

### COURSE INFORMATION

Course title:	Decision Making for Managers		
Course code:	BA 563	Credits:	1.5
Session, term, period:	2020 W1, Period 6	Class location:	Online
Section(s):	001	Class times:	M-W 8-10 AM
Course duration:	Sept 9 – Oct 7	Pre-requisites:	N/A
Division:	Cross-Disciplinary/Marketing	Co-requisites:	N/A
Program:	MBA, MEL/MHLP		

### INSTRUCTOR INFORMATION

Instructor:	Dale Griffin		
Phone:	Office 604-822-8364	Office location:	HA 584
Email:	Dale.griffin@sauder.ubc.ca	Office hours:	W 12-1

### COURSE DESCRIPTION

The MBA is essentially a program about making good analytical decisions in business and organizational settings. 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 Managerial Economics, Operations, Statistics, Marketing, Psychology, Finance, and Strategy.

Decision makers need to be able to think effectively about the inputs for 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 native decision-making abilities—and help you avoid making BAD decisions.

### COURSE FORMAT

BA 563 (2020) will be a fully online and synchronous course experience. Every class member is expected to enter the interaction, provide examples, and mount challenging questions.

### COURSE GOALS AND 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.

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.

and

- 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.

## ASSESSMENTS

### Summary

<i>Written Assignments</i>	<i>50%</i>
<i>Participation</i>	<i>20%</i>
<i>Group Presentation</i>	<i>30%</i>

### 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%).

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. Participation can only be registered through comments and queries communicated outside the classroom setting.

## 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. 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” as well as those listed below.

### Readings

- We will use a handful of Harvard Business Review readings that will be accessed online through the UBC library site and through Canvas (“HBR”) as well as a few “white papers” from the big consulting corporations. **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).
- Additional material (e.g., videos) will be added to the Connect web site.

Estimated cost of required materials: \$20 - \$30 Canadian.

Additional materials recommended but not required:

A list of suggested additional books and articles will be provided on Canvas.

## 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>. 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*

- There is assessed work due in the second week of class. Those joining the course after this time will need to make arrangements with the instructor to arrange a new due date.

## 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*

During online lectures, students are not permitted to use any electronic devices other than the primary one used for attending the online lecture (e.g. laptop or desktop). Only Zoom should be open during the online lecture unless an instructor advises the use of another program/website for an in-class activity. Feedback from students indicates that personal devices are the number one distraction from effective learning and participation in the online learning environment.

### *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>.

#### *Respect for Equity, Diversity, and Inclusion*

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

#### *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 and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. **In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial.** Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

### 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.

### ONLINE TEACHING TOOL & REQUIREMENTS

This course will be taught using Zoom for synchronous classes and office hours.

For this course, you are required to use a Zoom account during synchronous classes and office hours. If you do not have a Zoom account, you can create one here: <https://zoom.us/signup>. Note: creating a Zoom account requires that you provide a first name, last name, and email address to Zoom. For privacy purposes, you may consent to using your existing email address and your real name. Alternatively, if you prefer, you may sign up using an alternative email address and an anonymized name that does not identify you (i.e. Jane Doe, [jane.doe@email.com](mailto:jane.doe@email.com)). If you have trouble creating an account, or accessing a Zoom session, please contact [CLCHelp@sauder.ubc.ca](mailto:CLCHelp@sauder.ubc.ca). You will be required to provide the email address associated with your Zoom account in a Canvas quiz for identification purposes.

To help replicate the classroom experience, make sessions more dynamic and hold each person accountable, both students and instructors are required to have their cameras on during Zoom sessions. Students who require an accommodation with regard to the “camera on” requirement must contact their instructors in advance of the first class to discuss options. As professional graduate students, students are expected to conduct themselves professionally by joining sessions on time, muting mics when not speaking, refraining from using any other technology when in-session, attending in business casual dress (at a minimum), and participating from a quiet environment. Content from synchronous sessions will be selectively recorded per instructor discretion and made available to students on Canvas for a maximum duration of the course length. This is done to allow students the opportunity to return to lecture content to solidify learnings.

### TOPICS & READING LIST

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

*Review Readings from Harvard Business Review available from the Canvas Library tab—read 1 and 2 before first class:*

- HBR1: What you don't know about making decisions (Garvin & Roberto, 2001)*
- HBR2: The Hidden Traps in Decision Making (Hammond, Keeney, & Raiffa, 2006)*
- HBR3: Building your company's vision. (James C. Collins, Jerry I. Porras. Sept 01, 1996.)*
- HBR4: MIT Sloan Management Review: How to Make Values Count in Everyday Decisions. (Joel E. Urbany; Thomas J. Reynolds; Joan M. Phillips. July 1, 2008.)*
- HBR5: HBR: Managing Risks: A New Framework. (Robert S. Kaplan; Anette Mikes, Jun 01, 2012.)*
- HBR6: Deals without delusions (Lovallo, Viquerie, Uhlener, Horn, 2007)*
- HBR7: Decisions without blinders (Bazerman & Chugh, 2006)*

Readings from McKinsey

M1

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-case-for-behavioral-strategy#>

M2

<https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/A%20case%20study%20in%20combating%20bias/A-case-study-in-combating-bias.pdf>

M3

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/strategic-decisions-when-can-you-trust-your-gut>

M4

<https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Strategy%20and%20Corporate%20Finance/Our%20Insights/Better%20forecasting%20for%20large%20capital%20projects/Better%20for%20casting%20for%20large%20capital%20projects.pdf>

M5

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/overcoming-a-bias-against-risk>

M6

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/bias-busters-premortems-being-smart-at-the-start>

**COURSE SCHEDULE**

(Subject to change with class consultation)

Class	Synchronous Or Asynchronous	Date	Topic	Readings or Activities	Assessments due
	A	Pre-course	<b>Your mind, your decisions</b>	HBR1, HBR2, K1, (K2-7 optional)	
1	S	Weds, Sept 9	<b>Strategic Decision Making</b>	K8-K9. HBR3, M1	
2	S	Thurs, Sept 10	<b>Values-based Decisions</b>	HBR4	
3	S	Mon, Sept 14	<b>Risk and Uncertainty</b>	K17-K18, HBR5, M2	Decision Audit assignment
4	S	Weds, Sept 16	<b>Judgment biases</b>	K10-K12, K14-K16, K20-K22, M3	
5	S	Mon, Sept 21	<b>Structured Decisions and Ethical Tradeoffs</b>	Caprica Energy case	Case discussion
6	S	Weds, Sept 23	<b>Integrative Decision Tools</b>	M4	
7	S	Mon, Sept 28	<b>Behavioral Economics and “Nudge”</b>	K26-K28, K31, HBR6, M5	Decision Fiasco assignment
8	S	Weds, Sept 30	<b>Behavioral Finance</b>	K32, K34, K Conclusions 1-3 Behavioral Finance Case	Case discussion
9	S	Mon, Oct 5	<b>Organizational Decision-Making Traps</b>	HBR7, M6 Mount Everest Case	Case discussion
10	S	Weds, Oct 7	<b>Course Review and Prep for Final Presentations</b>		

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

Course: Decision Making for Managers  
Professor(s): Dale Griffin  
Starting: Sep 02, 2019  
Ending: Oct 14, 2019

1. Go to the Ivey Publishing website at [www.iveycases.com](http://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=26779>
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
  - o To order the material in digital format, check "digital download" and click "OK".
  - o 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.
  - o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
  - o 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.

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Friday: 8:00am-4:00pm (ET)