UNSW Course Outline

MNGT5374 Managerial Decision Making (Full-time, Session 3) - 2024

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General Course Information

Course Code : MNGT5374
Year : 2024
Term : Term 1
Teaching Period : T1
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : AGSM MBA Programs
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

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.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Understand and be able to apply a range of approaches and decision-making tools	• PLO1 : Business Knowledge
CLO2 : Design and implement effective organisational decision processes	• PLO1 : Business Knowledge
CLO3 : Explain the implications of recent cognitive research into human decision-making for individuals and group decision-making	• PLO1 : Business Knowledge
CLO4 : Understand and articulate the challenges of forecasting	• PLO1 : Business Knowledge • PLO3 : Business Communication
CLO5 : Analyse organisational systems to identify opportunities to improve decision quality	• PLO2 : Problem Solving
CLO6 : Use techniques to quantify risks and be able to incorporate these risks into decision models	• PLO2 : Problem Solving
CLO7 : Solve a variety of business issues and decision situations that managers commonly confront by applying applicable tools, techniques and frameworks	• PLO2 : Problem Solving
CLO8 : Evaluate approaches to decision-making and explain the strengths and weaknesses of approaches	• PLO3 : Business Communication
CLO9 : Design effective group decision processes	• PLO4 : Teamwork
CLO10 : Demonstrate effective individual decision-making through an enhanced understanding of your personal decision style	• PLO7 : Leadership Development
CLO11 : Understand and articulate the risks of poorly designed decision processes	• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Understand and be able to apply a range of approaches and decision-making tools	• Class Participation • Final Major Assessment
CLO2 : Design and implement effective organisational decision processes	• Class Participation • Final Major Assessment
CLO3 : Explain the implications of recent cognitive research into human decision-making for individuals and group decision-making	• Class Participation • Final Major Assessment
CLO4 : Understand and articulate the challenges of forecasting	• Assignment • Class Participation • Final Major Assessment
CLO5 : Analyse organisational systems to identify opportunities to improve decision quality	• Assignment • Class Participation • Final Major Assessment
CLO6 : Use techniques to quantify risks and be able to incorporate these risks into decision models	• Assignment • Class Participation • Final Major Assessment
CLO7 : Solve a variety of business issues and decision situations that managers commonly confront by applying applicable tools, techniques and frameworks	• Assignment • Class Participation • Final Major Assessment
CLO8 : Evaluate approaches to decision-making and explain the strengths and weaknesses of approaches	• Assignment • Class Participation • Final Major Assessment
CLO9 : Design effective group decision processes	
CLO10 : Demonstrate effective individual decision-making through an enhanced understanding of your personal decision style	• Assignment • Class Participation • Final Major Assessment
CLO11 : Understand and articulate the risks of poorly designed decision processes	• Assignment • Class Participation • Final Major Assessment

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

Learning activities and teaching strategies

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

Additional Course Information

The course will address four key areas:

- cognitive aspects of decision-making (biases, expertise, habit and willpower)
- personal decision-making style
- effective organisational decision-making
- practical tools.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Class Participation Assessment Format: Individual	10%	Due Date: Ongoing throughout the term	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO7 : Leadership Development
Assignment Assessment Format: Individual	50%	Due Date: Thursday of Week 8 by 11.59pm Sydney time	• PLO2 : Problem Solving • PLO3 : Business Communication • PLO7 : Leadership Development
Final Major Assessment Assessment Format: Individual	40%	Start Date: Assessment released Thursday of Week 11 at 3pm Sydney time; must be started no later than midday on Monday of Week 12 Due Date: Completion by Monday of Week 12 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO7 : Leadership Development

Assessment Details

Class Participation

<u>Course Learning Outcomes</u>

- CLO1 : Understand and be able to apply a range of approaches and decision-making tools
- CLO2 : Design and implement effective organisational decision processes
- CLO3 : Explain the implications of recent cognitive research into human decision-making for individuals and group decision-making
- CLO4 : Understand and articulate the challenges of forecasting
- CLO5 : Analyse organisational systems to identify opportunities to improve decision quality
- CLO6 : Use techniques to quantify risks and be able to incorporate these risks into decision models

- CLO7 : Solve a variety of business issues and decision situations that managers commonly confront by applying applicable tools, techniques and frameworks
- CLO8 : Evaluate approaches to decision-making and explain the strengths and weaknesses of approaches
- CLO10 : Demonstrate effective individual decision-making through an enhanced understanding of your personal decision style
- CLO11 : Understand and articulate the risks of poorly designed decision processes

Assignment

Course Learning Outcomes

- CLO4 : Understand and articulate the challenges of forecasting
- CLO5 : Analyse organisational systems to identify opportunities to improve decision quality
- CLO6 : Use techniques to quantify risks and be able to incorporate these risks into decision models
- CLO7 : Solve a variety of business issues and decision situations that managers commonly confront by applying applicable tools, techniques and frameworks
- CLO8 : Evaluate approaches to decision-making and explain the strengths and weaknesses of approaches
- CLO10 : Demonstrate effective individual decision-making through an enhanced understanding of your personal decision style
- CLO11 : Understand and articulate the risks of poorly designed decision processes

Assessment Length

2,000 words

Final Major Assessment

Course Learning Outcomes

- CLO1 : Understand and be able to apply a range of approaches and decision-making tools
- CLO2 : Design and implement effective organisational decision processes
- CLO3 : Explain the implications of recent cognitive research into human decision-making for individuals and group decision-making
- CLO4 : Understand and articulate the challenges of forecasting
- CLO5 : Analyse organisational systems to identify opportunities to improve decision quality
- CLO6 : Use techniques to quantify risks and be able to incorporate these risks into decision models
- CLO7 : Solve a variety of business issues and decision situations that managers commonly confront by applying applicable tools, techniques and frameworks
- CLO8 : Evaluate approaches to decision-making and explain the strengths and weaknesses of approaches
- CLO10 : Demonstrate effective individual decision-making through an enhanced understanding of your personal decision style
- CLO11 : Understand and articulate the risks of poorly designed decision processes

Assessment Length

3 hours from time of first opening

General Assessment Information

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Topic	Session 1: Cognitive biases Session 2: Alternative perspectives on cognition and decision-making
	Assessment	Assessment 1: Class participation
Week 2 : 19 February - 25 February	Topic	Session 3: Personal decision-making Session 4: How to decide how to decide and generic approaches
	Assessment	Assessment 1: Class participation
Week 3 : 26 February - 3 March	Topic	Session 5: Decision tools - Scenario planning
	Assessment	Assessment 1: Class participation
Week 4 : 4 March - 10 March	Topic	Session 6: Multi-criteria decision analysis
	Assessment	Assessment 1: Class participation
Week 5 : 11 March - 17 March	Other	Global Network Week/Independent Study Week No class session
Week 6 : 18 March - 24 March	Other	No class session
Week 7 : 25 March - 31 March	Topic	Session 7: Prediction and forecasting
	Assessment	Assessment 1: Class participation
Week 8 : 1 April - 7 April	Other	No class session
	Assessment	Assessment 2: Assignment due on Thursday by 11.59pm Sydney time
Week 9 : 8 April - 14 April	Topic	Session 8: Bayes Theorem and probabilistic decision-making
	Assessment	Assessment 1: Class participation
Week 10 : 15 April - 21 April	Topic	Session 9: Big data
	Assessment	Assessment 1: Class participation
Week 11 : 22 April - 28 April	Topic	Session 10: Effective organisational decision-making
	Assessment	Assessment 1: Class participation Assessment 3: Final major assessment released on Thursday at 3pm Sydney time (and must be started no later than midday on Monday of Week 12, as it is a timed assessment - 3 hours from time of first opening)
Week 12 : 29 April - 5 May	Assessment	Assessment 3: Final major assessment must be completed on Monday by 3pm Sydney time (so latest starting time is midday)

Attendance Requirements

Students must attend the scheduled in-person three-hour facilitated class discussions.

Course Resources

Prescribed Resources

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

Other resources

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business, go to the [BusinessThink website](#).

Course Evaluation and Development

Student response:

Please see below.

Response to student feedback:

Feedback on this course is very positive and has been for many years. As always, the content will be updated to incorporate recent developments in our understanding of decision-making. Student feedback suggested more case studies - so more activities and 'short case' exercises will be included for this session. The interactive style and high levels of class discussion will remain the focus for our classes.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator	Patrick Sharry					No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct

- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the key policies and support page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the key policies and support page. For PG Research PLOs, including MPDBS, please refer to the UNSW HDR Learning Outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control

interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special

Consideration" on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).

- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The 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 Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.