



Decision Making

MGT 430- Fall 2024

Instructor	Dr. Martha Davis
E-mail	mdavis@bakeru.edu
Course Meeting Days and Time	TR 4-5:15 pm
Office Hours	By appointment

Catalog Description:

Develops a theoretical and practical understanding of individual and multiparty decision-making processes. Emphasis placed on learning about the systematic ways in which people's judgments deviate from what a rational model would predict. Coverage of multiparty decision making includes an extensive treatment of negotiation strategies. Applications to the management context and recommendations for improving decision making are highlighted.

Credit Hour Policy Statement:

This class meets the federal credit hour policy of 1 hour of class with an expected 2 hours of additional student work outside of class each week for approximately 15 weeks for each hour of credit, or a total of 45-75 hours for each credit.

Course Learning Objectives:

Upon successful completion of this course, students will:

1. Develop skills that are applicable to a wide variety of managerial problems and contexts.
2. Can incorporate data, evidence, and values into decisions about complex problems within organizations.
3. Have begun developing a lifelong skill at being reflective about how decisions are made.
4. Become familiar with the fundamental theories and approaches used to model cognition, human decision-making, and behavior.
5. Be able to read and interpret the key takeaways from managerial decision-making and behavior research studies.
6. Understand the various techniques used in decision-making and behavioral research.
7. Be proficient at reading, interpreting, and discussing academic research articles.

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Methods of Instructions:

This is a seminar format class, you will be assigned a set of readings each week that pertain to the topic for the week, and weekly discussion leaders will be assigned. This course involves significant reading – and you need to be committed to it. You will read articles in practitioner journals (e.g., Harvard Business Review) and books as an introduction to the decision-making topic and will also spend a significant amount of time reading academic research articles. We will read many seminal research articles in the field focusing on decision-making within organizations. We will also read more cutting-edge papers that attempt to alter the traditional perspectives, bring in new concepts and theories, and integrate conflicting approaches. It is important that you not only do the reading, but that you engage it with an open stance, ready to see the contribution in the article, but also ready to see what’s missing and what can be improved.

Textbooks and Required Reading:

Hammon, J.S., Keeney, R.L., & Raiffa, H. (2015). *Smart choices: A practical guide to making better decisions*. Cambridge, Mass: Harvard Business Review Press. [ISBN-13: 978-1633691049]

Cialdini, R. (2007). *Influence: The psychology of persuasion*. New York: HarperCollins Publishers. [ISBN-13: 978-0061241895]

Both books are considered managerial classics, and you might find yourself referring to them and rereading them over the course of your career and beyond. We will use the Harmon, Keeney, and Raiffa book beginning the first week. We will use the Cialdini book in the group decision-making discussions. If you have the chance, try to skim through both early in the course.

Additional journal articles will be assigned weekly as required readings.

Course Schedule:

Week	Topic	Due	Discussion Leader Assignment
0	<i>Hammond et. al. Chapter 1: Making Smart Choices & Chapter 2: Defining the Problem</i>	-	-
1	<i>Hammond et. al. Chapter 3: Objectives & Chapter 4: Alternatives</i>	Discussion questions & reading summaries	-
2	<i>Hammond et. al. Chapter 5: Consequences, Chapter 6: Tradeoffs</i>	Discussion questions & reading summaries	TBD
3	<i>Hammond et. al. Chapter 7: Uncertainty & Chapter 8: Risk Tolerance</i>	Discussion questions & reading summaries	TBD
4	<i>Hammond et. al. Chapter 9: Linked Decisions & Chapter 11: Wise Decision Maker</i>	Discussion questions & reading summaries	TBD
5	<i>Decision Biases and Errors & Hammond et. al. Chapter 10: Psychological Traps</i>	Discussion questions & reading summaries	TBD
6	<i>Escalation of Commitment</i>	Discussion questions & reading summaries	TBD
7	<i>Emotions and Mood</i>	Discussion questions & reading summaries	TBD
8	<i>Personality & Individual Differences</i>	Discussion questions & reading summaries	TBD
9	<i>Motivation and Goals</i>	Discussion questions & reading summaries	TBD
10	<i>Expertise</i>	Discussion questions & reading summaries	TBD



11	<i>Ethics and Morality</i>	Discussion questions & reading summaries	TBD
12	<i>Group Decision Making & Cialdini reading</i>	Discussion questions & article summaries	TBD
13	<i>Group Decision Making Cialdini reading (cont.)</i>	Discussion questions & article summaries	TBD
14	<i>Team Diversity & Cialdini reading (cont.)</i>	Discussion questions & article summaries	TBD
15	<i>Trust & Cialdini reading (cont.)</i>	Discussion questions & article summaries	TBD
16	<i>Final Exam</i>	-	-

Grading Criteria:

Final course grades will be based on performance on the following:

Class Participation

At the end of the semester, I will assign points for class participation based on the overall quality (not just quantity) of your interactions and contributions to the course during class time. I expect a lively exchange of ideas. To accomplish this, students must be ready, willing, and able to discuss readings and participate fully during sessions.

Successful participation requires diligent preparation. It takes more than a quick reading of an article or book chapter to be prepared to discuss it—and it will be painfully obvious if you aren't prepared.

Discussion Leader

You will engage in the role of discussion leader for assigned weeks. Discussion leaders will begin leading discussions in Week 2. Discussion leaders are responsible for developing a creative class structure that engages class members while facilitating learning and the creation of new insights into the literature.

Reading Summaries

A summary for each of the assigned readings is due at the beginning of each week.

Discussion Questions

Your responses to a set of discussion questions are due at the beginning of each week. These discussion questions will relate to the assigned background readings for the week.

Grade Calculation

Assignment	Points	% of Grade
Class Participation	200	20%
Discussion Leader	200	20%
Reading Summaries	200	20%
Discussion Questions	200	20%



Final Exam	200	20%
Total	1,000	

Late Assignment Penalty – for every 24 hours that an assignment is past due, the assigned grade will be reduced by 10%.

Withdrawal and Attendance policies:

Harlaxton College expects regular class attendance by all students. Students are considered sufficiently mature to appreciate the necessity of regular and punctual attendance, to accept this personal responsibility, and to accept the consequences of failure to attend. When absences occur due to emergency or medical reasons, students are expected to notify their instructors of the absence prior to class or to seek the assistance of the College nurse or a member of the Student Experience Team for help in notifying instructors.

Instructors have the authority to grant excused absences for medical, psychological, or personal reasons upon review of appropriate documentation and professional recommendations supporting such a request. In the event of long-term illness, reasonable accommodations will be made to allow a student to complete a course. In these cases, the Dean will need to approve the long-term nature of the accommodation.

The Dean of Harlaxton College has the authority to grant excused absences for medical, psychological, or personal reasons.

Each instructor is expected to maintain an attendance policy in keeping with the nature of the Harlaxton program and may consider it in evaluating performance in their courses.

Policy Governing Unexcused Absences:

Harlaxton College operates an attendance policy that is binding on all faculty and students. The number of unexcused absences that are allowed before incurring a penalty is related to the number of times a class meets each week. For courses meeting twice a week, two such absences are permitted. Additional unexcused absences will attract a grade penalty. The penalty for unexcused absences exceeding the maximum will be a full-letter grade deduction (A to B).

Policy Governing Excused Absences.

- Excused absences are not given to facilitate student travel independent of College-sponsored travel.
- Students may be permitted to miss class because of participation in academic field trips.
- Instructors must co-ordinate and confirm academic field trips with the Dean, prior to the commencement of the Semester to ensure their inclusion in the Semester timetable.
- Where authorization for an academic field trip is requested after the commencement of the semester, the request must be submitted to the Dean.

The following information is required:

- Purpose and a brief description of the official Harlaxton event or academic field trip.
- Dates, location, and times (as applicable).
- Alphabetical list of students involved [Last Name/First Name] along with their student identification number.

If approval is granted:

- Instructors affected will be notified at least one week prior to the class period during which absence is anticipated, or as soon as possible.
- Missed class time due to student participation is to be considered an excused absence.
- The grade of a student may not be lowered in any class due to excused absences.



- It is the student's responsibility - to take the initiative by consulting with their instructors before the absence occurs, and - to do what is required by the instructor to make up all missed assignments and/or examinations.
- Instructors are required to assist students in these occasional situations of excused absences.

Honor Code:

All students at the University of Evansville agree to the University honor code: *I will neither give nor receive unauthorized aid, nor will I tolerate an environment that condones the use of unauthorized aid.*

AI may be used only with prior permission or direction by the instructor.

- All work submitted in this course must be your own.
- The use of generative AI composition tools, such as those offered by ChatGPT, Google Bard etc. is prohibited in this course except for specific assignments and subject to the instructor's guidelines.
- Work generated by such tools without proper attribution is plagiarism and, thereby, a breach of the University's Plagiarism and Academic Honesty policy.

Disability Policy:

It is the policy and practice of the University of Evansville to make reasonable accommodations for students with properly documented disabilities. Students should contact Disability Services within the Office of Counseling Services by calling 812-488-2663 to seek services or accommodations for disabilities. Written notification to faculty from Disability Services is required for academic accommodations.

The University of Evansville Disability Services office will share the request for academic accommodations with the Academic Support team at Harlaxton College. Staff members at Harlaxton will meet individually with students to discuss needs and provide additional information related to examinations or other assessments.

Students from partner institutions should provide the appropriate letter of accommodation from their institution to the Academic Support team at Harlaxton College.



Non-Discrimination Statement

The University of Evansville expects all members of its community to treat each other with respect and civility. Harassing behaviors directed towards any member of our community will not be tolerated. As part of its commitment to non-discrimination, the University specifically prohibits harassment based on any other characteristics set forth in its nondiscrimination statement as follows: including race, color, gender, gender identity and expression, sexual orientation, creed or religion, national origin, age, disability, veteran status and all federally protected groups/classes. Any form of harassment undermines the mission of the University and negatively impacts the University community as a whole.

Prohibited Conduct and Confidentiality

The University of Evansville is committed to fostering an atmosphere free from harassment and discrimination. This commitment includes identifying problems that may lead to sexual harassment and misconduct, as well as other forms of harassment and discrimination, by creating an atmosphere in which the entire University community is sensitive to preventing prohibited conduct. Additionally, the University is committed to providing support and resources to individuals who have experienced prohibited conduct. This commitment includes effectively responding when a student, visitor, guest or program participant is the victim of prohibited conduct.

All campus employees, students, and guests are required to abide by the Title IX and Other Sexual Harassment and Misconduct Policy, the Harassment and Discrimination Policy, and the Consensual Sexual or Romantic Relationships Between Employees and Students Policy. Violation of these policies could result in disciplinary action, up to and including expulsion for students and termination for employees.

Faculty members at the University of Evansville are considered “Responsible Employees” under the applicable federal guidelines and the University’s policies. This means that I am unable to offer you confidentiality if you report any incidence of prohibited conduct to me as defined by Title IX statute. If I am made aware of a violation, I am required to report any known information to the Office of Institutional Equity.

You may choose to report the violation yourself in the following ways:

Email: · Annie Sills, Assistant Director of Institutional Equity and Title IX Coordinator: cs175@evansville.edu ·

Keith Gehlhausen, Executive Director of HR and Institutional Equity: kg77@evansville.edu ·

Title IX: titleix@evansville.edu

Phone: 812-288-5261

Online: <https://www.evansville.edu/safety/report.cfm>

You may also choose to speak with a Confidential Resource. Confidential Resources are required to maintain confidentiality and cannot report violations to the Office of Institutional Equity:

University of Evansville

- Counseling Services: counselingservices@evansville.edu, 812-488-2633
- Health Center Professionals: healthcenter@evansville.edu, 812-488-2033
- University Chaplain: chaplain@evansville.edu, 812-488-5262

Harlaxton College

- College Nurse: Lesley Selby, RGN, +44 01476 403027, lseyby@harlaxton.ac.uk
- Counselling Services: counselling@harlaxton.ac.uk