

Chapter 5

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| anchoring | In the decision making process, placing too much value on the first information received and ignoring later information. |
| bounded rationality | The observation that people's limited mental abilities, combined with external influences over which they have little or no control, prevent them from making entirely rational decisions. |
| brainstorming | A group method of solving problems, gathering information, and stimulating creative thinking. The basic technique is to generate numerous ideas through unrestrained and spontaneous participation by group members. |
| creativity | The process of developing novel ideas that can be put into action. |
| decision | A choice among alternatives. |
| decision-making style | A manager's typical pattern of making decisions. |
| decisiveness | The extent to which a person makes up his or her mind promptly and prudently. |
| emotional intelligence | Qualities such as understanding one's feelings, empathy for others, and the regulation of emotion to enhance living. |
| flow experience | The ultimate involvement in work or a condition of heightened focus, productivity, and happiness. |
| group decision | The process of several people contributing to a final decision. |
| groupthink | A psychological drive for consensus at any cost. |
| heuristics | A rule of thumb used in decision making. |
| intuition | An experience-based way of knowing or reasoning in which the weighing and balancing evidence is done unconsciously and automatically. |
| lateral thinking | A thinking process that spreads out to find many alternative solutions to a problem. |
| nominal group technique (NGT) | A group decision making technique that follows a highly structured format. |
| nonprogrammed decision | A decision that is difficult because of its complexity and the fact that the person faces it infrequently. |
| problem | A discrepancy between ideal and actual conditions. |
| procrastinate | To delay in taking action without a valid reason. |
| programmed decision | A decision that is repetitive, or routine, and made according to a specific procedure. |
| satisficing decision | A decision that meets the minimum standards of satisfaction. |
| vertical thinking | An analytical, logical process that results in few answers. |