



AGSM @ UNSW Business School

Never Stand Still

Business School

MNGT5374

Managerial Decision Making

Course Outline

Session 4, 2016

Part A: Course-Specific Information

Part B: Key Policies, Student Responsibilities and Support

business.unsw.edu.au/agsm

CRICOS Code 00098G



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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge: Patrick Sharry
Email: p.sharry@agsm.edu.au
Consultation Times: by appointment

2 COURSE DETAILS

2.1 Teaching Times and Locations

Updated information about class times and locations can be found on the AGSM website and by logging in to the Google Calendar.

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

The aim of this course is to improve decision-making skills and to provide strategies for further improvement in the future. We cover how individuals and groups make decisions and solve problems, individually and in organisations. By the end of the course, students will understand their own decision styles and personal dispositions, make decisions more deliberately and systematically, and will be able to use decision analysis techniques and group processes, integrate their values into their decisions, and generally, have increased confidence in their decision-making.

The course will address four key areas:

- Cognitive aspects of decision making (biases, expertise, habit and will power)
- Personal Decision making style
- Effective organisational decision making
- Practical tools

2.4 Student Learning Outcomes

By the end of this course, you should be able to:

1. implications of recent cognitive research into human decision making for individual and group decision making
2. Analyse organisational systems to identify opportunities to improve decision quality
3. Apply tools, techniques and frameworks to solve a range of decision situations that managers commonly confront
4. Apply an understanding of personal decision style to maximise effectiveness of individual decision making

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate postgraduate coursework students in the ASB. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

MBA Program Learning Goals and Outcomes
<p>Learning Goal 1: Business Management Knowledge</p> <p>Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations</p>
<p>Learning Goal 2: Critical Thinking</p> <p>Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions</p>
<p>Learning Goal 3: Communication</p> <p>Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose</p>
<p>Learning Goal 4: Teamwork</p> <p>Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes</p>
<p>Learning Goal 5: Responsible Business</p> <p>Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business</p> <p>Students should be able to consider the social and cultural implications of management practices and of business activities</p>
<p>Learning Goal 6: Leadership</p> <p>Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams</p>
<p>Learning Goal 7: International Perspective</p> <p>Students should understand the needs of undertaking business within a global context</p> <p>Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues</p>
<p>Learning Goal 8: Risk Management</p> <p>Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models</p> <p>Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments</p>

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be practised in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following MBA Program Learning Goals</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Business Management Knowledge	Solve a variety of business issues using appropriate decision tools and frameworks; Design and implement effective organisational decision processes	Class Participation, Exam
2	Critical Thinking	Solve a variety of business issues using appropriate decision tools and frameworks	Class participation, Assignment, Exam
3	Communication	Evaluate approaches to decision making and explain the strengths and weaknesses of approaches	Class participation, Assignment, Exam
4	Teamwork	Design effective group decision processes	N/A
5	Responsible Business	N/A	N/A
6	Leadership	Understand the strengths and weaknesses of their preferred decision making style and be able to adopt other a variety of styles as required	Class participation, Assignment, Exam
7	International Perspective	N/A	N/A
8	Risk Management	Understand and articulate the risks of poorly designed decision processes; Understand and articulate the challenges of forecasting; Use techniques to quantify risks and be able to incorporate these risks into decision models	Class participation, Exam

3 LEARNING AND TEACHING ACTIVITIES

The course will use a mix of lectures, class discussion, workshops and guest speakers to provide a variety of theoretical and practical perspectives on decision making in organisations.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).

4.2 Assessment Details

Assessment Task	Weighting	Length	Due Date
Participation in class activities and discussions	10%	See 4.3 below	Ongoing
Assignment	50%	2000 words	29 Feb
Final Exam (take home format)	40%	2 hours	University Exam Period
Total	100%		

Details of each assessment task:

Participation in class activities and discussions

Each week, there will be readings that need to be completed so that students can participate in class discussions. The mark for class participation will be based on thoughtful participation in class activities based on evidence of reflection on the assigned readings.

Assignment

The assignment (2000 words) will offer a range of possible topics. Students will need to demonstrate a solid grasp of the theoretical foundations and the ability to consider how these might be applied in practice. The topics will be based on the ideas covered in class, including both the theoretical material and the practical tools. The assignment will be due on 29 February. Standard MBA submission procedures (including treatment of late submissions) and referencing protocols will apply. Detailed marking criteria will be provided in class.

Final Exam (take home format)

The Final Exam will cover all of the topics discussed in the course. It will be an open book format. Questions will require students to integrate theoretical concepts and practical tools. The exam will take place in the exam period.

4.3 Assessment Format

For guidelines on formatting and presenting your assignment, see <https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations>

4.4 Late Submission

AGSM MBA Programs applies a daily penalty of 5% to late assignments. This policy was reviewed in October 2009 in light of the fact that certain schools within the Australian School of Business apply a 10% penalty. The decision of AGSM MBA Programs following this review was that current 5% penalty is appropriate to all of our programs and will remain unchanged.

Refer to policy at:

<https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations>

Quality Assurance

The UNSW Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

5 COURSE RESOURCES

Readings and additional resources will be posted on Moodle each week.

6 COURSE EVALUATION AND DEVELOPMENT

Mid- and end-of-Session feedback is sought from students about the courses offered in the AGSM MBA Program, and continual improvements are made based on this feedback. The mid-Session feedback is collected in weeks 3 or 4, and communicated to students in the class following its collection. Significant changes to courses and programs within the Program based on end-of-Session feedback are communicated to subsequent cohorts of students.

7 COURSE SCHEDULE

Week	Lecture Topic
1	Cognitive Biases in decision making
2	Types of decisions Insight, innovation and creativity in decision making
3	Leadership and personal decision making
4	Decision tools: Overview and generic approaches
5	Decision tools: Design Thinking
6	Decision tools: Scenario planning
7	Decision tools: Bayesian probability; Probabilistic decision making
8	Decision tools: Multi Criteria Decision Analysis
9	The future of big data in decision making
10	Effective organisational decision making 1
11	Effective organisational decision making 2

PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1 PROGRAM LEARNING GOALS AND OUTCOMES

The Australian School of Business Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback. Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all ASB students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

MBA Program Learning Goals and Outcomes

Learning Goal 1: Business Management Knowledge

Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations

Learning Goal 2: Critical Thinking

Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions

Learning Goal 3: Communication

Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose

Learning Goal 4: Teamwork

Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes

Learning Goal 5: Responsible Business

Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business

Students should be able to consider the social and cultural implications of management practices and of business activities

Learning Goal 6: Leadership

Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

Learning Goal 7: International Perspective

Students should understand the needs of undertaking business within a global context

Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues

Learning Goal 8: Risk Management

Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models

Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments

2 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html> as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: <http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm>.

To see if you understand plagiarism, do this short quiz:
<http://www.lc.unsw.edu.au/plagiarism/plagquiz.html>

For information on how to acknowledge your sources and reference correctly, see:
<http://www.lc.unsw.edu.au/onlib/ref.html>

For the *UNSW Business School Harvard Referencing Guide*, see the Referencing and Plagiarism webpage (UNSW Business School > Students > How can we help? > Learning support > Resources > Referencing & plagiarism)

3 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

AGSM MBA Programs and UNSW policies

In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:

<https://www.business.unsw.edu.au/agsm/students/resources/students-rights-responsibilities>

If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience.

Information and policies on these topics can be found in the 'A-Z Student Guide': <https://my.unsw.edu.au/student/atoz/A.html>. See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

3.1 Workload

It is expected that you will spend at least **ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

3.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

<https://www.business.unsw.edu.au/agsm/students/student-enrolment-information#attendance-participation>

3.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: <https://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html>

3.4 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <http://www.ohs.unsw.edu.au>.

3.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details

4 SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress. For both general and specific information on 'special considerations' contact Student Experience and the lecturer-in-charge: Also see <https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations>

and myUNSW

<https://my.unsw.edu.au/student/academiclife/assessment/examinations/examinationrules.html>

General Information on Special Consideration:

- All applications for special consideration must be **lodged online through myUNSW within 3 working days of the assessment due date** (Log into myUNSW and go to My Student Profile tab > My Student Services channel > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully the instructions and conditions at: <https://my.unsw.edu.au/student/atoz/SpecialConsideration.html>.
- Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct.
- Applications will **not** be accepted by teaching staff. Student Experience will be automatically notified when you lodge an online application for special consideration.
- Decisions and recommendations are only made by Student Experience, **not** by tutors.
- Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.

Special Consideration and the Final Exam:

- Applications for special consideration in relation to the final exam are considered by an AGSM Student Experience panel to which lecturers-in-charge provide their recommendations for each request.
- If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, **you are strongly advised not to attend**. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.

5 STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students:

- **AGSM Student Experience**

Advice and direction on all aspects of enrolment, timetables and graduation.

Ground Floor – Blue Counter, AGSM Building (G27),

Ph: 9931 9400

E: studentexperience@agsm.edu.au

- **eLearning Support:** For online help using Moodle, follow the links from <http://teaching.unsw.edu.au/moodle-students>

For login issues

Contact the **UNSW IT Service Centre:**

Hours: Monday–Friday 8am – 8pm
Saturday–Sunday 11am – 2pm

Email: ITServiceCentre@unsw.edu.au

Phone: (02) 9385 1333; **International:** +61 2 9385 1333

For assistance in using Moodle, including how to upload assessments

Contact the **AGSM Elearning Coordinator:**

Hours: Monday – Friday, 9am – 5pm

Email: elarning@agsm.edu.au

Phone: (02) 9931 9541; **International:** +61 2 9931 9541

For help with technical issues and problems

Contact the **External TELT Service Centre:**

Hours: Monday–Friday 7.30am – 9.30pm
Saturday–Sunday 8.30am – 4.30pm

Email: externalteltsupport@unsw.edu.au

Phone: (02) 9385 3331; **International:** +61 2 9385 3331

- **UNSW Business School Education Development Unit (EDU)**

<http://www.asb.unsw.edu.au/learningandteaching>

Academic writing, study skills and maths support specifically for ASB students.

Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre** www.lc.unsw.edu.au

Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services:**

<http://info.library.unsw.edu.au/web/services/services.html>

- **IT Service Centre:** Technical support for problems logging in to websites, downloading documents etc. <https://www.it.unsw.edu.au/students/index.html>
UNSW Library Annexe (Ground floor)
- **UNSW Counselling and Psychological Services**
<http://www.counselling.unsw.edu.au>
Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as 'Coping With Stress' and 'Procrastination'.
Office: Level 2, Quadrangle East Wing; Ph: +61 2 9385 5418
- **Student Equity & Disabilities Unit** <http://www.studentequity.unsw.edu.au> Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: +61 2 9385 4734

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