



MGT 4430 (Call #9929)
Managerial Decision Making
Spring 2020
3.0 Credit Hours

Instructor	Robert L. (Lenie) Holbrook, Jr.	Telephone	(740) 593-2077
Office	Copeland 308	E-mail	holbrook@ohio.edu
Office Hours	Tu/Th 10:30-11:30; W 9:00-11:00	Remind	Text @mgt4430 to 81010
Class Time	Tu/Th 9:00-10:20	Location	Ellis 014
Other Classes	Tu/Th 12:00-1:20; 1:30-2:50 (MGT 3400)		

MISSION STATEMENT:

The College of Business provides a distinctive learning environment that actively engages students, faculty, and the business community in developing knowledge and skills relevant for success in a complex, global economy.

This environment stimulates student learning and faculty research so that our graduates are able to: a) apply a holistic, integrated approach to business problems; b) apply the communication, leadership, team and technological skills needed to succeed in their business careers; c) understand how to work with people from other cultures and to operate effectively in other countries; and d) understand the social responsibilities of individuals and organizations and evaluate the ethical dimensions of decisions in a business context.

TEXT/MATERIALS/SUPPLIES:

C. Heath & D. Heath (2013). Decisive, New York: Crown Business. (ISBN 978-0-307-95639-2)

COURSE DESCRIPTION:

This course studies decision making and problem solving in organizations from a managerial perspective. The focus is on behavioral decision making, the study of how people make decisions, to learn factors that can eventually help you make better decisions. It draws from research in psychology, economics, political science, and management with application in broad contexts. Topics include heuristics and biases in inference including overconfidence and bounded awareness, decision framing and reversal of preferences, escalation of commitment, fairness/ethics, and motivation and emotion.

PREREQUISITE:

Junior standing.

COURSE OBJECTIVES:

General learning outcomes for the course include:

- Knowing the different types and levels of decisions;
- Understanding the different decision-making biases and ways to avoid them;
- Recognizing frames and the role they play in decision making;
- Understanding when it is appropriate to decide on your own and when to involve others; and
- Understanding how strategic decision making differs from other forms of decision making

COURSE REQUIREMENTS:

Students will be expected to read the assigned text as indicated in the schedule below. There will be questions on both the Mid-Term and Final Exam to assess understanding. In addition, students must read four articles as indicated by the schedule, three of which will be accompanied by a short answer Readings Quiz. Two exams, covering roughly equal amounts of material, will further assess student mastery of course material (augmented by class lecture and discussion). There are three projects – a Past Decision Analysis paper, Competitive Decision-making Games, and a Strategic Decision-making Analysis paper – due at various points in the semester. Three decision-making “quizzes” will be given at beginning part of the semester. Additional information is available in the next section and more detailed information is available on the course website.

EVALUATION/GRADING:

A total of 400 points will be available during the semester and can be earned as follows:

25 points	Decision-Making Surveys (3)
25 points	Readings Quizzes (3)
175 points	Exams (Mid-Term Exam = 75 points; Final Exam = 100 points)
175 points	Projects: Past Decision Analysis (25); Competition (100); Strategic D-M Paper (50)

The grading scale is as follows:

A	376 or more points	B-	320 to 335 points	D+	268 to 279 points
A-	360 to 375 points	C+	308 to 319 points	D	256 to 267 points
B+	348 to 359 points	C	296 to 307 points	D-	240 to 255 points
B	336 to 347 points	C-	280 to 295 points	F	239 or fewer points

- There is no set number of As or Bs for the course (i.e., if everyone in the class earns an A, they will get it). I do not grade on a curve nor do I bump up grades to the next letter even if the total is just one point away.
- Readings Quizzes will be given over the final three reading assignments. Responses will be short answer. The first and last quizzes are worth 10 points each; the second is worth five points.
- Exams are entirely essay and are the primary means for assessing understanding and mastery of course material. These will be based primarily on Key Topics identified during each session (and posted on the Exam web page). You must have a passing average (60 percent of available points) on the exams in order to earn a final grade higher than a D+ for the course.
- Evaluation items for projects along with detailed instructions can be found on the Projects web page.

COURSE POLICIES:

Please be mindful of the following:

- Attendance is a critical component of the course. All absences (excused or unexcused) count toward the attendance policy. You are allowed THREE full absences without penalty. If you exceed THREE absences there will be a reduction in your final point total (5 points each for half absences, 10 points each for full absences). Late arrivals and early departures, regardless how late or early, are treated as half absences. Perfect attendance (no full or partial absences, excused or unexcused) for the semester will earn 10 bonus points as long as behavior in class is professional. Quiz scores are pro-rated based on how long you attend the session in which it is given (e.g., if you leave halfway through, you get half your score). Missed readings quizzes cannot be made up, but an accommodation will be offered for excused absences (defined as authorized University activity or service, recognized religious holidays, documented medical issues, or military training). When you are absent, it is your responsibility to determine what you missed by contacting a classmate.
- All out-of-class assignments must be submitted as indicated on the schedule before class starts. Submission is electronic (see next bullet point). Late submissions will be penalized without exception. The late penalty is 25 percent of the overall value per day (not per class meeting). If you submit something late, you must notify the instructor by e-mail.
- Electronic submission via Turnitin.com is a multi-step process. Be sure you complete all steps and receive a confirmation e-mail. This e-mail is your only protection in the event I indicate no submission was received. In such cases, you must provide the confirmation email to be allowed an opportunity to re-submit for full credit consideration. I will not accept document properties as evidence the assignment was completed on time. Reading check: send me an e-mail message (if you tell me in class I will cancel the bonus) stating that “document properties will never be accepted as evidence of on-time submission” by the end of the day Monday, January 20 and I will give you three bonus points. Please do not tell other class members about this offer. It is a reward for carefully reading the syllabus.
- Electronic devices of any kind (including cell phones) are not to be used during class unless there is a bona fide learning-related issue. In such cases, official documentation will be required. The first violation will result in a warning. Each repeat violation will be treated as a half absence.
- The lectures, classroom activities, and all materials associated with this class and developed by the instructor are copyrighted in the name of Robert L. Holbrook, Jr. on January 13, 2020. You may not photograph or record class content. You may not reuse (outside the scope of this class and its requirements) any course materials without the instructor’s written permission.

COMMUNICATION WITH STUDENTS:

Catmail is an official means of communication among students, faculty, and administrators at Ohio University and is the preferred means of communication between you and the instructor. You may receive a variety of very important e-mail messages from various offices on campus for which some timely response will be required. The official email system for students is identified by OhioID@ohio.edu and can be accessed at catmail.ohio.edu or via the MyOhio portal.

Please remember that:

- You are responsible for monitoring and managing your account regularly, even during breaks.
- You are responsible for all announcements, requests, and/or sensitive information delivered to your Ohio e-mail account, including information related to this course.
- You may electronically forward your Ohio University e-mail to another e-mail address (e.g., @aol.com, @hotmail.com), but at your own risk. The University is not responsible for the handling of forwarded e-mail. Having e-mail forwarded does not absolve you from the responsibilities associated with communication sent to your official Ohio University e-mail address.
- If you have any questions regarding your OU e-mail account, you should contact the Service Desk (740-593-1222). You should report any problems related to e-mail to the Help Desk as well.

UNIVERSITY POLICIES ON ACADEMIC BEHAVIOR:

Academic Dishonesty: (Student Code of Conduct, Academic Misconduct) – Cheating in any form (including plagiarism, intentional or unintentional) is a serious breach of academic conduct; punishment for offenses range from a grade of zero on the assignment to referral to University Judiciaries and/or expulsion from the university.

Plagiarism Policy: Plagiarism is using someone else’s words or ideas as if they are your own. Plagiarism or other forms of cheating will not be tolerated – and will result in a grade of zero for an assignment or failure of the course, at the discretion of the instructor. Give proper credit (with a citation and full reference) when using someone else’s work. In this course, you do not have to provide a citation/reference for material quoted from Decisive as long as you make it clear that you are quoting (i.e., by putting material in quotes and explicitly saying “Decisive says”).

Academic and Classroom Misconduct: Academic integrity and honesty are basic values of Ohio University. Students are expected to follow standards of academic integrity and honesty. Academic misconduct is a violation of the Ohio University Student Code of Conduct subject to a maximum sanction of disciplinary suspension or expulsion as well as a grade penalty in the course.

Code of Conduct Violations: In addition to the sanctions listed above, the instructor may ask an offending student to leave the classroom if the behavior disrupts the learning process or represents a deliberate refusal to comply with course policies (note: this includes repeated use of electronic devices). The Office of Community Standards and University Judiciaries have the right to impose additional sanctions. Students may appeal academic sanctions through the grade appeal process.

ADA STATEMENT:

Any student who suspects s/he may need an accommodation based on the impact of a disability should contact the class instructor privately to discuss the student’s specific needs and provide written documentation from the Office of Student Accessibility Services. If the student is not yet registered as a student with a disability, s/he should contact the Office of Student Accessibility Services. Course requirements cannot be waived, but reasonable accommodations may be provided based on disability documentation and course objectives. Accommodations cannot be made retroactively.

DUTY TO REPORT SEXUAL MISCONDUCT:

If I learn of any instances of sexual misconduct (student-student, faculty-student, administrator-student), relationship violence, stalking, or other forms of prohibited sexual misconduct, I am required to report them (i.e., all university employees are mandatory reporters if they learn of sexual misconduct). If you wish to share such information in confidence, please contact one of the many confidential resources listed at <http://www.ohio.edu/equity-civil-rights/Resources.cfm>. For your protection and mine, any one-on-one meetings will either be scheduled in a public location or my office. If we meet in my office, the door will always be left partially open and you will be seated next to the door. If either you or I deem it appropriate, a faculty colleague may be asked to monitor the meeting.

UNIVERSITY POLICIES:

Students should review at least the following policies in the current student handbook that are relevant to syllabus requirements: Attendance Regulations, Student Grievances, Americans with Disabilities Act, Honor System, Drop-Add Procedures, Student Inspection in Tests and Examinations, Student Conduct Code, and Withdrawal from the University.

CAVEAT:

This syllabus is not a contract. It is intended to be flexible in order to facilitate class learning. As such, the syllabus may be changed, revised, and/or modified any time deemed necessary at the instructor's sole discretion.

CLASS CALENDAR:

NOTE: Articles readings should be completed before class on the date they are assigned.

<u>Date</u>	<u>Topic</u>	<u>Reading / Launch / Deliverable</u>
Jan 14	Introductions / Gen. Project Discussion	Past Decision Analysis Launch
Jan 16	Basic Decision Making	Webkinz Partial Launch
Jan 21	Thinking / Toulmin Model	"10 Ways to Be a Better Thinker"
Jan 23	Introduction to Decision-Making Bias	Bazerman & Moore, Ch. 1
Jan 28	Common Decision-Making Bias	
Jan 30	Common Decision-Making Bias (cont.)	
Feb 4	Movie I Day (Miss Sloane)	
Feb 6	Movie I Day (Miss Sloane)	
Feb 11	Overconfidence	
Feb 13	Bounded Awareness	Deliverable: Past Decision Analysis

<u>Date</u>	<u>Topic</u>	<u>Reading / Launch / Deliverable</u>
Feb 18	Framing & Reversal of Preference	
Feb 20	Framing & Reversal of Preference (cont.)	
Feb 25	Intuition	
Feb 27	MID-TERM EXAM	Key Topics, Movie I, & Decisive (Ch. 1-7)
Mar 3	Strategic Decision Making	“What Makes Strategic Decisions Different”
Mar 5	Escalation of Commitment	
Mar 10	SPRING BREAK	No competitions scheduled
Mar 12	SPRING BREAK	No competitions scheduled
Mar 17	Motivation & Emotion	
Mar 19	Motivation & Emotion (cont.)	
Mar 24	Fairness & Ethics	
Mar 26	Fairness & Ethics (cont.)	
Mar 31	Rational Decision Making in Negotiation	
Apr 2	Negotiator Cognition	
Apr 7	To Be Determined	
Apr 9	Decision-Making Games Discussion	Deliverable: Strategic D-M Analysis
Apr 14	Improving Decision Making	Bazerman & Moore, Ch. 12
Apr 16	Choice Architecture	
Apr 21	Movie II Day (12 Angry Men)	
Apr 23	Movie II Day (12 Angry Men)	
Apr 30	FINAL EXAM @ 8:00	Key Topics, Movie II, & Decisive (Ch. 8-12)

**Projects are indicated as deliverables (BOLD) on the date they are due.
All projects must be submitted via Turnitin.com before class begins.**