



DR MCR HRD INSTITUTE

17 FEB 2021



COLLEGE OF DEFENCE MANAGEMENT





VISION



To be the Nation's premier
Centre of Excellence in developing
future generations of **strategic**
leaders for meeting the **challenges to**
National Security



ORGANISATION OF CDM

COMMANDANT

Maj Gen/ Rear Admiral/ Air Vice Marshal

FACULTIES

**Behavioural
Sciences
(F BS)***

**Strategic
Management
Organisational
Behaviour**

**Resource
Management
(F RM)***

**Financial
Management
Supply Chain
Management**

**Decision
Sciences
(F DS)***

**Information &
Communication
Technology
Operational
Research
Systems Analysis
Project
Management**

**Research &
Consultancy
(F R&C)***

**Research
Methodology
Managerial
Statistics**

**Dept of
Academics &
University
Affairs**

**Plg Adm &
Trg
(F PAT)***

Dept of Trg

Dept of IS

**Dept of
Adm**

A DECISION DILEMMA



Your family is vacationing alone on a private stretch of beach with no lifeguard. Your daughter and your niece, both 7, are best friends and eager to get into the water. You caution them to wait until the water calms some, but they defy you and sneak in anyway. You soon hear screams of distress and find them both caught in a strong current. You are the only swimmer strong enough to save them, but you can only save one at a time. Your niece is a very poor swimmer and likely won't make it much longer. Your daughter is a stronger swimmer, but only has a 50% chance of holding on long enough for you to come back for her.



Right



Wrong

DECISION



Decision is a course of action consciously chosen from available alternatives for the purpose of achieving a desired result

Interplay of human **cognitive, **affective** and **collative** process**

“The Decision”



The crowd of almost 5000 people, gathered for peaceful protests in State Capital, had turned unruly. They are creating disturbance in a public gathering at Gopinath Maidan. You are the SP in charge for maintaining the law and order situation. **Govt has directed you to exercise utmost restraint. Big names in National leadership from the opposition are part of that protest.** Some disruptive elements have started initiating unruliness. The DSP in charge have reported inputs of home made pistols, lathis and knives in the crowd, but they are not sure. **Crowd is getting out of control.** Your Deputies come and meet you in control room. They want a decision from you. You are alone.

It is hard to contemplate **the loneliness and isolation of a Leader** at a time when an important decision is to be taken, with full knowledge that failure or success rests on his/ her individual decision. Time was running out. The room was silent...

Whatever decision you take

Once decision is taken,

Teams would start their actions,

and then even You can not stop them....

DECISION MAKING - STATES OF NATURE



**COMPLETE
KNOWLEDGE**

**INCREASING
KNOWLEDGE**

**LACK OF
KNOWLEDGE**

CERTAINTY

UNCERTAINTY

LOW

RISK

HIGH

EXERCISE: ALLIGATOR'S STORY

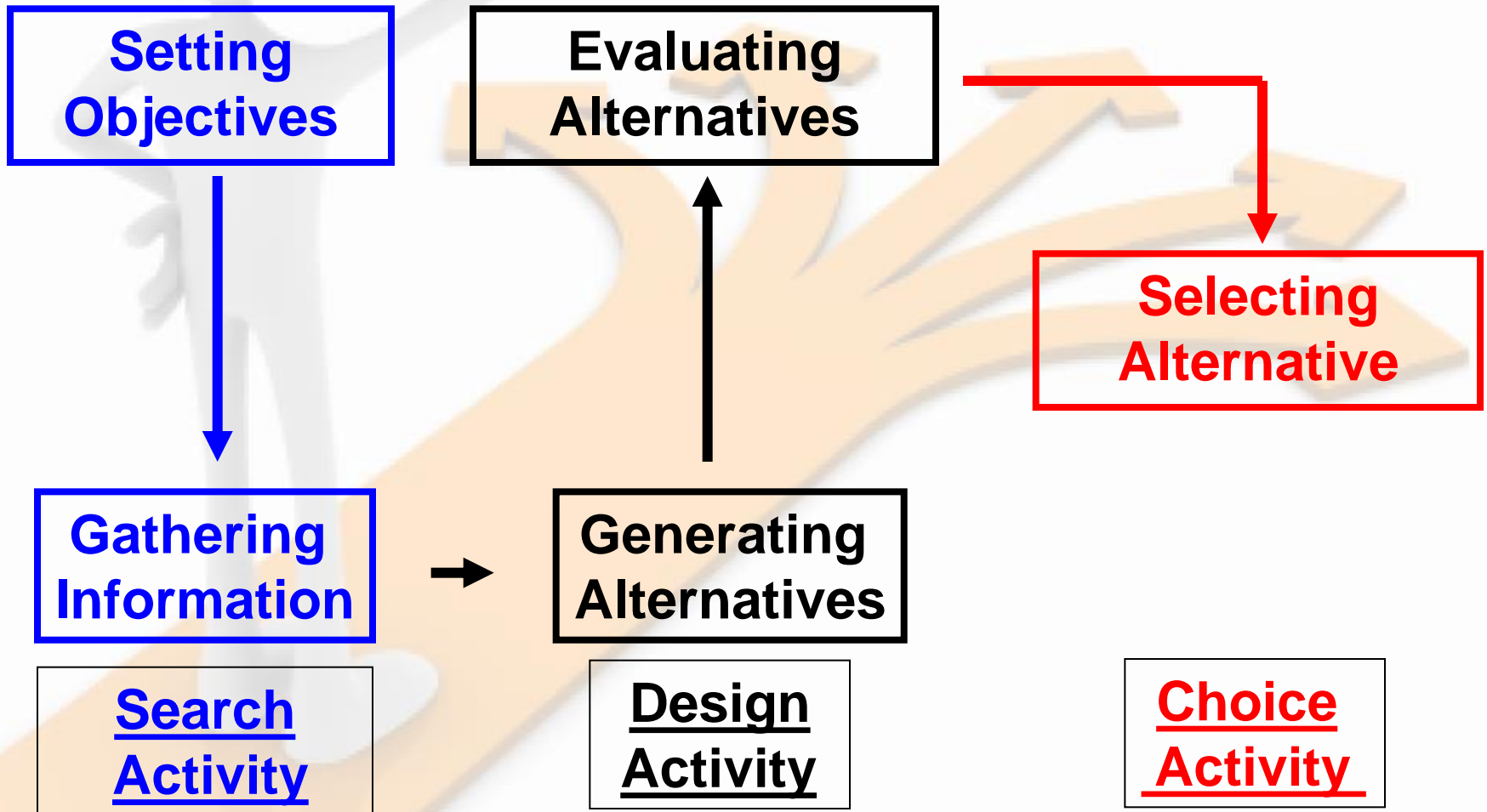


- 1. Once upon a time there was a woman named Abigail who was in love with a man named Gregory. Gregory lived on the shore of a river. Abigail lived on the opposite shore of the river. The river that separated the two lovers was teeming with man-eating alligators. Abigail wanted to cross the river to be with Gregory. Unfortunately, the bridge had been washed away by a heavy storm the previous evening.**
- 2. So she went to ask Sinbad, a riverboat captain, to take her across. He said he would be glad to if she would consent to go to bed with him before he takes her across. She promptly refused and went to a friend named Ivan to explain her plight. Ivan did not want to be involved at all in the situation.**
- 3. Abigail felt her only alternative was to accept Sinbad's terms. Sinbad fulfilled his promise to Abigail and delivered her into the arms of Gregory.**
- 4. When she told Gregory about her amorous escapade in order to cross the river, Gregory cast her aside with disdain. Heartsick and dejected, Abigail turned to Slug with her tale of woe. Slug, feeling compassion for Abigail, sought out Gregory and beat him brutally. Abigail was overjoyed to see Gregory getting his due. As the sun set on the horizon, people heard Abigail laughing at Gregory.**



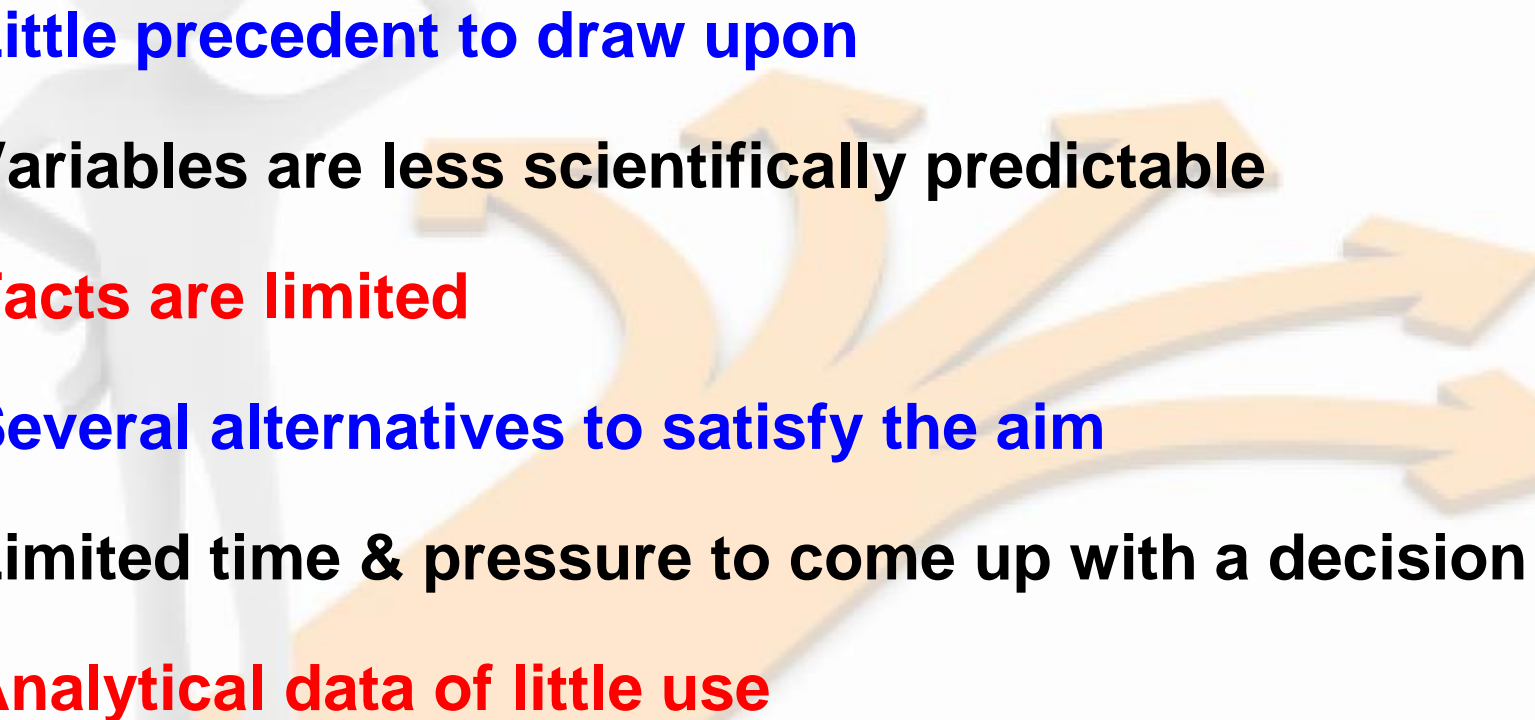
<u>Rank</u>	<u>Name</u>	<u>Reasons</u>
First (Most Reprehensible)		
Second		
Third		
Fourth		
Fifth (Least Reprehensible)		

RATIONAL DECISION MAKING PROCESS



INTUITIVE DECISION MAKING



- 
- **Little precedent to draw upon**
 - **Variables are less scientifically predictable**
 - **Facts are limited**
 - **Several alternatives to satisfy the aim**
 - **Limited time & pressure to come up with a decision**
 - **Analytical data of little use**



<u>Rank</u>	<u>Name</u>	<u>Reasons</u>
First (Most Reprehensible)		
Second		
Third		
Fourth		
Fifth (Least Reprehensible)		



EX- CAVE RESCUE

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- You have been asked to take the role of Head of a research management committee who is funding projects into human behaviour in confined spaces
- You have been called to an emergency meeting as one of the experiments has gone badly wrong
- Seven volunteers have been taken into a cave system in a remote part of the country, connected only by a radio link to the research hut at the cave entrance. It was intended that the volunteers would spend four days underground, but they have been trapped by falling rocks and rising water. The only rescue team available tells you that rescue will be extremely difficult and only one person can be brought out each hour with the equipment at their disposal. It is likely that the rapidly rising water will drown some of the volunteers before rescue can be completed



- **The volunteers are aware of the dangers of their plight. They have contacted the research hut using the radio link and said that they were unwilling to take a decision as to the sequence by which they will be rescued. By the terms of the Research Project, the responsibility for making this decision now rests with you**
- **Life saving equipment will arrive in 20 minutes at the cave entrance and you need to tell rescue team the order for rescue**
- **The only information available to you is drawn from the project files and is reproduced further. You may use any criteria as deemed fit to help you make a decision**



Volunteer 1 : Hema

- Hema is 30 years old and a housewife. She has two children aged 7 months and 6 years. Her hobbies are reading and cooking. She lives in Hyderabad. Hema is known to have developed a covert romantic relationship with another volunteer (Amitabh)

Volunteer 2 : Tanya

- Tanya is 21 years old and a sociology student at Guwahati University. She is the daughter of wealthy Nepalese parents who live in Kolkata. Her father is an industrialist. Tanya is unmarried and she is *outstandingly attractive*. Tanya spends her time and father's money in social work

Volunteer 3 : Joshi

- Joshi is a man of 40 years and was born in Kenya of Gujarati parents. He comes from a Brahmin family and is well-known astrologer and theologian. He lives in Delhi and his clients include several senior politicians and civil servants. He is quite influential. He has six children between the ages of 2 years to 18 years



Volunteer 4: Amitabh

- Amitabh is an unmarried man of 27 years. As a short service commissioned officer, he spent five years in the Army and was posted in Nagaland. For his work there he received a special commendation in dispatches. Since returning to civilian life, he has established a small scale factory with assistance from financial institutions. He also works as an office bearer in the Youth Congress, devoting much energy to helping young people. He lives in Patna. He likes giving lavish parties and driving sports cars

Volunteer 5 : Paul

- Paul is a man of 42, who has been divorced for six years. He was born in Kerala but now lives in Ranchi. Paul works as a medical research scientist and is recognized as an authority on cancer. He has recently developed a low cost treatment for this dreaded disease. Much of the research data is still in his working notebooks. Unfortunately, Paul has experienced some emotional difficulties in recent years and has been convicted for disorderly behaviour. His hobbies are classical music and golf



Volunteer 6 : Ajmer Singh

- **Ajmer Singh is a 35 years old man. He was born in Amritsar and studied geology at Dhanbad. He has been engaged in exploration of mineral wealth and has prepared a number of project reports for new deposits. He comes from a middle class family and is a teetotaler. He is married with two children. His wife teaches English literature in women's college**

Volunteer 7 : Ahmed

- **Ahmed is a man of 59 years, who has lived and worked in Mumbai for most of his life. He is General Manager of a public sector company, producing fertilizers. The factory employs 900 persons. He is prominent in the local community. He is married with three children who have their own families and live independently away from Mumbai. Ahmed has recently returned from Kuwait, where he was personally responsible for negotiating a major contract for import of petroleum products. He intends to write a book about public sector after his retirement**

EX CAVE RESCUE



- V-1. Hema, 30 Yr. 2 Children ,06 yrs & 07 Mths, covert relationship**
- V-2. Tanya, 21 unmarried, attractive and wealthy parents**
- V-3. Joshi, 40. six Children 2-18 yrs, influential**
- V-4. Amitabh, 27 unmarried. Ex Army**
- V-5. Paul, 42 divorced. Authority on Cancer, developing low cost treatment, research data in notebooks**
- V-6. Ajmer, 35 married 2 children. Engaged in exploration of mineral wealth. Number of project reports for new deposits**
- V-7. Ahmed, 59. 3 children all married. Responsible for negotiating a major contract for import of oil products**

RESPONSE PATTERN : CAVE RESCUE

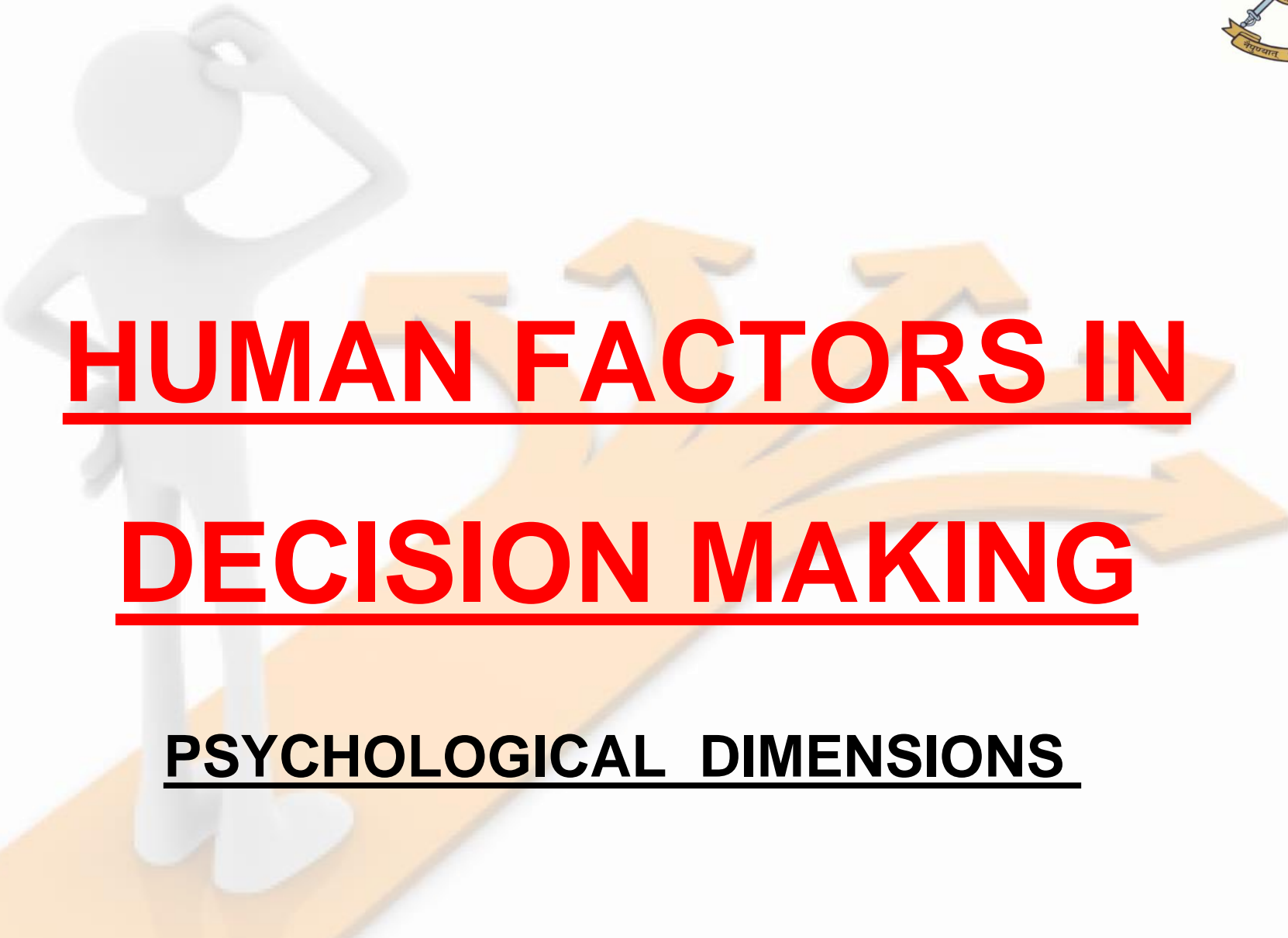


	R-1	R-2	R-3	R-4	R-5	R-6	Group 1	Group 2	Group 3	Group 4
V-1. Hema	3	2	1	1	2	6	4	3	1	2
V-2. Tanya	6	3	4	6	6	3	2	1	4	6
V-3. Joshi	2	4	7	5	4	5	3	4	5	3
V-4. Amitabh	7	7	6	7	7	4	5	7	7	7
V-5. Paul	5	6	3	2	3	1	1	2	2	4
V-6. Ajmer	4	5	5	4	5	2	7	5	3	5
V-7. Ahmed	1	1	2	3	1	7	6	6	6	1

CHARACTERISTICS OF A DECISION SIT



- **Ambiguous and uncertain**
- **Fraught with risk**
- **Have a sense of urgency**
- **Involves anxiety, fear, hope and expectation of people**
- **Number of alternatives – each with its own pros / cons**
- **Involves interplay of intellectual and emotional aspects of decision maker**

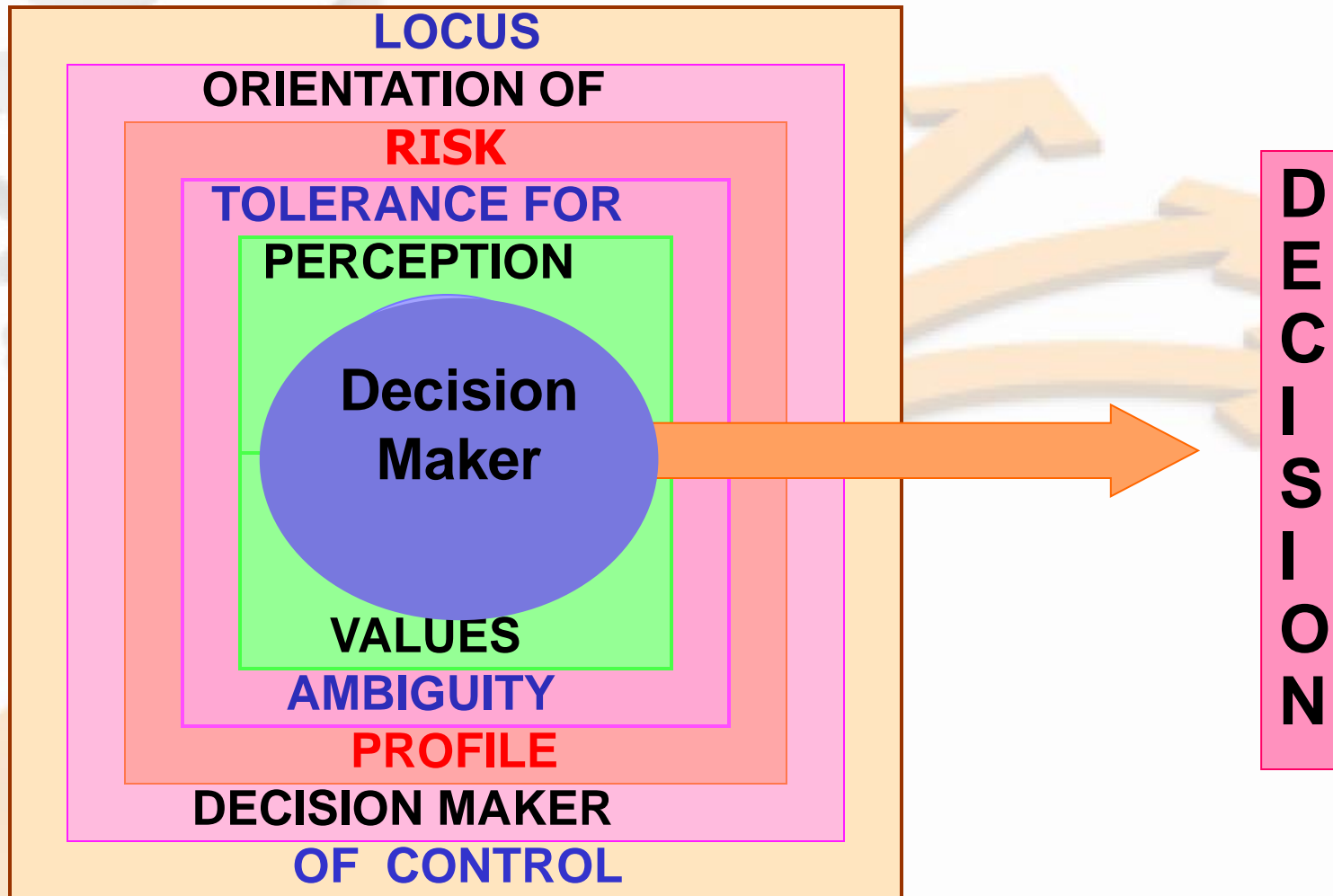


HUMAN FACTORS IN **DECISION MAKING**

PSYCHOLOGICAL DIMENSIONS

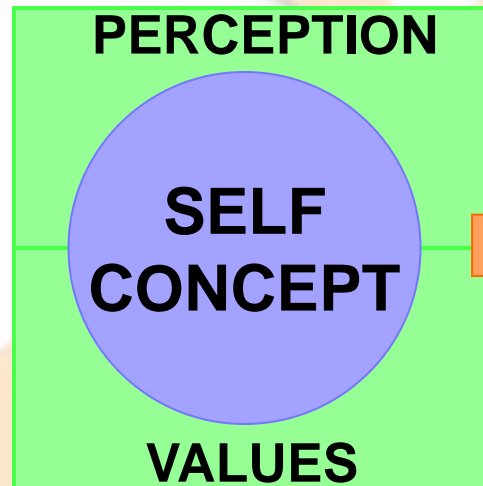


PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING





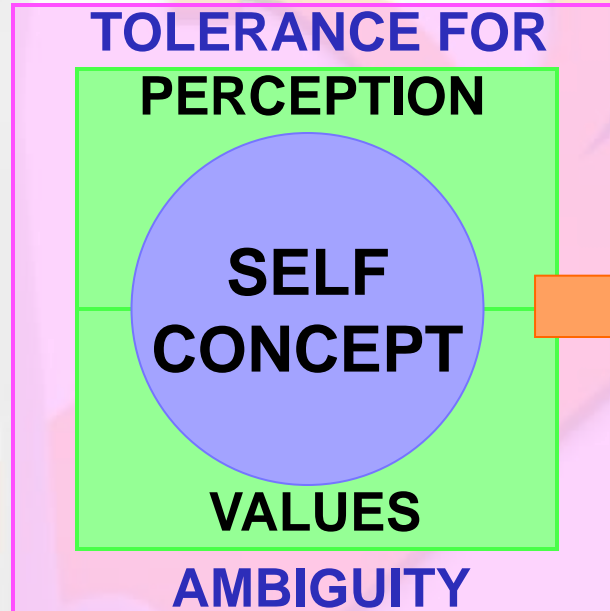
PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING





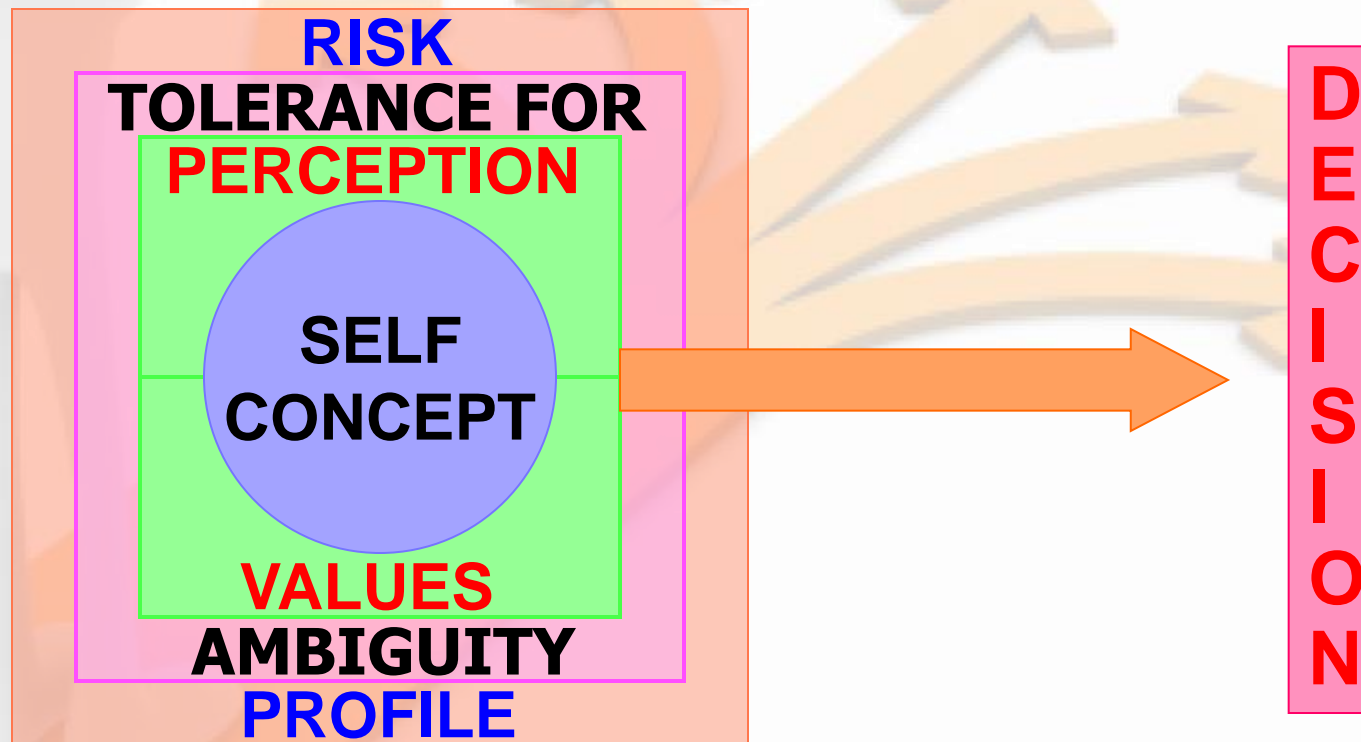


PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING



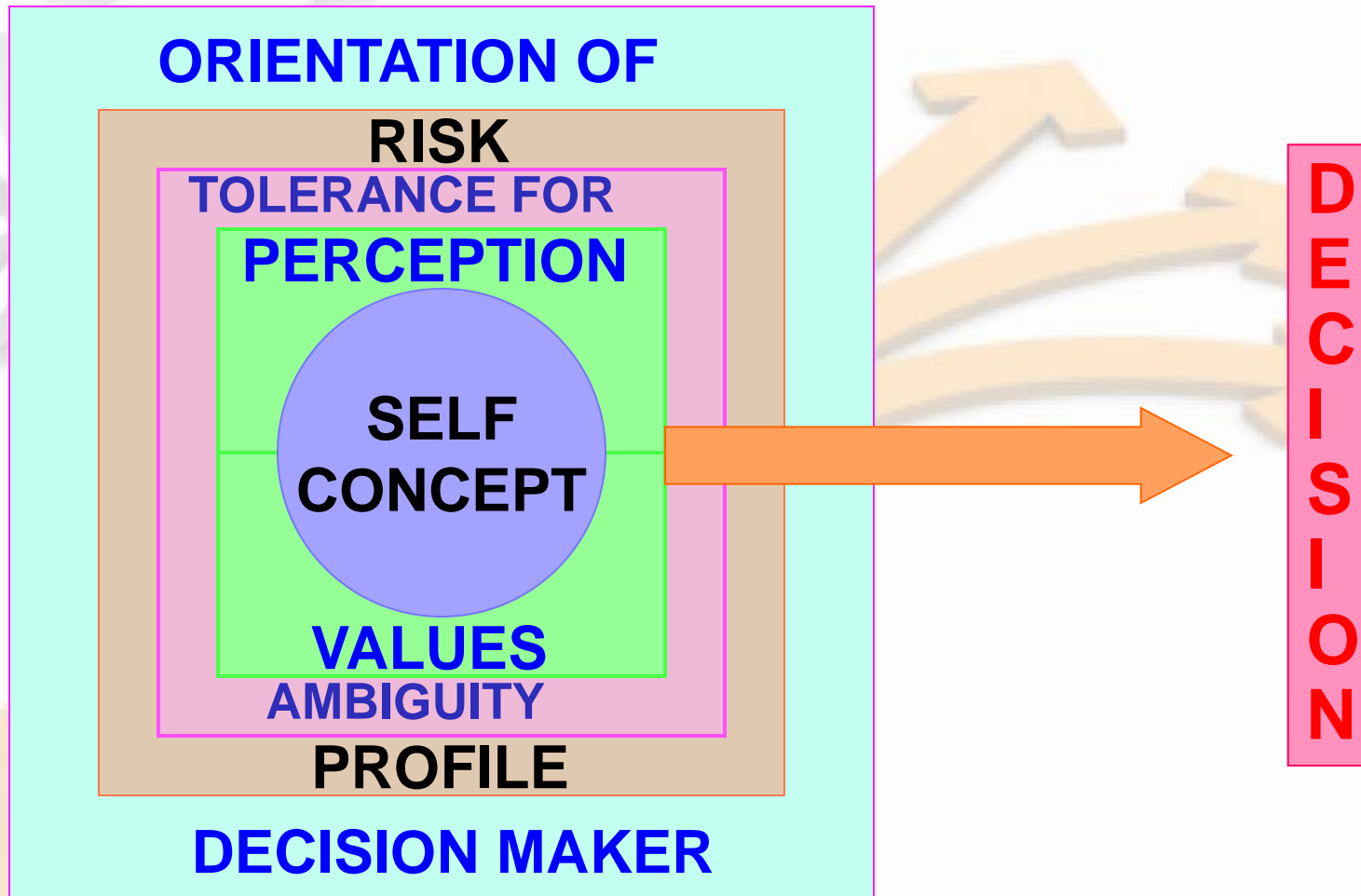
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PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING

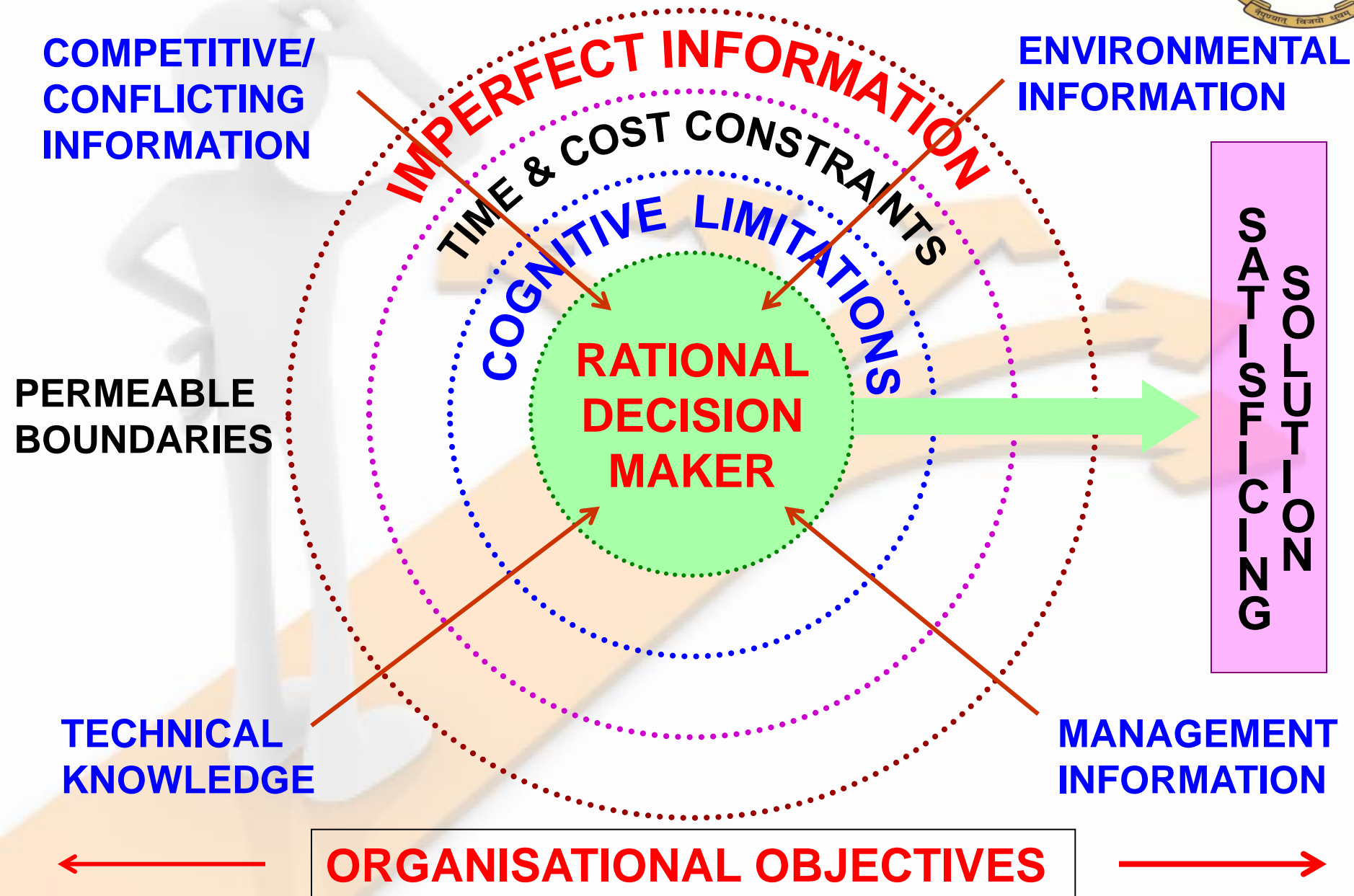




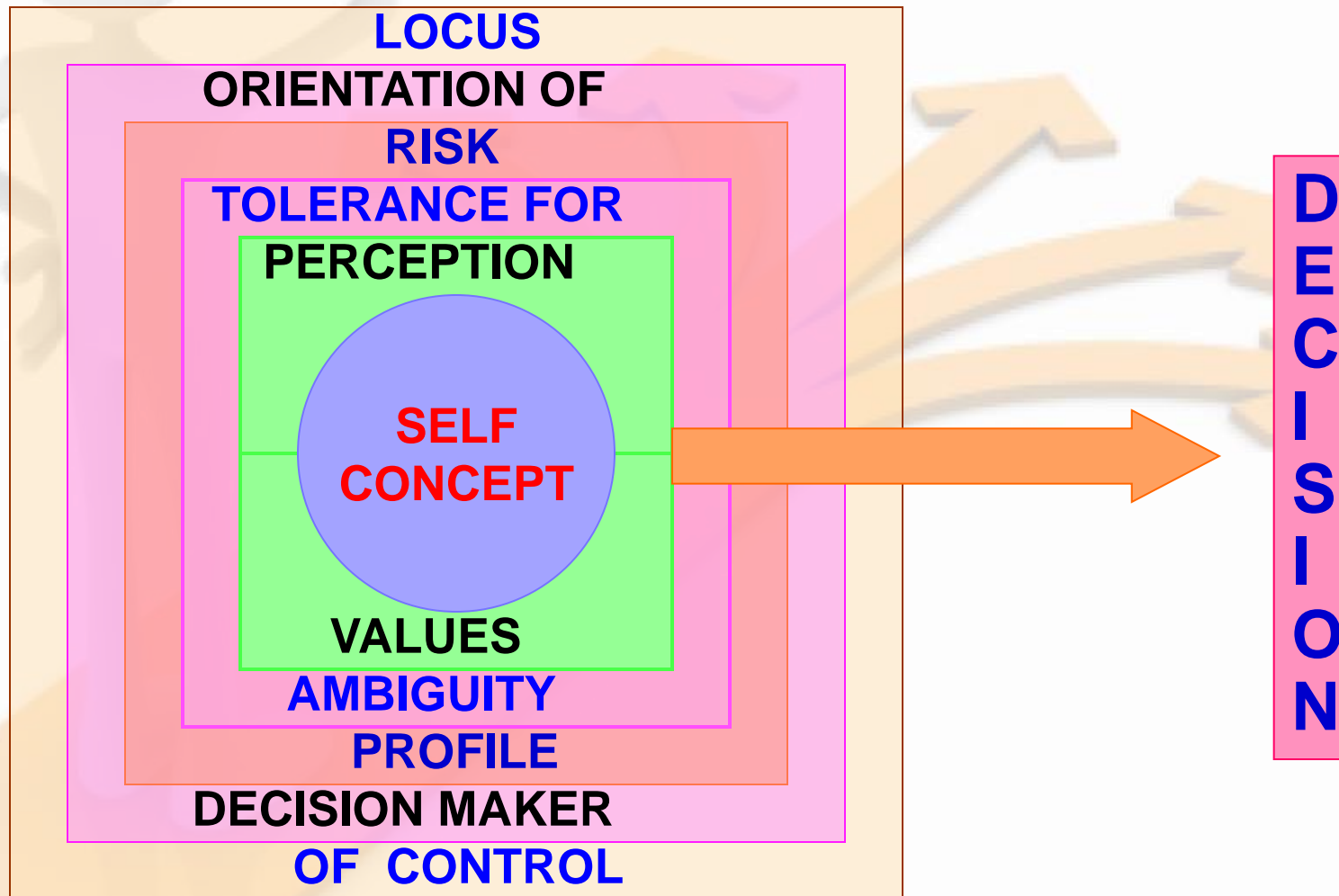
PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING



THE CONCEPT OF BOUNDED RATIONALITY



PSYCHOLOGICAL DIMENSIONS IN DECISION MAKING



AN EFFECTIVE DECISION



It is the one that fully realises its objective with complete satisfaction of people who are involved in its implementation and execution

The one that achieves the desired result most efficiently

CONSTITUENTS : EFFECTIVE DECISION



Quality

Q

– F (Competence, Mental Attitude & Decision Process)

Acceptability

A

– F (Social & Cultural factors , Motivation, Comn, Understanding)

Practicality

P

– F (Potential to put into operation)

EFFECTIVE DECISION = F [Q x A x P]



The **Traps** in Decision Making





HEURISTICS

A **heuristic** is a mental shortcut - helps us make decisions and judgments quickly ...

- which route to take for work
- shy away from someone who has cold/cough

Shorten decision-making time and allow people to function without constantly stopping to think about their next course of action.

While they speed up our problem and decision-making process, **they can introduce errors– stereotyping, prejudices and biases**

ANCHORING TRAP



Anchoring

"When considering a decision the the mind gives disproportionate weight to the first information it receives."



STATUS QUO TRAP



Status Quo

"Decision makers display a strong bias toward alternatives that perpetuate the status quo."

SUNK COST TRAP



“Another of our deep-seated biases is to make choices in a way that justifies past choices...”

- **Re-inforce losses**
 - **Finish movies you don't like**
 - **Finish meals you don't enjoy**

Sunk-Cost

CONFIRMING EVIDENCE TRAP



Confirming
Evidence

**Is Capital Punishment effective
in reducing the Crime Rate**

**"We tend to subconsciously
decide what to do before
figuring out why we want to
to do it."**

FRAMING TRAP



Framing

“The way a problem is framed can profoundly influence the choices you make.”

- **New Medicine with a 95% Success rate**
- **90 % Fat Free vs 10 % Fat**



PRODUCTIVITY & COHESIVENESS

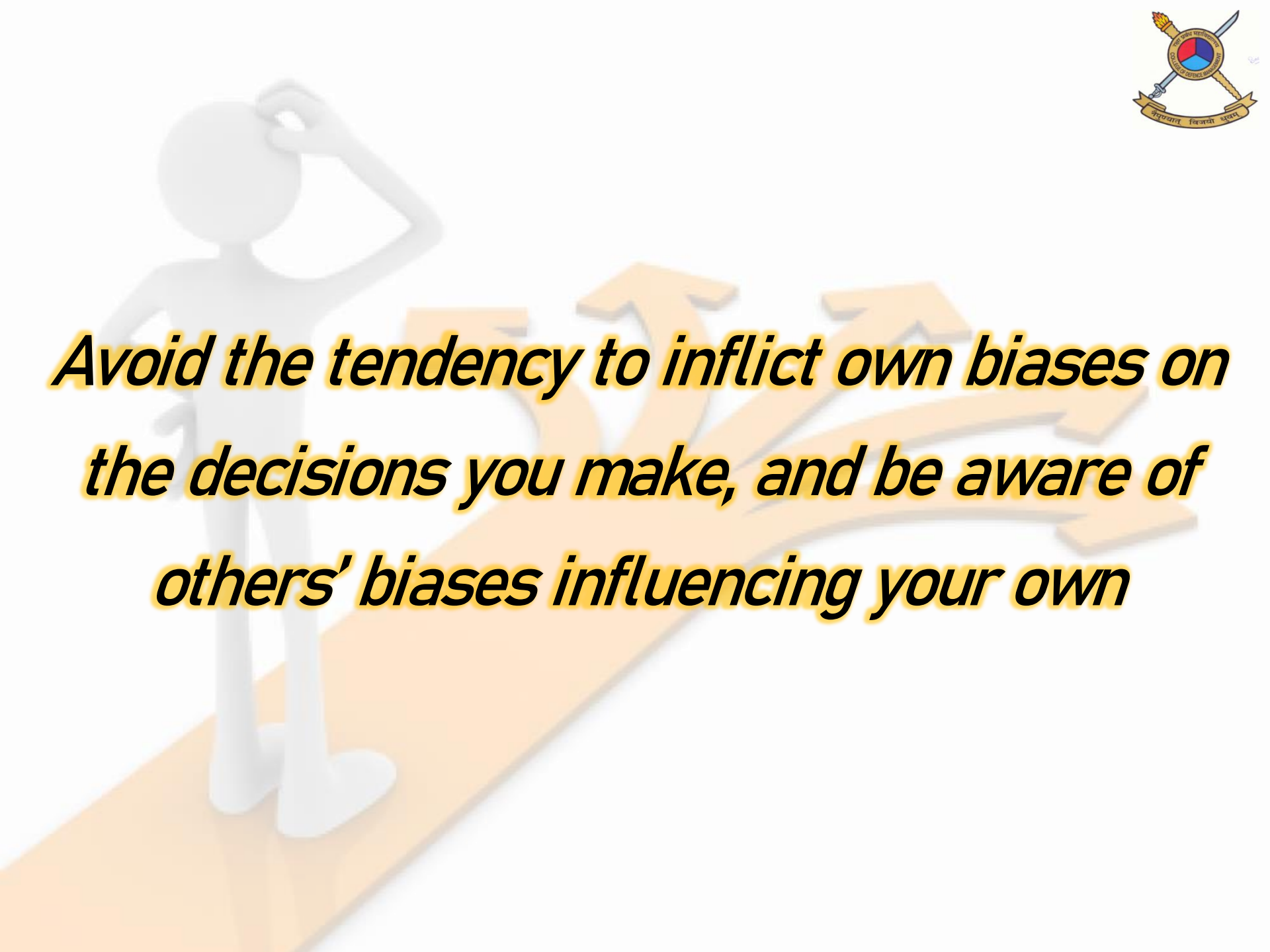
MAXIMUM

PRODUCTIVITY

MINIMUM

MAXIMUM

COHESIVENESS



Avoid the tendency to inflict own biases on the decisions you make, and be aware of others' biases influencing your own



THE ILLITERATE OF
THE 21ST CENTURY
WILL NOT BE THOSE
WHO CANNOT READ
AND WRITE BUT
THOSE WHO CANNOT
LEARN UNLEARN
AND RELEARN.

-Alvin Toffler



HAPPY
LEARNING