

**SCHOOL OF BUSINESS**  
**Course Outline**

<b>COURSE NAME:</b> Management Decision Making	<b>COURSE NO.:</b> BADM465
<b>TERM:</b> Fall 2015	<b>COURSE CREDITS:</b> 3
<b>INSTRUCTOR:</b>	<b>E-MAIL:</b>
<b>OFFICE:</b>	<b>PHONE:</b>

**COURSE PREREQUISITES:** 84 credits of 100 level or higher coursework including ENGL 100, and CMNS 220 or CMNS 152

**RECOMMENDED TEXTS:** Goodwill, P., and G. Wright. *Decision Analysis for Management Judgment*. 4th ed. Chichester: John Wiley and Sons, 2004.

Hammond, J., Keeney R. Raiffa H. (2002). *Smart Choices: A Practical Guide To Making Better Life Decisions*. Broadway Books New York.

**Additional Resources:**

Harvard Business Review on Decision Making (2001 paperback ed.), Boston, Ma; Harvard Business School Publishing.

Morgan, J. D. (1998). *A Thinker's Toolkit; 14 Powerful Techniques for Problem Solving*. New York: Three River Press.

Campus library, online articles, and class website / links

**OTHER RESOURCES:** Others to be introduced in class.

**COURSE FORMAT:** Instructional hours: 3 hours per week x 15 weeks.  
 Fourth-hour activities: Reading current business newspaper (eg. National Post) and activities listed on the website.  
 The course website on Moodle will provide a detailed schedule of activities, deliverables and updates. Topics, readings, forums, cases, and links to relevant material will be provided weekly. Grades and communication with fellow students and the instructor will also be provided online.

**COURSE OUTCOMES:**  
**General Outcomes:** **This course is intended to teach a systematic approach for effective decision-making, for those who are and will be in management positions**

Making decisions is often complicated by complex factors: uncertainty, multiple objectives, urgency, interest group consensus, drastic changes, and extended horizons. Analytic frameworks and methodologies are essential instruments to support and facilitate effective decision making. This course will introduce the techniques and a systematic approach to decision making and analysis, how and when to implement them, and address the qualitative as well as quantitative aspects of the decision process. Not only will you learn tools that facilitate the decision-making process, but, you will also see how decision analysis works as a powerful and flexible management tool that can address many types of problems.

**Specific Student Outcomes:**

Upon successful completion of this course, students should be able to demonstrate competence in the following abilities and skills:

Ability	Learning Outcome	Levels*
Communications	C1 Choose and adapt appropriate communication tools to develop, articulate and present positions, reports and assessments related to decision making techniques using various modes (online, in class discussions, meetings, presentations, etc.)..	3⇒6
	C2 Perform critical reading of study material for analysis and application.	2⇒6
Analysis and Decision Making	<p>A1 Learn, apply and adapt various decision-analysis techniques to real business/life decision scenarios:</p> <ul style="list-style-type: none"> <li>• Understand the role and reason of ‘structured’ decision analysis</li> <li>• Explain the key steps in the structured decision analysis.</li> <li>• Apply/Adapt the PCF and Simple Ranking techniques to decision scenarios</li> <li>• Apply/Adapt the (SMART) Multi-Attribute Rating Technique, Decision trees and Payoff tables.</li> <li>• Elicit subjective probability assessments from a decision maker and apply it to the decision process.</li> <li>• Evaluate and make tradeoffs to reach optimum decisions</li> <li>• Deal sensibly with uncertainties affecting decisions.</li> </ul> <p>Take account for the decision maker’s risk-taking attitude and apply/adapt Utility to decisions</p>	2⇒6
Social Interaction	S1. Use a collaborative approach to problem-solving and decision analysis in classroom, learning teams and online activities.	1 - 5
	S2. Experience and explain how psychological factors influence people's decisions and how personality and group dynamics affect the decision-making processes. Understand and apply tools to facilitate group decision making	3⇒6

\*See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six “Levels” of Comprehension.

**COURSE CONTENT:**

Wk	Date	Topic	Recommended Readings	Online Resources	Learning Assessments & Exams	Part’n Assessment
1		<p><b>Course Introduction</b></p> <ul style="list-style-type: none"> <li>• Quality of human Judgment / The Psychology of Decision Making.</li> <li>• Personality, Cognitive Bias and Decision Making</li> <li>• Situation Factors, Group Dynamics</li> <li>• Structuring Approach vs. Intuitive Approach</li> <li>• Framework for Decision Making</li> </ul>	<p>OP. DAMJ Reference Chapter 1/2</p> <p>SC Chapter 1</p>	<p>Outline &amp; course resources</p> <p>Lecture PPT &amp; links</p>	<p><b>LA1-Survivor</b> (2pts / In-class)</p>	<p><b>DF -Dream Job (2pt)</b> Due before wk2</p> <p><b>DF –12 Angry Men Starts (2pts)</b> Due before wk10</p> <p><b>DF = Discussion Forum</b></p>
2		<p><b>Framework for Decision Making</b></p> <ul style="list-style-type: none"> <li>• Structuring</li> <li>• Problem ‘Redefinition’                             <ul style="list-style-type: none"> <li>○ Stakeholders &amp; Bias</li> </ul> </li> <li>• Setting Objectives (Criteria)                             <ul style="list-style-type: none"> <li>○ Strategy &amp; Value Chain</li> </ul> </li> <li>• Alternatives</li> </ul>	<p>SC Chapter 2,3,4</p>	<p>Lecture PPT and resources</p>	<p><b>LA2-Strategic Decisions/Value-chain</b> (6pt/ hand-in hard-copy in-class next week)</p>	<p><b>DF-Elimajob (2pts)</b> Due before wk3</p>
3		<ul style="list-style-type: none"> <li>• <b>Framework for Decision Making (cont’n)</b></li> <li>• Alternatives &amp; Brainstorming</li> <li>• Special Alternatives</li> <li>• Evaluation: Analytical Tools and Techniques / Matrix &amp; consequence Tables</li> <li>• <b>DT1 –PCF - ProConFix Tool</b></li> <li>• <b>DT2 – RANKING (&amp; elimination) Tool</b></li> </ul> <p><b>DT = Decision Tool</b></p>	<p>SC Chapter 5,6</p>	<p>Lecture PPT and resources</p> <p>Simple Ranking Tool</p> <p>PCF Tool</p>	<p><b>Due: LA2-due by hard copy start-of-class</b></p>	<p><b>PCF &amp; Simple RANKING Tools@work – (6pts)</b> Hand-in hard-copy in-class next week</p>

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4		<ul style="list-style-type: none"> <li>• <b>DT 3 SMART – Multiple Attribute Decision Making Tool</b></li> <li>• <b>DT4 Decision TREES - Making Decision Under Uncertainty Tool</b></li> <li>• Probability &amp; Utility /Sensitivity Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• DAMJ Ref Ch. 03, 04</li> <li>• (Lecture DAMJ Ref Ch05, 06</li> <li>• (Lecture notes &amp; exercises)</li> </ul>	Lecture PPT and resource / Practice questions / Sensitivity Analysis Video		<b>PCF &amp; Simple RANKING DUE– (6pts) Tools@work –</b> due by hard copy start-of-class
5		<ul style="list-style-type: none"> <li>• MIDTERM REVIEW &amp; Group Product Introduction</li> </ul>		<ul style="list-style-type: none"> <li>• Practice midterm</li> </ul>		Final Q&A before midterm
6		<ul style="list-style-type: none"> <li>• <b>Midterm EXAM</b></li> </ul>	<ul style="list-style-type: none"> <li>• All lecture topics/content, exercises and posted notes/reading are fair game</li> </ul>	Read Group Project	<b>Midterm Exam – all concepts/lectures up to midterm are included</b>	<b>Midterm practice TBD</b>
7		<ul style="list-style-type: none"> <li>• Group Decision Making, Mindtraps &amp; Keys to Success.</li> <li>• <b>GDM1 - Consensus Tool</b></li> <li>• <b>GDM2 – Dialectic Tool</b></li> <li>• <b>GDM3 - Devils Advocate Tool</b></li> <li>• Group Project Briefing</li> </ul> <p><b>GDM = Group Decision Methods</b></p>	<ul style="list-style-type: none"> <li>• Ch06, Ch08 selective</li> <li>• Online ISA link</li> <li>• HBR readings - tbd</li> </ul>	Lecture PPT and resources		Start Final Project Brief.doc
8		<ul style="list-style-type: none"> <li>• <b>DT5 Multi-Perspective SMART Tool.</b></li> <li>• <b>DT6 – Linked Decision Trees - Decision Trees and Influence Diagrams</b></li> <li>• Group projects @ work</li> </ul>	<ul style="list-style-type: none"> <li>• DAMJ ref Ch07</li> <li>• Lecture notes</li> </ul>	Lecture PPT and resources Muli-P Smart Video		IC – MMPS Model – Linked Decision Problem  Work on group projects
9		<ul style="list-style-type: none"> <li>• Group Think, symptoms and how to avoid it</li> <li>• GDM4-Delphi Method</li> <li>• GDM5 – Decision Conferences</li> <li>• HEURISTICS – Beware of how the mind works</li> </ul> <p>Group Project @ work</p>	<ul style="list-style-type: none"> <li>• DAMJ ref. Ch10 and Ch13</li> <li>• SC Ch 10 and 11</li> <li>• <b>Finish Watching 12 Angry Men and related participation assignment. Due before Week 10</b></li> <li>• (Lecture notes &amp; exercise)</li> <li>• Work on Final Group Projects</li> </ul>	Lecture PPT and resources		<b>DF –12 Angry Men Due (2pts) Due</b> before wk10  Work on group projects
10		<ul style="list-style-type: none"> <li>• Work on Group Projects &amp; Instructor Support Week.</li> </ul>				<b>DF –12 Angry Men Due (2pts) Due</b> before start of wk 10.  <b>Work on Group Projects</b>
11		<ul style="list-style-type: none"> <li>• LA#3 – GROUP DECISIONS AT WORK (INCLASS)</li> <li>• Group Decision Making@Work &amp; Managerial Judgment</li> </ul>	<ul style="list-style-type: none"> <li>• GROUP DECISIONS AT WORK</li> </ul>	Groups and Meeting times – Early-Bird Specials (EBS)	LA3 Group Decision Making, in-class activity (3pts)	<b>EBS – group projects due at scheduled EBS meeting times.</b>
12		<ul style="list-style-type: none"> <li>• Group Decision Making@Work &amp; Managerial Judgment</li> </ul>	<ul style="list-style-type: none"> <li>• Management Judgment @ Work</li> </ul>	Groups and Meeting times	Group project meetings finished	<b>Remaining GROUP PROJECT’S DUE at scheduled meeting times</b>
13		<ul style="list-style-type: none"> <li>• Final exam review</li> </ul>				
14/15		<ul style="list-style-type: none"> <li>• <b>FINAL EXAM</b></li> </ul>				

\*Schedules/Dates: Schedules shown here may change and the exact dates and times for the exams and the quizzes will be announced in class and/or on Moodle.

**EVALUATION PROFILE:**

Assessment	% of Final Grade	Individual/ Group	CAPabilities Assessed			
			Communications	Analysis & Decision Making	Social Interaction	Citizenship, Sustainability and Global Perspective
Learning Assignments (various based on course content/topics)	10%	I/G	☑	☑	☑	
Midterm Exam	25%	I		☑		
Group Project – Business strategic initiative proposal	15%	G	☑	☑	☑	
Final Presentation of Proposal	15%	G	☑	☑	☑	
Class/Mixed-mode participation	10%	I/G	☑	☑	☑	
Final Exam	25%	I		☑		
<b>Total</b>	<b>100%</b>					

**UNIVERSITY POLICIES:**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

**Grading Profile:**

A+	90-100	B+	77-79	C+	67-69	D	50-59
A	85-89	B	73-76	C	63-66	F	49 and below
A-	80-84	B-	70-72	C-	60-62		

**Emergency procedures:** In the event of an emergency, students must follow the emergency procedures posted in the classrooms.

In addition to the policies of the university, the School of Business has the following policies governing the management of our classes and curriculum.

**SCHOOL OF BUSINESS POLICIES:**

**Attendance:** Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

**Professional Behaviour:** Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

**English Usage:** All assignments are marked for correct English usage, proofreading and formatting.

**Missed Exams and Quizzes:** Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. A

doctor's certificate, or other proof supporting the reason for the absence, will be required. For further information, refer the "Examination & Pivotal Presentation Exemption Policy".

**Examination  
and Pivotal  
Presentation  
Exemption  
Policy**

All students are required to appear and write their scheduled mid-term and final examinations, and to produce, by the assigned date, all pivotal presentations, individual and/or group, unless they meet one of the following criteria:

**"Medical Exemption"** will be considered, if:

Within the ten calendar days prior to a mid-term or final examination, or within ten days of a pivotal presentation, a student falls ill or is injured.

**"Falling ill"** is defined as being formally advised by a physician of the need to isolate oneself for the purpose of preventing communication of disease or infection to others; being advised by a physician of compromised immunity that requires isolating oneself from contact with others to prevent communication of disease or infection to themselves, or; being in a physical state of health which so compromises a student's ability to function, physically or cogitatively, during the ten days prior to the examination or presentation date.

**"Injury"**, for the purpose of Exemption, is defined as sudden, unanticipated physical harm that renders the applicant physically incapable of attending campus or, in such physical distress that the student is specifically advised by their physician to abstain from appearing at their examination or presentation. Students who are prescribed medication(s) to treat their injury and who believe that the medication(s) may be impairing their ability to successfully prepare for or write their examination or presentation may provide written evidence of their concerns as verified by their physician.

**"Catastrophic Personal Loss Exemption"** will be considered, if:

Events occur in the student's life that are of such scope as to sufficiently distract a student from the examination or presentation preparation period, or from appearing at or adequately focusing on, the scheduled examination or presentation itself. This could include; loss of housing due to eviction, flood or fire; or death of an immediate family member \* (defined as a sibling, parent or grandparent, child, partner or spouse, parent or step-parent, aunt, uncle, niece, or nephew and first cousins.) Immediate family member does not include general acquaintances. Circumstances that may qualify as a personal loss could also include an immediate family member being diagnosed with a significantly life-altering or life-threatening illness or injury.

In all of the above scenarios, a physician's letter or other specifically requested documentation must be provided to satisfy the Instructor as to the validity of the claim, and must be provided within ten calendar days prior to the date of the exam or presentation. If an instructor agrees with the request for Exemption, the request for must be presented by the instructor to their Unit Convenor for consideration and his/her approval. No request for Exemption will be considered approved by virtue of submission, and will remain as merely "under consideration" until approved or rejected by the Unit Convenor. A student applying for an exemption for a specific section which is instructed by the Unit Convenor will have their application reviewed by the Vice-Chair or Chair of the School of Business.

Any student who applies for and receives an Exemption will be assigned a Future Examination or Presentation Date: this date is non-negotiable. Failure to appear on/at the single date and time assigned by the instructor will result in an automatic "0" grade for that exam or assignment. This "0" grade may not be appealed or contested, and will not be changed.

**Copyright  
Policy:**

Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published in the University website.

**Cheating and  
Plagiarism:**

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Writing Centre and is published on the University website in the University Policies page.

***Penalties for Cheating and Plagiarism:***

A grade of 'O' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

***Incomplete Grades:***

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.