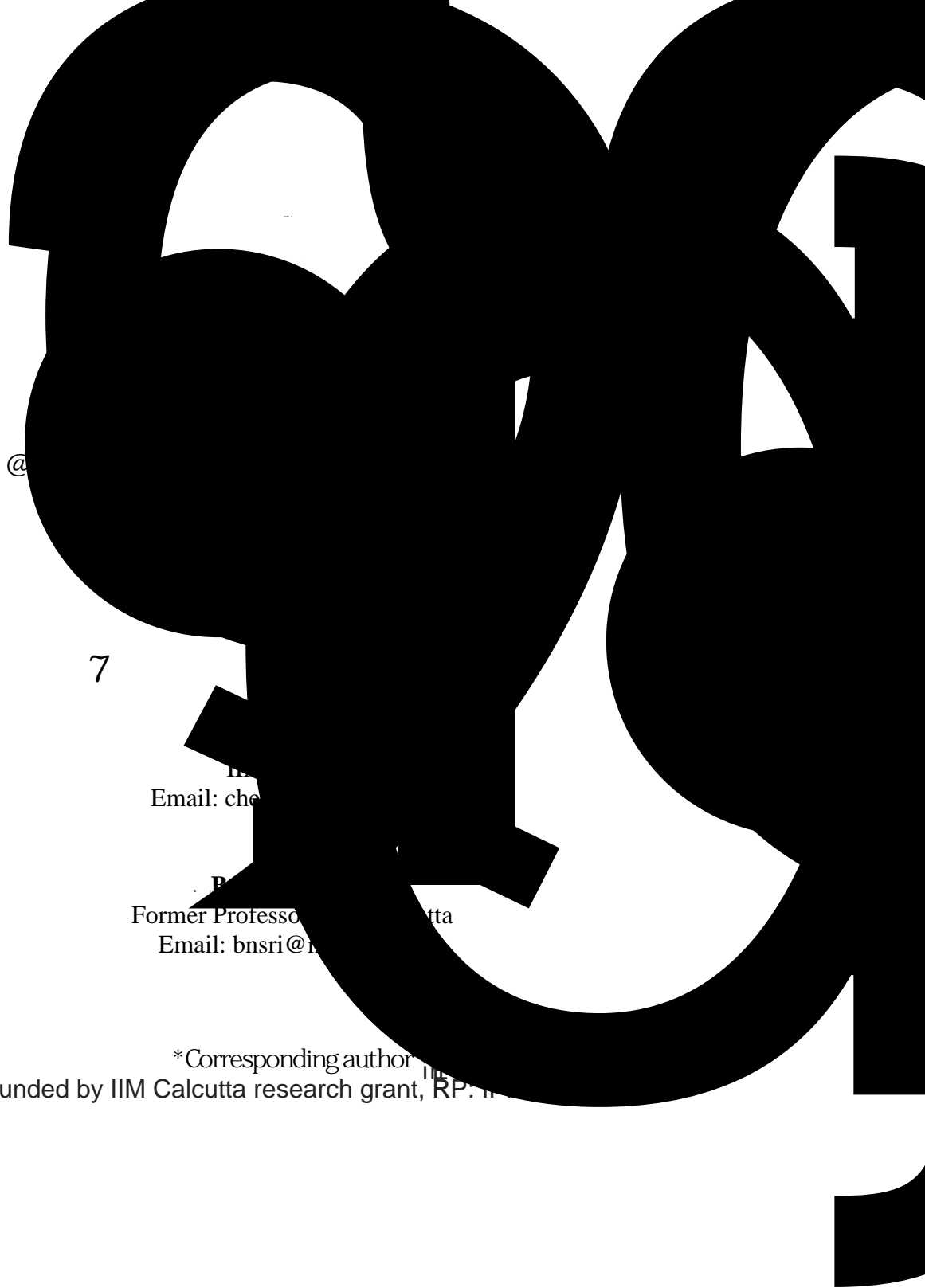


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our life, individuals decide on what stream of education to take, which colleges/universities to apply, what kind of jobs to apply for, who might be one's friends, what to look for in a life partner, where and what kind of movable/immovable assets to invest in, which part of a city to live in and if one has children, then where to send children to school; if afflicted with an illness, individuals decide which doctor/hospital to visit and post retirement individuals also decide on which city to settle down in. Rational process of decision making usually involves choosing among alternatives, evaluating the pros and cons of alternatives including the ROI/Yield/ROA associated with alternatives. For this, individuals need to have information for these alternatives. In terms of transaction analysis (Berne, 1974), decision making involves the prominent deployment of Adult ego state of an individual.

In organizational behavior, we often say the simple formulation: Behavior is a function of person and the environment. There are certain dispositions of the person which become critical in decision making. Each person has cognitive ability i.e. the ability to think, reason, apply logic. Each individual also has an affective capacity i.e. the capacity to feel (emotions). Happiness and sadness are the two primary emotions like crests and troughs in our life's sojourn. This capacity 'to feel' becomes important in development of an emotionally intelligent person. Given a decision situation, the first and foremost ability each individual is expected to use is the thinking prowess; coupled with the capacity to feel, it helps an individual to become sensitive to the needs of the stakeholders. For example, some organizations (like LemonTree Hotels under the stewardship of Patanjali Keswani; cf. work at Barry Whemiler in the US during COVID-19) felt the pain of their lower rung staff during COVID-19 and few layers of top leadership took salary cuts of varying degrees so that there was no lay

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man... in... forms... their... capacity... and their thinking ability to act... which levels... they are able to meet the wage bill given the revenue... they would have had when COVID-19 was affecting businesses). Action orientation is the third important characteristic of each individual. When we work in teams, where colloquially one can say that Team is 'Together Everyone Achieves More,' we have the advantage to draw on the thinking capacity and EQ levels of all members of the team and then take relevant decisions. Wherever process gains will outweigh the process losses in a team, expectation is that team output will be better than individual output.

When an individual faces a decision situation, their interpretation of the situation is marked by the cognitive structures they may deploy. These cognitive structures arise from the past experiences and shape how one looks and interprets different information cues in a decision environment. Organizational behavior research often explicates the cognitive biases that systematically bias one's decision making: anchoring, availability bias, representation, confidence bias, escalation of commitment, cognitive dissonance, illusion of control, projection, and ego defensiveness. Some of these biases are described in the next paragraph.

When we focus only on initial information and do not appropriately adjust for any subsequent data, we might be falling prey



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would be considered much more fatal than road accidents. The frequency of type of  
information available on COVID influences individuals' tendency to judge the  
likelihood of an event for which we have readily available information. Escalation of

commitment happens when we continue to stay with a decision we made even though the  
signals are clear that we might have taken the wrong path. We tend to discard the conflicting  
signals asking us to revisit as we have already invested in the outcomes associated with our  
decision. Escalation is more

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focused disposition increases in individuals they will be more vigilant and exercise caution in decision making.

One hundred and three participants (including ten females) attending executive education programs at a prominent B-Scd

cautions, and also that of their children. JE w

position to get a loan of possibly INR 60 Lakhs. Options 1, 2 and 3 represented selling offer prices of 2-bed room apartments available at less than or equal to INR 50 Lakhs whereas options 4, 5 and 6 represented selling offer prices of 3-bed room apartments for



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APPENDIX 1

How Individuals Make Property Buying Decisions?

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### Section III (A nother version of the Scenario)

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