



Kuwait University
College of Business Administration
Management & Marketing Department



Course Syllabus
Dr. Husain Ali

MGT 315-Managerial Planning & Decision Making

Spring, 2023

Lecture Time and Location:

MGMT 315/01A: Sunday, Tuesday, Thursday; 11:00 am – 11:50 am, Room CG-1010

MGMT 315/02AX1: Sunday, Tuesday, Thursday; 04:00 pm – 04:50 pm, Room DG-1009

Contact Information:

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Office hours: Sunday, Tuesday, Thursday; 12:00 pm - 1:00 pm, and/or by appointment

Course

Materials: Bazerman, M., Moore, D. (2012). Judgment in Managerial Decision Making. 8th ed. New York: Wiley.

Course Description

Regardless of time, managers in general have a burden to make effective and wise decisions that will ultimately influence their organizations. How do we recruit the best talent? How much risk can we tolerate? How should we choose the best course of action among many? Are feelings biasing our decisions? How does our brain work when it comes to making a choice? Does our old habit(s) bias our perceptions? What impact does our decision have outside the organization? And how does it affect us? The list only grows longer.

This course is not intended to address what to choose or estimate, but how to choose and estimate probably. Choosing and estimating wisely are difficult skills to acquire, but like any other skill they can be improved. There are human tendencies that will trip you up. For example, when walking on a tight rope, we tend to look down, which may lead us to fall.

As such, this class is designed to help students understand when and why humans deviate from standards of accuracy and rationality in decision making. It covers the process of decision making in organizations with concentration on the systems, tools and planning decisions at strategic and operational levels. The course, also, covers the requirements for effective planning and decision making theories as a tool for practicing managerial work. That is, the class focuses on issues that reduces biases and inaccuracies to make better decisions and choices.



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Course Learning Objectives (CLOs)

This course has a number of objectives and upon successful completion of the course, students will be able to:

- CLO1.** Summarize the importance of managerial decision-making process in today's world
- CLO2.** Deconstruct individual and group's decision-making processes identifying inferential errors and systematic biases influencing our decision process
- CLO3.** Determine the proper managerial decision in given situations based on qualitative and quantitative data
- CLO4.** Predict and influence the behavior of others
- CLO5.** Differentiate between decisions that might be viewed as fair, logical, and ethically acceptable
- CLO6.** Provide a number of procedures and techniques to mitigate the influence of biases on our decision-making processes

CLO Mapping to CBA Skill Based Competency Goals¹

CLO	Competency Goal			
	Analytical	Communication	Information Technology	Business Ethics
1	I			
2	I			
3	I		A	
4	I			
5				R
6	I			

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.

Course Format

The class relies on active participation by class members and their attention to class material as well as homework assignments. The specific format of each class varies, but a representative class would involve a short lecture and a discussion of the chapter's content. After a general question and answer session the class ends with the assignment questions for the next class.

This entire class expects active and meaningful participation in class discussions. This is only possible with thorough preparation for class.

¹ CBA Competency Goals can be found at the end of this document.



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Academic Integrity

As in any class, all individual assignments must be written by you and contain your own thoughts and perspectives. However, collaboration with others is allowed and even encouraged. As you will see in class, discussion with others frequently leads to new insights, approaches, and understanding. When you collaborate with others, you *may* reach common conclusions. If this happens, *each person must still submit a separate assignment written in her or his own words*. If you work with anyone else when completing an individual assignment, simply note this on your paper, underneath your name: “Collaborated with...” **MLA guidelines for references** and citations are to be followed as well.

A failure to disclose collaboration with other students will result in a “0” grade on the assignment for all parties involved. Plagiarism and other forms of academic dishonesty will result in a “0” on the assignment and may result in an “F” for the course if the infraction occurs for a major assignment.

Cheating and Plagiarism

Cheating and Plagiarism will not be taken lightly. The faculty will enforce university policies. Please refer to your student manual also can be found in the university website http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf

Attendance

University Policy allows students attending:

Monday, Wednesday Classes [2|4]. You will receive First Warning after 2 absences; Second and Final Warning after another 2 which brings your total to 4;

Sunday, Tuesday, Thursday Classes [1|3|5]. You will receive First Warning after 3 absences; Second and Final Warning after another 3 which brings your total to 6.

Assignments

Each student in this class is responsible to handover his/her own assignment in time as instructed by the professor. Any assignment that you do should be printed (not hand written) and includes a cover page containing your name, course number and time, date, serial number, and student ID number.

12 size font is required throughout the whole assignment. As well as, writing in a question and answer format.

Student Assessment Measures

There are five broad areas of evaluation include: (1) class participation; (2) homework assignments; (3) quizzes; (4) midterm exams; and (5) a final test.

Late submissions of assignments will be accepted with a penalty of one grade per day (e.g. from a B to a C).

Understandably, there are circumstances (e.g., job interviews, illness, family matters, extra-curricular activities, etc.) that may cause you to miss class. However, all assignments are to be submitted by the start of class.

Requests for an extension of time will be handled on a case-by-case basis and are granted only when extenuating circumstances exist.



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Class Participation (5%)

Your class participation grade is based on your contribution, **NOT ON YOUR MERE ATTENDANCE**. At a minimum, you can contribute by being actively engaged, attentive to what is going on, and involved in class activities. Coming to class and participating in this manner will earn you the minimum grade for class participation. To earn a higher grade, you must contribute to class discussions. Class members should make a conscientious effort to attend every class and team meeting if available. While merely “coming to class” is necessary, it is not sufficient. As a matter of common courtesy, come to class on time. Generally, class discussion will proceed on a “volunteer” basis. However, if a discussion stalls, or if participation is poor, I will make use of “cold calling”. Thus, please come to class prepared.

The **quality** of class participation is more important than the **quantity**, and the following points tend to characterize effective ‘participation’. Criteria used to assess the quality of your comments and questions are as follows:

- Do comments make **substantive and relevant** points to the discussion? Do they **link** to the comments of others?
- Do comments show the participant has been listening?
- Do comments **clarify and highlight** the important aspects of earlier comments and lead to a clearer statement of the concept under consideration?
- Is the participant willing to **interact** with other class members?
- Do comments **show evidence** of analysis, synthesis, or integration?
- Do comments **add** to our understanding of the situation?
- Does the participant distinguish among different **kinds of data** (i.e., facts, opinions, beliefs, etc.)?
- Is there a **willingness** to test new ideas or are all comments “safe?”

You are encouraged to disagree with expressed opinions, but it is not OK to be disagreeable. Be professional, business-like and constructive with your comments. We must all learn to maturely and constructively deal with dissenting opinions.

There is a rare possibility at the end of the semester to have you rate each class mate’s contribution to the class discussion. The specific criteria that will be used in the evaluation are selected by students, accepted by the instructor, and agreed to in writing by all members. Your grade in this area will be the average of your class mates’ rating of you.

Homework Assignments (15%)

There will be homework assignments for students to complete at the end of every other week (unless otherwise specified). Once again, late submissions of assignments will be accepted with a penalty of one grade per day (e.g. from a B to a C). Understandably, there are circumstances (e.g., job interviews, illness, family matters, extra-curricular activities, etc.) that may cause you to miss class. However, all assignments are to be submitted by the start of class. Requests for an extension of time will be handled on a case-by-case basis and are granted only when extenuating circumstances exist.

Quizzes (10%)

There will be several pop quizzes during the semester testing your knowledge of the last two lectures. Since they are unannounced, I **WILL NOT PERMIT MAKUPS** (except in uncontrollable situations). So be attentive and try not to miss your classes please.

Midterm Exams (30%)



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You will be given two midterm exams that will primarily assess your understanding of the factual knowledge covered in this course. Adequate performance on this exam will require that you carefully read and thoroughly comprehend all assigned readings for the course. The precise format for the exam will be discussed approximately one week before the exam. To make things easier on you, I will take the best grade out of the two midterm exams, and count it towards your final grade.

Final Test (40%)

Your “final exam” for this class will take the form of a normal classical test. The specific time for this test will be given towards the end of the semester and at least one week before the exam. Similar to the midterm test, the final will assess students’ understanding of the factual knowledge covered in this course.

Extra Credit (10%)

There is a possibility for an extra credit assignment given to students later towards the end of the semester. Yet, this is only a possibility not a guarantee thing to happen. So DO NOT RELY ON THIS JUST YET.

Summary of Evaluation Criteria

Detailed Evaluation Areas	
Participation	5%
Home Work	15%
Quizzes	10%
2 Midterm Exams Best out of two	30%
Final	40%

Grading Distribution:

Grade	Range
A	95.00 – 100.00 %
A-	90.00 – 94.99 %
B+	87.00 – 89.99 %
B	83.00 – 86.99 %
B-	80.00 – 82.99 %
C+	77.00 – 79.99 %
C	73.00 – 76.99 %
C-	70.00 – 72.99 %



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D+	65.00 – 69.99 %
D	60.00 – 64.99 %
F	<60

Class Rules

Treat each person in the class with respect and compassion, in the same way that you would like to be treated.
Speak clearly in a voice that can be heard by everyone in the room. Listen actively to comments made by others.
I will not tolerate any disrespectful conducts or gestures such as shouting of any sort in the class room.



Tentative Schedule

<i>Week</i>	<i>Class</i>	<i>Day/Date</i>	<i>Chapter</i>	<i>Other Comments</i>
<i>1</i>	<i>1</i>	<i>Sunday, Feb. 5, 2023</i>		<i>Introductions</i>
	<i>2</i>	<i>Tuesday, Feb. 7, 2023</i>	<i>1</i>	
	<i>3</i>	<i>Thursday, Feb. 9, 2023</i>	<i>1</i>	
<i>2</i>	<i>4</i>	<i>Sunday, Feb. 12, 2023</i>	<i>1</i>	
	<i>5</i>	<i>Tuesday, Feb. 14, 2023</i>	<i>1</i>	
	<i>6</i>	<i>Thursday, Feb. 16, 2023</i>	<i>2</i>	
<i>3</i>	<i>7</i>	<i>Sunday, Feb. 19, 2023</i>		<i>Esraa & Meraj</i>
	<i>8</i>	<i>Tuesday, Feb. 21, 2023</i>	<i>2</i>	
	<i>9</i>	<i>Thursday, Feb. 23, 2023</i>	<i>2</i>	
<i>4</i>	<i>10</i>	<i>Sunday, Feb. 26, 2023</i>		<i>Independence & liberation date</i>
	<i>11</i>	<i>Tuesday, Feb. 28, 2023</i>		<i>Independence & liberation date</i>
	<i>12</i>	<i>Thursday, March 2, 2023</i>	<i>4</i>	
<i>5</i>	<i>13</i>	<i>Sunday, March 5, 2023</i>	<i>4</i>	
	<i>14</i>	<i>Tuesday, March 7, 2023</i>	<i>4</i>	
	<i>15</i>	<i>Thursday, March 9, 2023</i>		<i>Review</i>
<i>6</i>	<i>16</i>	<i>Sunday, March 12, 2023</i>	<i>1,2,4</i>	<i>Midterm I</i>
	<i>17</i>	<i>Tuesday, March 14, 2023</i>	<i>5</i>	
	<i>18</i>	<i>Thursday, March 16, 2023</i>	<i>5</i>	
<i>7</i>	<i>19</i>	<i>Sunday, March 19, 2023</i>	<i>5</i>	
	<i>20</i>	<i>Tuesday, March 21, 2023</i>	<i>5</i>	
	<i>21</i>	<i>Thursday, March 23, 2023</i>	<i>7</i>	
<i>8</i>	<i>22</i>	<i>Sunday, March 26, 2023</i>	<i>7</i>	
	<i>23</i>	<i>Tuesday, March 28, 2023</i>	<i>7</i>	
	<i>24</i>	<i>Thursday, March 30, 2023</i>	<i>7</i>	
<i>9</i>	<i>25</i>	<i>Sunday, April 2, 2023</i>	<i>8</i>	
	<i>26</i>	<i>Tuesday, April 4, 2023</i>	<i>8</i>	
	<i>27</i>	<i>Thursday, April 6, 2023</i>	<i>8</i>	
<i>10</i>	<i>28</i>	<i>Sunday, April 9, 2023</i>	<i>8</i>	
	<i>29</i>	<i>Tuesday, April 11, 2023</i>	<i>12</i>	
	<i>30</i>	<i>Thursday, April 13, 2023</i>	<i>12</i>	
<i>11</i>	<i>31</i>	<i>Sunday, April 16, 2023</i>	<i>12</i>	
	<i>32</i>	<i>Tuesday, April 18, 2023</i>		<i>Review</i>
	<i>33</i>	<i>Thursday, April 20, 2023</i>	<i>5,7,8</i>	<i>Midterm II</i>
<i>12</i>	<i>34</i>	<i>Sunday, April 23, 2023</i>		<i>Eid</i>
	<i>35</i>	<i>Tuesday, April 25, 2023</i>		<i>Eid</i>
	<i>36</i>	<i>Thursday, April 27, 2023</i>	<i>12</i>	
<i>13</i>	<i>37</i>	<i>Sunday, April 30, 2023</i>	<i>TBA</i>	
	<i>38</i>	<i>Tuesday, May 2, 2023</i>	<i>TBA</i>	
	<i>39</i>	<i>Thursday, May 4, 2023</i>		<i>Review</i>
<i>14</i>	<i>315/01A 315/02AXI</i>	<i>May 10, 2023 (8 am) May 10, 2023 (11 am)</i>	<i>TBA</i>	<i>Final Test</i>



CBA Competency Goals

1. **Analytical Competency:** A CBA graduate will be able to use analytical skills to solve business problems and make a well-supported business decision.

Student Learning Objectives:

- 1.1 Use appropriate analytical techniques to solve a given business problem.
- 1.2 Critically evaluate multiple solutions to a business problem.
- 1.3 Make well-supported business decisions.

2. **Communication Competency:** A CBA graduate will be able to communicate effectively in a wide variety of business settings.

Student Learning Objectives:

- 2.1 Deliver clear, concise, and audience-centered presentations.
- 2.2 Write clear, concise, and audience-centered business documents.

3. **Information Technology Competency:** A CBA graduate will be able to utilize Information Technology for the completion of business tasks.

Student Learning Objectives:

- 3.1 Use data-processing tools to analyze or solve business problems.

4. **Ethical Competency:** A CBA graduate will be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

Student Learning Objectives:

- 4.1 Identify the ethical dimensions of a business decision.
- 4.2 Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 4.3 Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

5. **General Business Knowledge:** A CBA graduate will be able to demonstrate a basic understanding of the main business disciplines' concepts and theories.

Student Learning Objectives:

- 5.1 Acquire a fundamental understanding of knowledge from the main business disciplines (e.g. finance, accounting, marketing, and management information systems, among othe



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