

MNGT2006: Decision Making Under Uncertainty

VLU 2024



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description	Decision making is at the heart of management and business activity. It introduces theories and models to understand behavioural dimensions of decision making. Students will examine the decision-making process through a multi-disciplinary lens and explore the multiple factors that affect choice and judgment by individuals, groups and as organisations. Throughout the course, students will be introduced to different decision-making challenges faced in circumstances of incomplete information, limited time, finite resources and bounded rationality.
Contact Hours	Integrated Learning Session Face to Face On Campus 2 hour(s) per Week for Full Term Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.
Unit Weighting	10
Assumed Knowledge & Pre-Requisites	Any Assumed Knowledge or Pre-Requisites for this course have been previously satisfied by the successful completion of courses within the approved student study plan.
Workload	Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.
Course Learning Outcomes	On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Evaluate decision processes, outcomes and contingencies;2. Apply decision-making theories to business problems and their solutions, as well as to personal experience in the group assignment; and3. Contribute effectively as a group member in applying decision-making skills to a group project.

COURSE OUTLINE

www.newcastle.edu.au

CRICOS Provider
00109J

ASSESSMENT DETAILS

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	Case Study - Group Task - Individual Reflection	Sunday of week 7 by 11:59 pm Sunday of week 8 by 11:59 pm	Group Individual	30% 10%	1, 2, 3 1, 2, 3
2	Argumentative Essay	Sunday of week 10 by 11:59 pm	Individual	20%	1, 2
3	Final examination	Formal examination period	Individual	40%	1, 2

Please note: students are advised that all assessments must be submitted in English. Assessment items not 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.

Time referenced is time in Ho Chi Minh City, Vietnam

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.
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Assessment 1 – Group Task and Individual Task

Assessment Type	Written assessment
Purpose	The purpose of this assessment is to evaluate students' skills and abilities in effectively contributing to a group project involving both individual and group decision-making. To successfully complete this assessment, students must demonstrate knowledge of theories, and frameworks relevant to decision-making, and skills in project management, individual, and group decision-making as well as research and writing. This assessment has two related parts: A. Group project involving a case study analysis. The case study will involve a range of decisions at multiple levels and types. B. Individual analysis of the group decision-making processes experienced in Part A.
Description	Part A: Working in groups of 3-5 members, students must identify and evaluate decision issues evident in the case and apply decision-making theories and frameworks to offer a reasoned analysis of the case events and suggest solutions supported by theory. All team members must contribute effectively to the case study analysis. The group mark will be moderated by SPARKPlus to allocate an individual mark for the group assignment. Part B: Students will individually analyse and reflect on the group processes experienced during Part A. This will include an evaluation of the decision-making processes and conflict management. Please note that this evaluation must apply an analytical approach based on theories and models of decision-making and conflict management. This report will be structured in a logical fashion with references. Further details will be available on CANVAS and discussed in class.
Weighting	Group Task: 30% Individual Task: 10%
Length	Group Task: 2000 words Individual Task: 500 words
Due Date	Group Task: Sunday of week 7 by 11:59 pm Individual Task: Sunday of week 8 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	Marking rubric will be published on CANVAS Please note: Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different

marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: **NO SPARK NO MARK.**

Return Method Online
Feedback Provided Online and in class

Assessment 2 - Argumentative Essay

Assessment Type Written assessment
Purpose The purpose of this assessment is to evaluate students' skills and abilities to deliver a well-researched argumentative essay, adopting accepted academic writing style, and fully referenced in accordance with APA 7th edition referencing style.
Description In completing this assessment, students will deliver a well-researched, coherent essay, comparing and contrasting two (2) decision-making approaches. To successfully complete this assessment, students must demonstrate skills in research, analysis and synthesis of arguments around decision-making theory.
Further details will be available on CANVAS and discussed in class.
Weighting 20%
Length 2000 words
Due Date Sunday of week 10 by 11:59 pm
Submission Method Online – via Turnitin
Assessment Criteria Marking rubric will be published on CANVAS
Return Method Online
Feedback Provided Online and in class.

Assessment 3 - Final Examination

Assessment Type Formal Examination
Purpose The purpose of this assessment is to evaluate knowledge, analysis and application of decision-making theory, concepts and frameworks.
Description The final exam comprises of one case study, and three (3) proposition alternatives from which students select one proposition and write an argumentative essay, defining the proposition, providing arguments for and against, and a conclusion. Students will demonstrate their understanding of decision theories covered in this course and ability in applying such theory to problems and solutions. **Further details will be made available on CANVAS.**
This course has a **RESTRICTED OPEN BOOK** examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
Weighting 40%
Length 120 minutes
Due Date Formal Examination
Submission Method Formal Exam
Assessment Criteria Marking rubric to be published on CANVAS
Return Method Not Returned
Feedback Provided No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, 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 date. 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. Decisions and contemporary issues in decision-making
2. Decision making approaches and processes
3. Risk and uncertainty in decision-making
4. Individual, groups and organisations as decision makers
5. Power and politics in decision making
6. Decision analysis tools
7. Strategic decision-making
8. Leadership, values and ethics in decision-making

Course Materials

The relevant weekly readings are available on CANVAS. Please refer to the course CANVAS site for details of recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction to decisions and decision making		Introduction to course and assessments
2	Decision-making approaches and processes	See questions posted on CANVAS	Forming groups Practice case study analysis
3	Uncertainty and risk in decision making	See questions posted on CANVAS	Discussion of questions posted on CANVAS
4	Individuals as decision makers	See questions posted on CANVAS	Discussion of questions posted on CANVAS
5	Groups as decision makers	See questions posted on CANVAS	Managing group processes
6	Organisations as decision makers	See questions posted on CANVAS	Discussion of questions posted on CANVAS
7	Power and politics in decision making	See questions posted on CANVAS	Discussion of questions posted on CANVAS Assessment 1 due: Case Study - Group Task – Sunday of week 7 by 11:59 pm
8	Negotiation and rational decision making	See questions posted on CANVAS	Discussion of questions posted on CANVAS Assessment 1 due: Case Study Individual Reflection - Sunday of week 8 by 11:59 pm
9	Ethics and ethical practice in decision making	See questions posted on CANVAS	Discussion of questions posted on CANVAS Argumentative Essay writing skills
10	Decision analysis tools	See questions posted on CANVAS	Discussion of questions posted on CANVAS Assessment 2 due: Argumentative Essay - Sunday of week 10 by 11:59 pm
11	Contemporary Issues in decision making	See questions posted on CANVAS	Discussion of questions posted on CANVAS
12	Evaluation of decisions	See questions posted on CANVAS	Discussion of questions posted on CANVAS
13	Review of course and examination preparation		Practical tips on how to prepare for the exam

CONTACTS

School Offices

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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.

Communication Methods

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

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

Academic Misconduct	<p>own work the case will be dealt with under the <u>Student Conduct Rule</u>. 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.</p>
Adverse Circumstances	<p>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:</p> <ol style="list-style-type: none">1. the assessment item is a major assessment item; or2. 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; or4. the course has a compulsory attendance requirement. <p>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</p>
Important Policy Information	<p>The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.</p>

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.

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