Resource Management: INSTITUTIONS AND INSTITUTIONAL DESIGN

SOS3508 Erling Berge

Explanations and mechanisms, The Mind, Action, Lessons from the Natural Sciences

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Actors and Systems

Actor models must generate

- Distributions of actors
- Variation in motivations and actions

Systems models must comprise

- Institutions and actors (organisations)
- Mechanisms generating meanings and identities
- Levels of analysis
- Dynamics of change
- Mechanisms of non-ergodicity

 A non-ergodic system do not repeat itself

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| | Explanations | (2) |
|--|---|---|
| Explana Intention choice Explana | tion of actions is cau onal explanations (inclu of means to obtain end ations by consequence | usal Iding rational ds) es. rare in social |
| science – Explan social • Dete | Explanations by consequences, rare in social science Explanations by laws, strong laws rare in social science Deterministic | |
| Statistical explanations rely on intuitions about mechanisms | | |
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Structure of explanations

- Using beneficial consequences as explanans is difficult. It requires that the loop linking consequences to event is established
- The usual structure of explanations
 - 1. Theory
 - 2. Hypothesis
 - 3. Derive consequences and rival explanations
 - 4. Refute rival consequences
 - 5. Strengthen the explanation by deducing novel facts and demonstrating their existence

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| Explanations are not |
|---|
| True causal statements Correlations Necessitation Storytelling Statistical generalisations Answers to "why" questions Predictions |
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Understanding Civil Wars

- Why are young Palestinians willing to give their lives in suicide missions?
- In general obtain or defend the homeland
 - Poverty and illiteracy?
 - Relative deprivation?
 - Comparisons and interactions inducing feeling of inferiority and humiliation
 - Induced religious and ideological fervour at the right moment for triggering the bomb

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A hermeneutic dilemma How do we establish the desires and beliefs motivating action? - Oral and written professions by the persons? Public or private context? What is the cultural hierarchy of motives? Self-serving bias in professed motives Objective interests Religion, power, and money may be involved Investigate actual consequences - Look for sources least likely to be biased: letters, diaries, conversations, drafts, etc. - Asking questions in a way that creates an artificial "veil of ignorance" to bolster the promise of anonymity - Do agents put their money where their moth is? Sometimes 'always telling the truth' is the greatest subtlety 22 Fall 2010 © Erling Berge 2010





Property rights institution

Tells that some person(s) have legitimate

- Rights and duties to be exercised in relation to
- Particular goods and services subject to possible
- Limitations on times and durations,
- Limitations of technology, and
- Limitations on organisation of exploitation

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| The construction of social institutions | | |
|--|----------------------|------|
| Informal ir | nstitutions | |
| -Conver | ntions | |
| -Custon | าร | |
| -Values | , Preferences | |
| -Norms, | Standards of conc | luct |
| -Beliefs | , Ideologies, Morals | 6 |
| | | |
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<section-header><u<section-header><list-item><list-item><list-item> The dynamic of institutions and organisations of the state organisations (the law) • Rules of the game (the law) • Guardians of the rules (the judge) • Players (organisations) • Owners, • Owners, • Pofessional managers, and • Firms of resource industries

Strategies of the players

Our theory requires by assumption that players

- Optimise their returns from resource use activities by conforming to and exploiting the existing institutional environment, or to
- Change the resource policy in a desired direction if the expected outcome of a political effort is seen as cost effective.

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| | The Mind | | |
|---|--|----|--|
| Insights Introspective Folk ps Psychom Behavior Needed Praise Blame Punishing | from ection ychology logy oural economics for understanding ment | | |
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| Motivations |
|---|
| From visceral to rational Acting on emotions Visceral fear vs prudential fear Acting on good reasons Cost-benefit considerations Interest, Reason, and Passion Interest is the pursuit of personal advantage Reason is about impartiality and the public good Passion is about emotions and the visceral urges, maybe also forms of madness |
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| Taking a | account of cons | sequences |
|--|--|---|
| Consequent The conse motivation E.g.: Most | tialist motivations quences following the a | ctions are their sole |
| Non-consect | uentialist motivation | S |
| – Consequer action itsel | nces are irrelevant, the i | motivation is the |
| – E.g.: conso – Kantianism same | cientious objectionist to a: always do what will be | military service best if all did the |
| Sanctionin | g of social norms | |
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Four approaches to motivation

| Biol | ogy/emotion | Institutions? | Cognition/ rationality |
|--------|-----------------------------------|--------------------------|--------------------------------------|
| 1 | Visceral Pleasure principle | | Rational Rationality principle |
| 2 | Passions | Reason | Interest |
| 3 | ld | Superego | Ego |
| 4 | | Non- consequentialism | Consequen tialism |
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| Ľ | | |
|--|---|--|
| • Winner take | es all (strongest motive wi | ins) |
| If comprom strongest ir | ise is possible the strongen npact | er motive has |
| What determine | ermine strength here? | |
| Metamotive | es | |
| Cultural h Passion a fairness | ierarchy of values determine st nd interest will often defer to re | trength of motive eason, justice, and |
| Sometime | es this is after the fact dressing | |
| Cognitive d motives wil | lissonance theory suggest I be transformed into large | t small differences ir e |
| This may | result in a kind of path depende | ence in motivations |
| Alliances of | f motives will determine st | trength of motivation |
| | | |



Transmutation and reciprocity

- Transmutation
 - From interest to reason because of self-love (love of esteem and self-esteem)
 - Finding plausible reasons for self-interested behaviour is easy
- Reciprocity
 - From dyadic to generalised reciprocity
 - Applies both positive and negative (punishment)
 - Applies to building reputations
 - Applies in experiments of trust game

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Norms

- Moral norms (proactive)
 - Help others in distress, equal sharing, the everyday Kantian norm
 - Unconditional, but affected by what others do
- Social norms
 - Etiquette, revenge, regulating the use of money,
 - Conditional, Triggered by presence and behaviour of other people
- Quasi-moral norms (reactive)
 - Reciprocity, conditional cooperation,
 - Conditional, Triggered by presence and behaviour of other people
- Identifying altruistic motives
 - Action needs to be proactive, not reactive
 - Action is anonymous
- Imputing motives is often tainted by malice
 - Hermeneutic dilemma
 - Conspiracies occurs
 - Public figures do (sometimes) act on good reasons

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Myopia and foresight

- Myopia: Scanning the nearby options to choose the one with largest immediate gratification compared to status quo
 - This leads to a local maximum
- Humans can do better by planning ahead
 - Deferred gratification
 - Choosing the fast road rather than the short
 - Time discounting, high rate means future rewards have low value
 - Involves both cognitive and motivational elements

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Pure time discounting Usually modelled as exponential discounting: present value of one unit t periods into the future is k^t where k<1 is the per period discount factor. This allows consistent planning Empirically this is questionable. To allow for everyday changes of mind and many other phenomena hyperbolic discounting is used. For example with a discount factor of 1/(1+kt) for the present value of one unit t periods into the future Choosing the highest present value in a choice between 10 at t=5 and 30 at t=10 will force a switch some time between t=3 and t=4 (figure 6.3) Fall 2010 © Erling Berge 2010 44





| | Beliefs | |
|--|---|--|
| Belief as ce Belief as kn Belief as ris | rtainty: absolute certainty owing: justified true belief | of being right |
| Belief as respectively. | some probability | ncertainty (at most a |
| ranking of p Belief as res There is a stro | ranking of probabilities) Belief as resolution to fundamental ignorance There is a strong tendency for intolerance of uncertainty | |
| and ignorance flowing from both pride and a universal propensity to impute meaning, pattern, and agency to the world | | |
| Ignorance Increasing than data | and motivation leading to certa levels of knowledge may make warrants | ainty begets errors e us more confident |
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Magical thinking

- "Cold" unmotivated mistakes (believing in causal links that cannot exist)
- "Hot" motivated mistakes (unduly influenced by desires)
 - Wanting a belief because it is believed to have good consequences. Getting it is difficult
- Beliefs from content
 - Rationalisation (behaviour first then belief)
 - Wishful thinking (belief first then behaviour)
 - Self-deception (belief first then behaviour)

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Emotions Source of happiness (love) and misery (shame) Impact on action Impact on belief No agreed definition Will focus on • Cognitive antecedents (triggering by beliefs, often new) Physiological arousal Physiological expression • Action tendencies (there is at least a form of incipient behaviour) Intentional objects (emotion is about something) • Valence (strength of happiness or misery) There may exist qualitative differences to feelings of emotions like shame vs guilt not reducible to their valence Fall 2010 © Erling Berge 2010 50



| | More emotion | ns |
|--|--|--|
| From a s Envy (Aristof Sympa Pity (a Malice Gloatin Joy and (known y) Hope, fe uncertai Disappo caused b | state of affairs another's deserved good) telian indignation (another's unde athy (another's deserved good) nother's undeserved bad) (another's undeserved bad) (another's deserved bad) or (another's deserved bad) grief from what have or wi with certainty) ear, love, jealousy based o nty as a component intments, regrets, [elation, by some kind of counterface | leserved good) Ill happen to oneself n beliefs that have rejoicing] (relief) ctual reasoning |
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| | Happiness | 5 |
|--|--|--|
| A gross nation Economy and the economy and the econo | onal happiness pro- s a means to achieve is subjective nal ups and downs go perated action tende | duct? happiness together? ency as a |
| temporary preference | | |
| Action is then wanted to occur sooner rather than later | | |
| Impatience Urgency: addressing | : reward sooner rather ction sooner rather tha | than later n later |
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| Table 8.1 Emotion | Action tendency |
|--------------------------------|--|
| Anger or Cartesian indignation | Cause the object of the emotion to suffer |
| Hatred | Cause the object of the hatred to cease to exist |
| Contempt | Ostracize; avoid |
| Shame | "Sink through the floor"; run away; commit suicide |
| Guilt | Confess; make repairs; hurt oneself |
| Envy | Destroy the envied object or its posessor |
| Fear | Flight; fight |
| Love | Approach and touch the other; help the other; please the other |
| Pity | Console of alleviate the distress of the other |
| Gratitude | Help the other |
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Preferences and ordinal utility

- The desire for the best or optimal outcome
 - Preferences define a rank order of alternative outcomes in terms of "betterness"
- Desires do not have to be "selfish"
 - Rationality does not mean egoism
- Desires do not have to be stable
- Assumptions about preferences (disregarding that the set of options be compact and closed)
 - Preferences have to be transitive
 - Preferences have to be complete
 - To get utilities preferences must be continuous
- Then choosing the best feasible option means maximising utility

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| Risk aversion Risk aversion | and decreasing | marginal utility be embedded in |
|---|---------------------------------------|------------------------------------|
| Risk aversion decreasing m | n may sometimes b narginal utility | e confounded with |
| Intrinsic utility (impossible to measure so far) is defined by the subjective intensity of enjoyment of some good (intensity of a preference) | | |
| Decreasing marginal utility occurs as the intensity of enjoyment decrease with each additional unit of the good beyond some threshold | | |
| One may also have increasing marginal utility Cardinal utility measures the combined effect of risk aversion and intrinsic utility | | |
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Rational beliefs. Optimal information gathering. Rational beliefs are those formed by processing • available evidence by procedures that in the long run, and on average, are most likely to yield true beliefs - Bayesian learning (see p203-204) How much time and money should we allocate to acquire new information? - Depends on desires (wishful thinking is irrational) - Depends on prior beliefs and expected utilities of available options · If information costs are above possible gains in utility it is not rational to collect the information Optimal search may depend on the information gathered © Erling Berge 2010 Fall 2010 70

















Physiology and neuroscience

Basis for human behaviour

- Fear: two different pathways from perception to emotional reaction, one going by way of cognition (taking longer providing more detail)
- Memory affected by levels of stress induced hormones (too high gives no (conscious) memories)
- Trust: trust game experiments shows
 - When reciprocity is above what pure rational choice suggests it is affected by the hormone oxytocin making people less "betrayal averse" (rather than "risk averse")
 - An emotional foundation for punishing of unfair behaviour. Punishing provided stimulus for pleasure centre of the brain
- Filling in capacity of the brain explains the quest for meaning in all information gathered

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Explanation by consequences

- Reinforcement
 - If we notice positive consequences we may choose to repeat our action
 - Learning by reinforcements
 - · Rewards by fixed or variable ratio schedules
 - Rewards by fixed or variable intervals
 - Learning may be extinguished by removing the reward.
 - This happens faster if the reward has been on fixed frequent ratios
 - To explain behaviour reward schedules needs to occur naturally and be opaque
 - This do not happen often with fixed schedules
 - Response patterns generated by reinforcements will seldom conform to rational choice theory
 - Responses will maximise average reward rather than marginal as rational choice would dictate

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Differential reproductive fitness

- Selection
 - Agents may be selected by the environment rather than adapt to it
 - Human's consciously decide in breeding animals or plants based on their behavioural characteristics

 Differential survival of organisms in natural settings will, across generations, increase the frequency of behaviour that increase reproductive success

• This is called natural selection

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| Why local maxima? | | | | |
|--|--|--|--|--|
| Small marginal mutations Cannot use indirect strategies, descendants | | | | |
| have to survive | | | | |
| Cannot wait for the mutation be become an improvement | | | | |
| Cannot anticipate what will be an improvement in a changing environment | | | | |
| Caveats | | | | |
| Large mutations occur | | | | |
| Change across generations do not eliminate all "sub-optimal" adaptations providing for possible new starts | | | | |
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| The units of selection | | | |
|---|---------------------|----|--|
| Natural selection is opportunistic and myopic and usually fiercely individualistic Exampliance | | | |
| Kin selection when seemingly altruistic behaviour increase the survival of kin carrying the same genes Group selection can occur if punishment of non-cooperators is feasible (requires identification of non-cooperators) | | | |
| Kin and group selection may explain cooperative behaviour | | | |
| Reciprocal altruism is a third mechanism, but would seem implausible in large groups since it requires the "grim trigger" strategy | | | |
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| Selection and human behaviour | | | |
|----------------------------------|------------------------------------|--|--|
| | Intentional source of variation | Non-intentional source of variation | |
| Intentional selection | Plant and animal husbandry | Gradual improvement of boats Eugenics Selective abortion and infanticide | |
| Non- intentional selection | Firms in market competition | Natural selection | |
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| D | eliberate sele | ction | | |
|---|-------------------------------|-------|--|--|
| Intentional variation and selection | | | | |
| Animal and plant breeders, GMOs | | | | |
| Non-intentior | Non-intentional variation -"- | | | |
| Sundt's example of improvements in boat design as arising from imperfect copying of earlier good boats and seamen noticing improvements | | | | |
| Leads to local maxima | | | | |
| Leads to intentional variations as builders start experimenting | | | | |
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Selection models in social science With high rates of change in the environment, firms needs to anticipate change to keep even with competitors Large firms and lobbying groups may be able to shape the environment (cpr.: path dependence mechanism) Modelling markets: There is a vast space between "improving efficiency" and "maximizing returns"

- Compare: Adaptive efficiency (North 2005)
- Electoral market models do not do justice to variations in motives among politicians (opportunists, reformers, activists). Not all politicians are votre maximizers
- Outside arenas of competition the selection model of "asif" rationality is even less plausible
- Constraints (before the fact) and selection (after the fact) contribute to explain behaviour. But choice is the core concept to understand

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