



<b>Course</b>	<b>MNGT 5870 Issues in Management: Managerial Decision Making and Problem Solving</b>
<b>Term</b>	Fall 2, 2009
<b>Instructor</b>	Name: William Sweetnam Phone: 526-5941 Email: billbsa@msn.com
<b>Catalog Description</b>	Course content focuses on developing the student’s understanding of decision-making and problem-solving theories and techniques based on structured decision-making and problem-solving processes. The factors that influence human decisions and the conditions under which decisions are made are presented. Peer, personal, social, and political pressures; individual and group interactions; and data uncertainty are presented within the context of developing sound decision-making and problem-solving methodologies.
<b>Prerequisites</b>	None
<b>Course Level Learning Outcomes</b>	Upon successful completion of this course, <ol style="list-style-type: none"><li>1. The students will obtain a practical understanding of major principles, theories, and terminology of decision-making and problem-solving processes.</li><li>2. The students will become familiar with management decision-making techniques used to solve operating and strategic problems of increasingly complex levels through the analysis and use of textbook and real life management situations.</li><li>3. The students will learn that problem solving and decision making are more than “techniques” but require the proper frame of mind to be successful.</li><li>4. The students will demonstrate, through professional writings, their ability to apply what is learned in the classroom to management situations.</li></ol>
<b>Materials</b>	<u>TEXT USED:</u> The Managerial Decision-Making Process, E. Frank Harrison, Houghton Mifflin Company, Latest Edition. Handouts provided in class by professor

<p><b>Grading</b></p>	<p><u>COURSE REQUIREMENTS:</u></p> <p>Class Participation ----- 10 %  Student Group Presentations ----- 30 %  Midterm Examination ----- 30 %  Final Examination (Comprehensive) ----- <u>30 %</u>  Total: 100 %</p> <p><u>GRADING:</u></p> <p>90 - 100 ----- A  85 - 89.9 ----- A-  80 - 84.9 ----- B+  75 - 79.9 ----- B  70 - 74.9 ----- B-  60 - 69.9 ----- C  less than 60 ----- F</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> <li>• A/A- Superior graduate work</li> <li>• B+/B/B- Satisfactory graduate work</li> <li>• C Work that is barely adequate as graduate-level performance</li> <li>• CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.</li> <li>• F Work that is unsatisfactory</li> <li>• I Incomplete work</li> <li>• ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.</li> <li>• IP In progress</li> <li>• NR Not reported</li> <li>• W Withdrawn from the course</li> </ul>
<p><b>Activities</b></p>	<p>A. Participation (In-class discussion)</p> <p>Student will be assessed on understanding the overall concepts of management as well as individual important topics that are critical to the application of management concepts. This will be accomplished through voluntary discussion opportunities in the classroom. For more information concerning what is expected, refer to the section "PARTICIPATION," under "COURSE POLICIES."</p> <p>B. Midterm exam</p> <p>Student will be assessed on outcomes relating to the understanding the presented concepts of decision making and problem solving as well as individual important topics that are critical to the application of decision making and problem solving concepts. This will be accomplished through discussion questions. For information on the grading weight, refer to the "Course Requirements" section.</p>

	<p><b>C. Final exam</b>  Student will be assessed on outcomes relating to the understanding the overall concepts of decision making and problem solving as well as individual important topics that are critical to the application of decision making and problem solving concepts. This will be accomplished through discussion questions. For information on the grading weight, refer to the “Course Requirements” section.</p> <p><b>D. Student Group Presentations</b>  Student will be assessed on his/her ability to demonstrate an understanding of the assigned case studies. Furthermore, the student will be assessed on his/her ability to investigate, evaluate, and present his or her findings. For information on the grading weight, refer to the “Course Requirements” section.</p>
<p><b>Policy Statements:  University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university’s published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b>  The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b>  Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b>  If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b>  Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other</p>

	<p>students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b>  From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b>  It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p><b>Course Policies</b></p>	<p><b>PARTICIPATION:</b>  Participation counts as a factor in determining the overall grade in the course, therefore, each student must contribute significantly to in-class analyses and discussion. The grade for class participation is something to be earned by contributing assessments and judgments to the discussion. Merely coming to class is not sufficient; attendance is not participation. Therefore, a student should make a conscientious effort to be sufficiently prepared to make intelligent and timely comments regarding issues raised in class.</p> <p><b>INCOMPLETE GRADE:</b>  A grade of “I” for incomplete work is at the discretion of the instructor and must be requested by the student and approved by the instructor. The hardship of the student’s situation will be considered and evaluated by the instructor. The level of the completed work by the student will have a bearing on the granting of an “I.” If the student is failing at the time of the request, only cases of extreme hardships will be considered. Extreme hardship will be determined by the instructor. If an “I” is granted, the instructor will set a date of expected completion. If the course work is not completed as required and in the time span allotted, a grade of “F” may be submitted dependent upon the circumstances. However, if the student is failing the course and if the course work is not completed as required and in the time span allotted, a grade of “F” will be submitted. Any extensions of the time period required for completion will be considered by the professor on a case-by-case basis, following the guidelines and rules of Webster University.</p>

<p><b>Weekly Schedule</b></p>	<p>• <u>SCHEDULE OF REQUIRED READINGS, CLASS, ASSIGNMENTS, LECTURES, DISCUSSIONS, STUDENT PRESENTATIONS, AND EXAMS:</u></p> <p><b><u>WEEK 1</u></b>  Expectations and requirements of course. Review of syllabus and objectives of course. Profile of a decision, decision making, problem solving, decision theory, individual and group decision making, organizational and managerial decision making.  <b>STUDY GUIDE HANDOUT 1</b></p> <p><b><u>WEEK 2</u></b>  Introduction to decision-making processes, functions of decision making, managerial objectives, search for alternatives, cost of information, act of choice, and implementing decisions.  <b>STUDY GUIDE HANDOUT 2</b>  HAND OUT PROBLEM SET 1  ASSIGN GROUPS  ASSIGN GROUP PRESENTATIONS FOR WEEK 3</p> <p><b><u>WEEK 3</u></b>  <b>PROBLEM SET 1 -- ANALYZED AND DISCUSSED STUDENT GROUP PRESENTATIONS -- I</b>  Rational decision making, maximizing behavior, and satisficing behavior. Values for decision making, the hierarchy of values, classification of values, managerial values, ethical behavior, value conflicts, and judgments.  <b>STUDY GUIDE HANDOUT 3</b>  HAND OUT PROBLEM SET 2</p> <p><b><u>WEEK 4</u></b>  <b>PROBLEM SET 2 -- ANALYZED AND DISCUSSED</b>  Eclectic approaches to decision making; rational, organizational, political, and process models; behavioral disciplines, and quantitative disciplines. The psychology of decision making, personality, willingness to accept risk, perception, subconscious and influences.  <b>STUDY GUIDE HANDOUT 4</b>  HAND OUT PROBLEM SET 3  <b>MIDTERM EXAMINATION (1-1/2 hours)</b></p> <p><b><u>WEEK 5</u></b>  <b>PROBLEM SET 3 -- ANALYZED AND DISCUSSED STUDENT GROUP PRESENTATIONS -- II</b></p>

The sociality of decision making, profile of a group, theories of group behavior, group norms and conformity, structure, communication, characteristics of effective groups, groupthink, group decision-making perspectives and profiles.

**STUDY GUIDE HANDOUT 5**

REVIEW OF MIDTERM EXAMINATION

HAND OUT PROBLEM SET 4

**WEEK 6**

**PROBLEM SET 4 -- ANALYZED AND DISCUSSED  
STUDENT GROUP PRESENTATIONS -- III**

The social psychology of decision making, individual versus group decision making, conflict and participation in decision making.

Political aspects of decision making, profile of power, conceptual foundations of political power, profiles of political power, dimensions of and constraints on managerial power.

**STUDY GUIDE HANDOUT 6**

HAND OUT PROBLEM SET 5

**WEEK 7**

**PROBLEM SET 5 -- ANALYZED AND DISCUSSED IN  
CLASS.**

**STUDENT GROUP PRESENTATIONS -- IV**

Strategic decision perspectives, the environment, uncertainty, strategic gap, variations of strategic gap, and the strategic decision-making process.

**STUDY GUIDE HANDOUT 7**

**CHAPTER 11**

HAND OUT CASE STUDIES

**WEEK 8**

**STUDENT GROUP PRESENTATIONS -- V. (CASE STUDIES)**

Strategic decision success, a profile of decision success, determinants of strategic success, a success decision-making model, and a composite approach to evaluation.

**WEEK 9**

Course review and recap

Final conclusions

**FINAL EXAMINATION (1-1/2 hours)**