the options open to them and the consequences of pursuing one or another of those options The optimal course of action is revealed by applying the appropriate analysis and choosing the most profitable option The key concepts are rationality analysis orderliness and maximization and even a moment s thought demonstrates the gap between these concepts and real life experience From the viewpoint of organizational theory the primary problem with the normative view of decision making and by analogy with much behavioral decision research is its reliance on the gamble metaphor That is decisions are characterized as gambles in an effort to capture the inherent risk This metaphor has the advantage of simplicity but it is a flawed simplicity This book is about a different kind of behavioral theory image theory It is a psychological theory of decision making that abandons the gamble metaphor and the normative logic that the metaphor supports Instead it sees decision making as guided by the beliefs and values that the decision maker or a community of decision makers holds to be relevant to the decision at hand These beliefs and values dictate the goals of the decision The point is to craft a course of action that will achieve these goals without interfering with the pursuit of other goals The book begins with an overview of image theory that outlines the basic concepts of the theory and a little of its history The next two parts correspond to the theory s two decision mechanisms the compatibility test and the profitability test The final section contains extensions and developments of the theory as well as cognate ideas that have their basis in the theory This book s purpose is to provide in one place the theoretical and empirical work that has been done up to now and to suggest directions for future work *Studies in Decision Making* Martin Irle,Lawrence B. Katz,2019-07-08 No detailed description available for Studies in Decision Making **The Routines of Decision Making** Tilmann Betsch,Susanne Haberstroh,2014-04-04 Experience is currently a hot theme in decision making For a long time decision research was almost exclusively focused on new decisions and neglected the importance of experience It took the field until the 1990s for a new direction in research and theorizing to become visible in the literature There are parallel movements happening in sociology political science social psychology and business The purpose of this edited book is to provide a balanced and representative overview of what is currently known about the dynamics of experienced based decision making The chapters are written by renowned experts in the field and provide the latest theoretical developments integrative frameworks and state of the art reviews of research in the laboratory and in the field **Decision Theory and Decision Behaviour** A. Rapoport,1998-01-27 The book treats two

approaches to decision theory 1 the normative purporting to determine how a perfectly rational actor ought to choose among available alternatives 2 the descriptive based on observations of how people actually choose in real life and in laboratory experiments The mathematical tools used in the normative approach range from elementary algebra to matrix and differential equations Sections on different levels can be studied independently Special emphasis is made on offshoots of both theories to cognitive psychology theoretical biology and philosophy *Straight Choices* Ben R. Newell, David A.

Lagnado, David R. Shanks, 2015-06-12 Should I have this medical treatment or that one Is this computer a better buy than that one Should I invest in shares or keep my money under the bed We all face a perplexing array of decisions every day Thoroughly revised and updated throughout the new edition of *Straight Choices* provides an integrative account of the psychology of decision making and shows how psychological research can help us understand our uncertain world *Straight Choices* emphasises the relationship between learning and decision making arguing that the best way to understand how and why decisions are made is in the context of the learning and knowledge acquisition which precedes them and the feedback which follows The mechanisms of learning and the structure of environments in which decisions are made are carefully examined to explore their impact on our choices The authors then consider whether we are all constrained to fall prey to cognitive biases or whether with sufficient exposure we can find optimal decision strategies and improve our decision making Featuring three completely new chapters this edition also contains student friendly overviews and recommended readings in each chapter It will be of interest to students and researchers in cognitive psychology behavioral economics and the decision sciences as well as anyone interested in the nature of decision making **Human Judgment and Decision Processes in Applied Settings** Martin F. Kaplan, Steven Schwartz, 2013-10-22

Human Judgment and Decision Processes in Applied Settings is the second to two volumes that attempt to define the areas of progress in the understanding of human decision making processes The first volume *Human Judgment and Decision Processes* Academic Press 1975 was concerned with formal and mathematical approaches to the problems of judgment and decision making The major theoretical orientations information integration theory signal detection theory portfolio theory and multiattribute utility measurement were presented and their rationales discussed The present volume is concerned with the application of these theories and the various techniques derived from them to the problems of decision making in the everyday world The chapters reflect the many modifications and adjustments that must be made to mathematical rules in order to apply decision theory models in the real world The tools described serve a broad variety of interests those of the urban health or social planner the organizational manager the researcher the educator and in fact all of those who must weight evidence to reach decisions Planner manager researcher teacher policymaker all will find assistance in overcoming the commonly encountered roadblocks when one must choose between alternatives in what remains an uncertain world *Decision Making* Ray Crozier, Rob Ranyard, Ola Svenson, 2002-09-11 This book offers an exciting new collection of recent research on the actual

processes that humans use when making decisions in their everyday lives and in business situations The contributors use cognitive psychological techniques to break down the constituent processes and set them in their social context The contributors are from many different countries and draw upon a wide range of techniques making this book a valuable resource to cognitive psychologists in applied settings economists and managers

Escaping from Bad Decisions Kazuhisa Takemura, 2021-07-27 Escaping from Bad Decisions presents a modern conceptual and mathematical framework of the decision making process By interpreting ordinal utility theory as normative analysis examined in view of rationality it shows how decision making under certainty risk and uncertainty can be better understood It provides a critical examination of psychological models in multi attribute decision making and evaluates the constitutive elements of good and bad decisions Multi attribute decision making is analysed descriptively based on the psychological model of decision making and computer simulations of decision strategies Finally prescriptive examinations of multi attribute decision making are performed supporting the argument that decision making from a pluralistic perspective creates results that can help escape from bad decisions This book will be of particular interest to graduate students and early career researchers in economics decision theory behavioral economics experimental economics psychology cognitive sciences and decision neurosciences Provides a comprehensive background to the phenomena of bad decisions considered in their economic psychological and cognitive aspects Reinterprets existing theories and phenomena and proposes a new overview of decision behaviors by integrating mathematical and psychological perspectives Adapts model based techniques such as mathematical model based functional magnetic resonance imaging fMRI using mathematical models of the decision process

Decision Making: Social and Creative Dimensions C.M. Allwood, Marcus Selart, 2001-04-30 This volume presents research that integrates decision making and creativity within the social contexts in which these processes occur The volume is an essential addition to and expansion of recent approaches to decision making Such approaches attempt to incorporate more of the psychological and socio cultural context in which human decision making takes place The authors come from different disciplines and also belong to a broad spectrum of research traditions They present innovative chapters dealing with both theoretical and empirical aspects of decision making in different personal and organizational contexts All chapters are written from the perspective that human decision making is inherently social and more or less creative The volume addresses fundamental questions about the nature of human decision making as it occurs in different social contexts Thereby it becomes essential reading for researchers in decision making and for advanced students in psychology management science informatics and related disciplines

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