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## Module 2 - Background

### DECISION-MAKING BIASES AND PITFALLS

#### Required Material

A good place to start is this short video that will give you an overview of decision making biases:

Lombardo, J. (2014). *Common Biases and Judgment Errors in Decision Making Organizational Behavior*. Education Portal  
<https://www.youtube.com/watch?v=cAbdmV3VOWA>

Now go through the following three readings to get a deeper understanding:

Bolland, E., & Fletcher, F. (2012). Solutions: Business problem solving. (Available from Trident Online Library. Read only the relevant chapters.)

Kourdi, J. (2011). Chapter 10: Avoiding the pitfalls and developing an action plan. *Effective Decision Making: 10 Steps to Better Decision Making and Problem Solving*. London: Marshall Cavendish International [Asia] Pte Ltd. [eBook Business Collection]

Hammond, J. S., Keeney, R. L., & Raiffa, H. (1998). The hidden traps in decision-making. *Harvard Business Review*, 76(5), 47-58. [Business Source Complete]

When you are done reading the above materials, review and test your knowledge with the following interactive tutorial which includes a quiz on decision-making biases:

[Improving creativity in decision making.](#) (2014). Pearson Learning Solutions, New York, NY.

#### Optional Material

Trevis Certo, S., Connelly, B. L., & Tihanyi, L. (2008). Managers and their not-so rational decisions. *Business Horizons*, 51(2), 113-119.

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