

Contents

1	Introduction	1
1.1	Decision-Making in Spanish Courts	1
1.1.1	On Call	2
1.2	Related Work	3
1.3	A Decision-Support System	4
1.4	Expert Decision-Making Within Organizations	5
1.5	The Book	6
1.5.1	Hypotheses and Basic Assumptions	7
1.5.2	Structure	8
1.5.3	Replication Materials	9
	References	9
 Part I Foundations		
2	Decisions and Organizations	13
2.1	Introduction	13
2.2	Decisions and Organizations: A Classification	18
2.3	Rational Choice Theories	20
2.3.1	Foundations	21
2.3.2	Institutions Constrain Perfectly Rational Decisions	28
2.3.3	Institutions Enhance Perfectly Rational Decisions	33
2.3.4	Discussion	38
2.4	Political Theories of Bounded Rationality	42
2.4.1	Foundations	42
2.4.2	Institutions Constrain Boundedly Rational Decisions	43
2.4.3	Institutions Enhance Boundedly Rational Decisions	46
2.4.4	Discussion	53
2.5	Conclusions	55
	References	58
3	Bounded Rationality and Organizations	71
3.1	Introduction	71
3.2	The Inner Environment of Decisions	73

3.2.1	Bounded vs. Omniscient Rationality	76
3.2.2	Satisficing Rationality vs. Optimizing Rationality	82
3.2.3	Procedural Rationality vs. Substantive Rationality	85
3.2.4	Concluding Remarks: The Limits that Shape Rationality . .	90
3.3	The External Environment of Decisions	92
3.3.1	Introduction	92
3.3.2	The Bottleneck of Attention	94
3.3.3	Conflict in Organizations	97
3.3.4	Routines and Programmed Responses	99
3.3.5	Uncertainty	102
3.3.6	Expertise	103
3.4	Elements for an Organizational Decision Analysis	105
	References	107

Part II Data Analysis

4	Empirical Context	119
4.1	Introduction	119
4.2	The Spanish Judicial System	121
4.2.1	The Spanish Legal System	121
4.2.2	Organization of the Spanish Judicial System	123
4.2.3	Courts of First Instance and Magistrate	127
4.2.4	The On-Call Service	131
4.3	Survey Data	133
4.4	Who Are Spanish Junior Judges?	134
4.4.1	Demographics	134
4.4.2	Education and Professional Experience	136
4.4.3	Professional Integration	139
4.4.4	Interprofessional Interaction	140
4.4.5	Quality of Life	145
4.5	Aggregated and Individual Sources of Uncertainty	148
	References	151
5	Representing Organizational Uncertainty	155
5.1	Introduction	155
5.2	Data	156
5.2.1	Corpora	157
5.2.2	Text as Data	158
5.2.3	Data Preparation	161
5.3	On-Call Service as a Professional Problem (Hypothesis 1)	165
5.3.1	Method: Document Clustering and Scaling	165
5.3.2	Results	167
5.4	Mapping Problems Through Topic Modeling (Hypothesis 2)	175
5.4.1	Probabilistic Topic Models	175
5.4.2	Input Data	178

5.4.3	Results	180
5.4.4	The Behavioral/Technical Divide	192
5.4.5	On-Call Problems as Practical Problems	198
5.5	The Lack of Routines and Its Behavioral Consequences	205
	References	207
6	Conclusions and Further Work	213
6.1	Conclusions	213
6.2	Further Work	221
6.2.1	Textual Methods	221
6.2.2	Organization Design	222
6.2.3	Procedural Rationality, Expertise, and Heuristics	224
	References	225
Index		229

Frameworks for Modeling Cognition and Decisions in
Institutional Environments

A Data-Driven Approach

Vallbé, J.-J.

2015, XX, 232 p. 31 illus., 9 illus. in color., Hardcover

ISBN: 978-94-017-9426-8