Newcastle Business School

GSBS6001: Managing Under Uncertainty
2023

MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

OVERVIEW

Course Description	Managing Under Uncertainty (MUU) develops introductory skills concerning managerial decision-making. Students will develop an understanding of decision-making processes with a focus on critical judgement, analytical logical reasoning and creative problem solving. Students will also be introduced to decision-making challenges and contexts under incomplete information.
Sustainable Development Goals	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Contact Hours	**Workshop:** Face to Face on Campus 3 hour(s) per week for 12 weeks
Unit Weighting	10 units
Workload	Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Course Learning Outcomes	**On successful completion of this course, students will be able to:** 1. Apply skills in locating, selecting, referencing and interpreting appropriate academic sources to produce an annotated bibliography and essay; 2. Apply decision making theories to the analysis of case studies including an experiential case study; and 3. Evaluate theories of decision-making.

ASSESSMENTS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Annotated Bibliography	Sunday – Week 6 by 11:59 pm SGT	Individual	30%	1
2	Argumentative Essay	Sunday – Week 9 by 11:59 pm SGT	Individual	30%	1, 3
3	Take Home Case Study Examination	Sunday of the formal exam week by 11:59 pm SGT	Individual	40%	2, 3

Please note: students are advised that ALL assessments must be submitted in English. Assessments items <u>not</u> submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. **Note**: this applies equally to week and weekend days.

Assessment 1 – Annotated Bibliography

Assessment Type	Written Assignment
Purpose	The purpose of this assignment is to provide students with the skills to locate, select, reference and interpret scholarly articles.
Description	Each individual is to select and annotate three (3) articles. Each annotation is one page and completed on a template. In addition, an introduction and conclusion to the annotations is required. Together the introduction and conclusion should be no more than one page each. The selected articles should support the argumentative essay, such that they provide contradicting perspectives on the theme of the essay. A good hint is to search for articles that have a common theme but different approaches or findings so there is a basis for Assessment 2, the Argumentative Essay. The final Annotated Bibliographies will be posted on the course Discussion Board, so everyone has a broad palette of articles on which to draw for their Argumentative Essay in Assessment 2. Workshop sessions on searching databases and preparing Annotated Bibliographies will be held in Week 2 and Week 3 respectively. Further details will be made available on the course CANVAS site and discussed in class.
Weighting	30%
Length	Five (5) pages (2000 Words)
Due Date	Sunday – Week 6 by 11:59 pm SGT
Submission Method	Online – via Turnitin
Assessment Criteria	Refer to course CANVAS site
Return Method	Online
Feedback Provided	Online and in class

Assessment 2 - Argumentative Essay

Assessment Type	Written Assignment
Purpose	The purpose of this assignment is to learn argumentation through essay writing by building on the Annotated Bibliography to develop a proposition on which to base an argumentative essay. A workshop session on writing an Argumentative Essay will be held in Week 7.
Description	Each student is to write an Argumentative Essay based on the theme of the Annotated Bibliography. Students are expected to post their proposition to the relevant Discussion Forum on the course CANVAS site, prior to commencing their essay. A proposition is a statement that can be argued from at least two (2) sides, e.g. All managers are leaders.

Further details will be made available on the course CANVAS site and discussed in class.

Weighting	30%
Length	1500 Words
Due Date	Sunday – Week 9 by 11:59 pm SGT
Submission Method	Online – via Turnitin
Assessment Criteria	Rubric will be published on the course CANVAS site
Return Method	Online
Feedback Provided	Online and in class

Assessment 3 - Take Home Case Study Exam

Assessment Type	Formal Examination
Purpose	The purpose of this assessment is to demonstrate knowledge and application of decision-making theory, models and concepts in analysing a case study.
Description	This assignment is in the form of a take home examination, whereby students have 48 hours from receiving to submitting the assignment. A workshop on Case Study Analysis will be held in Week 4. Students will have the opportunity to practice analysis on two (2) case studies during the course and prior to the exam. The exam case study will be posted to CANVAS on Friday of the formal exam Week at 11:59 pm SGT and the analysis must be submitted to Turnitin by Sunday of the formal exam Week at 11:59 pm SGT. Further details will be made available on the course CANVAS site and discussed in class.
Weighting	40%
Length	1500 Words (minimum).
Due Date	Sunday of the formal exam week at 11:59 pm SGT
Submission Method	Online – via Turnitin
Assessment Criteria	Refer to course CANVAS site
Return Method	Not Returned
Feedback Provided	Examination scripts will **NOT** be returned to students. Final examination scripts will be made available for review by student, upon request, in a controlled and monitored setting. Students are required to make requests directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded dates. Requests made after the six (6) month period **cannot** be considered.

SYLLABUS

Course Content	**Topics in the course include but are not limited to the following:** 1. Nature of decision-making 2. Decision-making theories, models and processes 3. Uncertainty and risk in decision making 4. Personality and values in decision making 5. Individual decision-making 6. Groups and decision-making 7. Ethics and ethical practice in decision-making 8. Politics of decision-making 9. Evaluation of decisions 10. Current issues in decision-making
Course Materials	**Required Text:** Custom Publication eBook: GSBS6001 Managing under uncertainty, (2nd edition) McGraw Hill, Sydney, Australia. Available at: https://www.mheducation.com.au/ebook-gsbs6001-managing-under-uncertainty-2e-customised-9781307774818-aus The textbook is supplemented with relevant weekly readings available on CANVAS. Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to managerial decision making	Topic 1	Discussion of questions posted on CANVAS.
2	Decision making models	Topic 2	Discussion of questions posted on CANVAS. Workshop 1: Database Search and Referencing Skills
3	Uncertainty and risk in decision making	Topic 3	Discussion of questions posted on CANVAS Workshop 2: Annotated Bibliography
4	Individual aspects in decision making	Topic 4	Workshop 3: Case Study Analysis Practice Case Study Analysis - One
5	Group decision making	Topic 5	Discussion of questions posted on CANVAS
6	Organisational decision making	Topic 6	Discussion of questions posted on CANVAS. **Assessment 1 due**: Sunday – Week 6 by 11:59 pm SGT
7	Power and politics in decision making	Readings on CANVAS	Discussion of questions posted on CANVAS Workshop 4: Argumentative Essay
8	Negotiations and rational Decisions	Topic 7	Discussion of questions posted on CANVAS
9	Ethics and ethical practice in decision making	Topic 8	Discussion of questions posted on CANVAS **Assessment 2 due**: Sunday – Week 9 by 11:59 pm SGT
10	Decision support systems – Contemporary Issues	Topic 9	Practice Case Study Analysis - Two
11	Evaluation of decisions	Topic 10	Discussion of questions posted on CANVAS.
12	Review of course and preparation for formal examination	Case study analysis based on formal exam requirements	**Assessment 3 due**: Sunday of the formal exam week at 11:59 pm SGT
If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.			

CONTACTS

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PSB Academy Enquiries
Log your question or request to the PSB Program Executives at the following website:
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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	Communication methods used in this course include: - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination Guidelines. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.