



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Course Syllabus**

**Dr. Mishari Alnahedh**  
**MGT 315 – Managerial Decision Making**  
**Fall 2022**

**Lecture Time and Location:**

**MGT 315 / 02** : Mon, Wed 3:30 PM – 4:45 PM Room CG-1008

**Contact Information:**

**Email** : [alnahedh@ku.edu.kw](mailto:alnahedh@ku.edu.kw) (This is also my *MS Teams* Account ID)

**Office Hours** : Sunday 4:00 PM – 5:00 PM or by appointment

**Course Website** : [Mishari.com/cba](http://Mishari.com/cba)

**Course Description:**

*“A good decision is based on knowledge and not on numbers” Plato*

The aim of the course is, quite simply, to make you a better decision maker. To do so, MGT 315 takes a systematic approach to improving your decision making. We will use theories and tools of behavioral sciences (e.g. psychology) to answer the following questions: How do we make judgments about the world (e.g., how profitable a new entrepreneurial venture is likely to be)? How do we learn and update these judgments based on information? How do we make decisions based on these judgments? How do we deal with risk? How should we act in a certain situation, hypothetical or actual?

Topics covered in this course include: choice, judgment heuristics and biases, decision framing, prospect theory, mental accounting, regret, game theory, adverse selection, and other topics.

**Course Learning Outcomes (CLO):**

1. Improve the quality of students' decisions. Students will learn to be aware of and to avoid common inferential errors and systematic biases in their own decision-making.
2. Improve students' ability to predict and influence the behavior of others (i.e. nudge). By understanding how other people decide and behave, students will be better able to motivate desired behavior in others.

This course accomplishes this by expanding the rather limited toolbox provided by standard economics (incentives and education) to include tools of influence prescribed by a realistic understanding of human behavior.



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**CLO Mapping to CBA Skill-Based Competency Goals**

CLO	Competency Goal				
	Analytical (LG5)	Communication (LG4)	Information Technology (LG3)	Decision-Making Skills (LG2)	Business Ethics (LG1)
1	R			R	
2	R			R	

**Type of Emphases:**

- **(I)ntroduce:** Students will be introduced to the skill and their grasp of it assessed in the course.
- **(A)pply:** The course will not cover the skill. Students should have a high-level grasp of the skill and are required to apply it in the course.
- **(R)einforce:** Students should have an introductory-level grasp of the skill and the course will improve their mastery to a higher level.

**My Expectations of You**

The focus of the course will be applying concepts and ideas to real-world examples, primarily through our case discussions. I intend to keep lecturing to a bare minimum. For the class to work well, and for you to benefit from it, preparation for each class meeting is essential: All students are expected to arrive at class having read the assigned chapter and case, and prepared to offer and defend their recommendations. Since our class discussion forms the focus of the course, it is important that I get to know who you are as soon as possible. Please display your name card and try to sit in the same seat every session.

An important feature of MGT 315 is that it is an integrative class—I shall be expecting you to draw on the knowledge you have gained from your previous classes, and from your general knowledge of business affairs. But MGT 315 is not just about reading and analysis, it is also about ideas. Successful entrepreneurs are innovators—they seek to identify and exploit new opportunities for profit. In making recommendations I shall be expecting you to generate novel, interesting, and commercially attractive ideas.

**Required Material:**

Required reading materials will be provided through the course website.

**Grading:**

The scores in this course will be the weighted average of the following items:

Weight	Description
10%	Class Participation (Collective learning, class discussion and class attendance) and Case Quizzes
25%	Exam 1
25%	Exam 2
40%	Final Exam
100%	TOTAL



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Grade Distribution:**

PERCENT	GRADE
95.00 – 100.00 %	A
90.00 – 94.99 %	A-
87.00 – 89.99 %	B+
83.00 – 86.99 %	B
80.00 – 82.99 %	B-
77.00 – 79.99 %	C+
73.00 – 76.99 %	C
70.00 – 72.99 %	C-
65.00 – 69.99 %	D+
60.00 – 64.99 %	D
≤ 59.99 %	F

**Course Requirements and Policies:**

“Eighty percent of success is showing up.” –Woody Allen

**Collective learning and class attendance** will be determined based on roll calls conducted in class. In case method pedagogy, class attendance is critical to individual and collective learning. ***My expectation is that every student arrives on time and attends every class.*** Absenteeism and lateness to class count heavily against the participation grade since it adversely impacts the learning experience of the section as a whole. Anyone who cannot attend class should email me in advance if at all possible. **You are allowed ONLY ONE free absence for case discussion or guest speaker classes. If the case discussion spans two class sessions, missing both sessions counts as if you missed two case classes. If you miss more than TWO case discussion or guest speaker classes, you will receive ZERO points for participation.**

Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on: [http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

**Class discussion:** Class discussion will be assessed on the basis of your contributions to class discussion and listening. Of course, the underlying condition for class participation is attendance. I expect you to attend all sessions. Prior to class, you should thoroughly read and prepare the case for that day, including answering the study questions. Please ensure that you have used the frameworks, tools, and ideas from the readings in your analysis as appropriate. In grading class participation, I look at both the quantity and quality of contribution. With regards to quality, some of the criteria I shall apply include:

- Are the points made relevant to the discussion?



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**College of Business Administration**  
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- Do they go beyond a mere recitation of case facts, and are implications clearly drawn?
- Is there evidence of analysis rather than expressions of opinions?
- Are the comments linked to those of others?
- Did the contribution further the class' understanding of the issues?
- Is the participant a good listener?
- Do comments raise interesting questions?
- In discussion, do the comments fit in the class context?
- Does the analysis make use of models and techniques from the readings or lectures?
- Are comments made in a respectful, professional, and constructive manner?

Students should not expect to receive full points for participation. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class. I will use "cold calling" occasionally so you need to be prepared for each class. Cell phones must be turned off or set to the "silent" mode during classes. Laptops may not be used during case discussion segments and activities.

**Exams:** We will have THREE examinations, two midterms and a final exam, which will cover the course material to that point in the course, including lectures, discussions, and readings. Details about exam contents, time, and location will be discussed in the class. Missed examinations may not be made up without prior permissions, no exceptions.

**Quizzes:** There will be unannounced quizzes (i.e. pop-quizzes) at the beginning of classes in which we discuss case studies. The quiz will cover the main ideas of the case to ensure that each student has read the case study carefully and ready for class discussion. Further details will be discussed in class.

**Note:** *The instructor reserves the right to change assignments and cases as necessary to facilitate an improved learning experience.*

### **Course Website**

MGT 315 uses a course website to facilitate the administration of the course. You will be responsible for checking the course site regularly for class work and announcements. Please become familiar with the website (<http://www.mishari.com/cba>). I recommend creating a shortcut (link or favorite) in your browser that will take you to the course login page. At the course website, you can

- Check for announcements,
- Download slides and files related to MGT 315, and
- Review the grades and monitor your progress.

**Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:

[http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)



**Kuwait University**  
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Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.

**Writing Style:** Students must refer to MLA writing style for their assignments and report writing. Refer to the English Language Center for help.

#### Office Hours

Office hours are Sundays from 4:00 p.m. to 5:00 p.m. If you have a time conflict, please contact me to schedule an appointment for another time. You may contact me any time via email. In general, this syllabus is your first source of information on questions pertaining to the class. I will not answer a question the answer for which is in the syllabus. When sending me an email, always include the class number and your first and last name in the email title. For example, “315 Fulan Alfulani”.

#### Course Outline:

Title	Topics	Weeks (Tentative)
Introduction to Decision Making	Components of a good decision • Rational decision making • Bounded rationality • Emotions • Escalation of commitment	Week 1-2
Logical Fallacies	Optimism/overconfidence • Anchoring and adjustment • Availability heuristic • Representativeness • Base rate neglect • Gambler’s fallacy • Confirmation bias	Week 3-4
Framing and Mental Accounting	Framing effect • Endowment effect • Sunk cost • Mental accounting	Week 5
Judgment Under Uncertainty	Risk preferences • Choices under uncertainty • Expected utility theory • Prospect theory	Week 6
Intertemporal Choices	Dynamic inconsistency • Present bias • Dual process theory • Imagination and regret	Week 7
Fairness and Ethics in Decision Making	Bounded ethicality • Fairness in decision making	Week 8
Game Theory	Sequential games • Simultaneous games	Week 9-10
Evidence-based decisions	Finding patterns • Trend analysis • Causality • Introduction to game theory	Week 11
Behavior Change	Social norms • Incentives • Behavioral economics • Nudging	Week 12-13

#### Important Dates

Date	Event
December 22 <sup>nd</sup> , 2022	Last day of classes
December 27 <sup>th</sup> , 2022 11:00 AM – 1:00 PM	Final Exam for Section 02