

COURSE INFORMATION

Course title:	Decision Making for Managers		
Course code:	BA 563	Credits:	1.5
Session, term, period:	2019W1, Period 6	Class location:	HA 135
Section(s):	001	Class times:	T/Th 10:00am – 12:00pm
Course duration:	Sept- 3 Oct, 2019	Pre-requisites:	n/a
Division:	Ethics and Sustainability/ Marketing and Behavioural Sciences	Co-requisites:	n/a
Program:	MBA		

INSTRUCTOR INFORMATION

Instructor:	Professor Dale Griffin		
Phone:	604-822-8364	Office location:	HA 580
Email:	dale.griffin@sauder.ubc.ca	Office hours:	TBA

Teaching assistant:	Ekin Ok		
Office hours:	TBA		
Email:	ekin.ok@sauder.ubc.ca		

COURSE DESCRIPTION

The MBA is essentially a program about making good analytical decisions. This course is designed to make you a better decision maker by helping you understand your weaknesses and build on your strengths in decision-making. This is an integrative course that links material from Economics, Operations, Statistics, Marketing, Psychology, Finance, and Strategy.

Decision makers need to be able to think effectively about the inputs into a decision analysis, whether to trust the analysis, and how to use the outputs to guide actions by themselves and their organizations. And, most important of all, decision makers need to know how to make effective, unaided intuitive decisions, and to recognize the limits on their intuitive skills. The course will move back and forth between models from strategy, operations and economics of how we should make decisions and psychological, descriptive models of how people actually make decisions to help you understand and improve your natural decision-making abilities and tendencies—and help you avoid making BAD DECISIONS.

COURSE FORMAT

We will meet twice a week face-to-face and engage with a mixture of lecture (approx. 50%), discussion (approx. 30%) and activities (approx. 20%).

LEARNING OBJECTIVES

- To introduce decision frameworks to help structure complex and difficult decision problems in management.
- To explain common decision traps and failures of reasoning.
- To understand and apply organizational processes to overcome individual decision failures.
- To link ethical behaviour with good decision-making.

Program Goals

- Students will be skilled in critical thinking.
- Students will be able to integrate knowledge from relevant business disciplines when making decisions.
- Students will be aware of ethical implications of business decisions and activities.

At the end of the course, students will be able to ...

- Distinguish between intuitive and analytical approaches to decision-making and understand the benefits and trade-offs of each
- Understand and apply the values-based decision-making approach
- Apply formal reasoning and decision frameworks to help structure and clarify difficult and incomplete decision problems
- Identify common decision traps and failures of logical reasoning with business impact
- Identify sources of risk and structure risk management practices that reduce catastrophic outcomes
- Design and apply organizational processes to reduce the impact of individual decision failures

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Written Assignments	50%
Group Presentation	20%
Class participation	<u>30%</u>
Total	100%

Details of Assessments

A student's grade will be based on performance on 3 written assignments (10% for personal Decision Audit, 25% for the analysis of a Decision Fiasco and 15% for final reflection paper), participation in class (20%), and a final group live case presentation (30%).

Participation (20%)

It is very important that students take an active role in classroom activities and discussions and come fully prepared. The class participation grade will reflect the quality of the student's involvement in the class activities and discussions. Perfect attendance is assumed.

LEARNING MATERIALS

Textbook

- Kahneman, D. (2011). Thinking, fast and slow. New York: Farrar, Strauss, & Giroux. (paperback, denoted as "K" in the reading list below). This is more of a "popular" or "easy-reading" summary of the field rather than a dense and scholarly textbook. Widely available in bookstores or online (approx. \$15-\$20). I expect that at least half the class has already read it—this is already a classic. Also available as an ebook.. Required reading. Even if you have read it before, please re-read the specific passages connected with the course. If you want an additional reading, I recommend 2017 Economics Nobel winner Richard Thaler's recent book "Misbehaving". Many more books will be discussed and recommended in class for additional reading.

HBR Readings

- We will use a handful of (short and interesting!) Harvard Business Review readings that will be accessed online through the UBC library site and through Canvas (“HBR”). Every reading should be read before the class for which it is assigned.
- A small case package of 3 cases, available online through the Ivey case site (see below for instructions for access). (approx.. \$14-\$19 depending on format)
- Additional material (e.g., videos) will be added to the Canvas web site.

Topic & Reading List

“K” refers to the Kahneman text “Thinking, Fast and Slow”

Review Readings from Harvard Business Review—read 1 and 2 before first class:

1. HBR1: What you don’t know about making decisions (Garvin & Roberto, 2001)
2. HBR2: The Hidden Traps in Decision Making (Hammond, Keeney, & Raiffa, 2006)
3. HBR3: Building your company’s vision. (Collins & Porras. Sept 01, 1996)
4. HBR4: MIT Sloan Management Review: How to Make Values Count in Everyday Decisions. (Urbany, Reynolds & Phillips. July 1, 2008)
5. HBR5: HBR: Managing Risks: A New Framework. (Kaplan & Mikes, Jun 01, 2012)
6. HBR6: Deals without delusions (Lovallo, Viquerie, Uhlaner, Horn, 2007)
7. HBR7: Decisions without blinders (Bazerman & Chugh, 2006)

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Assignments must be handed in on time except in the case of truly urgent circumstances, which should be communicated to the instructor as soon as possible. Late assignments will be penalized 15% per day.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](https://webforms.sauder.ubc.ca/academic-concession-rhlee) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC’s policy on Academic Concession](#).

Other Course Policies and Resources

Laptops in classrooms

Laptops are permitted to be used in the classroom during BA 563, but only material relevant to the course may be viewed. Wifi use is permitted only when relevant to the class and requires explicit permission. E-mail, texts, news sources (other than those under discussion in the classroom) and social media are not permitted during class time.

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School’s policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students’ use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President’s Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline. Audio or video recording of classes are not permitted without the prior approval of the Instructor.

ACKNOWLEDGEMENT

UBC’s Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE (SUBJECT TO CHANGE WITH CLASS CONSULTATION)

Class#	CLASS TOPICS	ACTIVITIES / READINGS	WHAT’S DUE
Preparation			
Pre-course	Preparation Reading	HBR1, HBR2, K1, (K2-7 optional)	
Week 1, Day 1	Course Introduction and Strategic Decision Making	K8-K9 HBR3	
Week 1, Day 2	Values-based Decisions	HBR4	
Week 2, Day 1	Risk and Uncertainty	K17-K18, HBR5	Decision Audit assignment
Week 2, Day 2	Common judgment biases	K10-K12, K14-K16, K20-K22	
Week 3, Day 1	Structured Decisions and Ethical Tradeoffs	Caprica Energy case	Case discussion
Week 3, Day 2	Integrative Decision Tools		
Week 4, Day 1	Behavioral Economics and “Nudge”	K26-K28, K31, HBR6	Decision Fiasco assignment
Week 4, Day 2	Behavioral Finance	K32, K34, K Conclusions 1-3 Behavioral Finance Case	Case discussion
Week 5, Day 1	Organizational Decision-Making Traps	HBR7 Mount Everest Case	Case discussion
Week 5, Day 2	Course Review and Prep for Final Presentations		
Final Project		Group Presentation (Date: TBA)	Individual Reflection Paper (due end of exam week)

This message explains how to purchase materials needed for your course. These materials will be available after August 15th.

Course: Decision Making for Managers
Professor(s): Dale Griffin
Starting: Sept 3, 2019
Ending: Oct 3, 2019 (plus exam week)

1. Go to the Ivey Publishing website at www.iveycases.com
2. [Log in](#) to your existing account or click "[Register](#)" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser:
<https://www.iveycases.com/CoursepackView.aspx?id=23840>
4. Click "Add to Cart".
5. You may choose to order in either print or digital format.
 - To order the material in digital format, check "digital download" and click "OK".
 - To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
 - If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
 - If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader.

This material is for your personal use only and is not to be shared or distributed in any form.

This is an automated message - please do not reply to this email. Contact your professor directly or contact Ivey Publishing during business hours.

Ivey Publishing
Ivey Business School
Western University
e. cases@ivey.ca
t. 519.661.3208 | tf. 800.649.6355
www.iveycases.com

Business Hours:
Monday to Thursday: 8:00am-4:30pm (ET)
Friday: 8:00am-4:00pm (ET)