

EST 194 – DECISION MAKING SPR 2020

**** THIS SYLLABUS IS SUBJECT TO CHANGE BASED UPON THE
DISCRETION OF THE PROFESSOR ****

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Time/Date: 3:30pm-4:50pm Mon/Wed

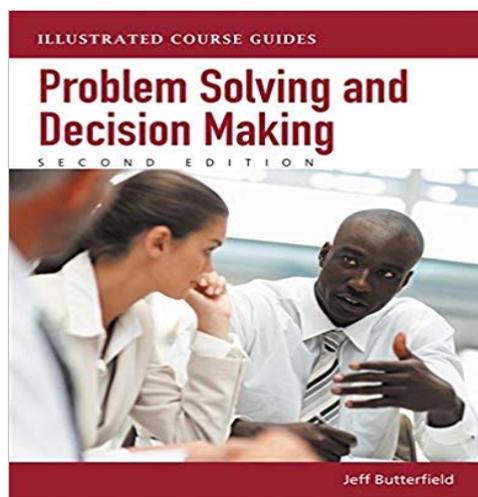
EST 194 TEXTBOOK:

Problem-Solving and Decision Making: Illustrated Course Guides, 2nd Edition

Jeff Butterfield

Published: © 2013

Print ISBN: 9781133187578



Course Objectives:

The world is moving faster and changing faster as we interface with the complexities and challenges of business, politics, technology, the environment, and society. The choices and actions we take (decisions) are crucial to sustaining our welfare, development, and impact in society. This course in “decision making” will take a very practical approach to the process and methods of decision making. In this connection, the course will be broken down into three phases, which are as follows:

- Part 1 - Identifying & Defining Problems
- Part 2 - Solving Problems
- Part 3 - Thinking Critically

We will explore cultural dimensions and how these dimensions affect decision making. The course will also present case studies on good and bad decision making in the business and policymaking environment.

As a class, we will break into decision making groups where we will be presented topics that present a dilemma or choice. We will then use analytical thinking, logic and basic decision-making tools to make a “decision” that leads to a solution.

We will explore, from a *real-world, practical perspective*; what decision-makers do, how they think, what they aspire, how they succeed, and how they fail. The course lectures will cover the main topics of the decision-making textbook chapters and the learning experience will be complemented by “**real-world**,” decision-making scenarios, guest speakers, case studies, simulations, and relevant management videos.

This is an interactive course! Students are expected to interact during class. My *primary* role is to facilitate students' thinking and learning by providing information and utilizing approaches that encourages such opportunities. Students in this course will engage in:

Study that will encourage analysis, exploration, questioning, reconsideration and synthesis of old and new knowledge and skills

- Challenges which demands inquiry and application, and which is sufficiently stimulating so as to meet the Department's educational objectives.
- Close interaction with the lecturer.
- Sufficient time for reflection, absorption and gain self–confidence on the subject matter through group discussions and presentations.

Students will be assigned written and oral work and will be expected to conduct library research and readings when applicable.

Code of Conduct: All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University.

It is the student’s obligation to be familiar with the Student Conduct Code, especially as it pertains to academic misconduct (cheating, plagiarism, etc.).

Course Requirements: Exams will operate on cumulative 100 point system.

Midterm Exam	50 points
Final Exam	50 points

REQUIRED ACTIONS DURING THE COURSE

Class Participation/Contribution: In order to stimulate active learning, class will be discussion-oriented. Obviously, the quality of a discussion class is a function of the quality of each student's preparation. I see my role as the facilitator of student learning. It is the student's job to actively contribute, to be involved. I expect that students will come to class prepared to learn, which includes being intellectually curious, acting with integrity and reliability, and willing to work collaboratively with their classmates.

The *quality* of contribution is based on the quality of the insights exhibited, the student's ability to maintain continuity of discussion (i.e., pays attention to existing discussion/prior comments) and answer follow-up questions. Finally, your contribution to the spirit of the class (contributes to a positive learning environment) is also important.

Professionalism & Maturity

Note (A): After (2) two warnings, given by the instructor, students who continue to demonstrate a lack of maturity & professionalism will result in a deduction of (2) grade points per incident.

Note (B): **Absolutely no computer or phone use in class unless for an emergency.**

Note (C): Please don't hold private and/or off-topic conversations while the instructor is teaching. It is disrespectful and it may disturb the learning experience of others in class. On the other hand, it is perfectly acceptable to interact and discuss with your peers, and the instructor on the subject matter that is being addressed during class.

**** A record of all non-professional and immature behavior will be kept by the instructor. ****

Attendance

1 absent = 2 grade points minus (Without an **official** absence letter FOR A VALID EXCUSE OR MEDICAL CONDITION. PLEASE REFER TO THE UNIVERSITY MANUAL ON EXCUSED ABSENCES)

1 lateness = 1 grade point minus (Late is defined as students arriving class exactly 5 minutes after the official start of the lecture).

Exams: Both Midterm and Final Exams may include a mix of multiple choice, short-answer, and True/False questions, asking for factual knowledge about the readings and material covered during the semester. **** No late exams or make-up will be given. * ***

Team Projects (To Be determined): If applicable the course team project is designed to give you a real-life opportunity to apply the knowledge you are learning in class. I will be checking up on your team to offer advice and guidance as needed. If applicable, there is a project presentation date – (To be determined). A project presentation would generally consist of 8 Slides maximum / 15 minute time limit, which includes the involvement of all team members.

NOTE: POINTS FROM YOUR CUMMULATIVE COURSE GRADE WILL BE TAKEN OFF IF YOU DO NOT MEET THESE REQUIREMENTS. GRADES ARE THE AVERAGED RESULTS OF THE FINAL AND MIDTERM EXAMS; THEREFORE, THERE IS NO NEGOTIATION OR DISCUSSION OF YOUR GRADE AFTER GRADES HAVE BEEN ISSUED.

Semester Grading: Your final letter grade in the class is based upon the distribution of total points at the end of the semester. Plus/Minus grading will be used for final grades on the following scale.

93 - 100%	A	77-79%	C+
90 - 92%	A-	73-76%	C
87 - 89%	B+	70-72%	C-
83 - 86%	B	67-69%	D+
80 - 82%	B-	63-66%	D
		60-62%	D-
		Below 60%	F

LECTURE SCHEDULE

* **You do not need to read the complete chapter.** If the book covers a topic for which there is no power point slide, then I will NOT cover that topic in class, nor on the test. If I have a PowerPoint slide, then you are responsible for having taken additional notes on that topic with supporting detail from the text. The PPT slides are merely an outline and meant to highlight which topics will be covered.

Course Outline of Week/Topics

Week 1 -8 Part 1 - Identifying & Defining Problems & Part 2 – Solving Problems

- Understanding Problem Solving
- Analyzing Problems
- Working with Problem Owners and Stakeholders
- Developing Effective Problem Statements
- Determining Causes
- Simplifying Complex Problems
 - *Innovative ways to solve problems: open source science*
- Identifying and Managing Risks
 - *Crisis management*
- Avoiding Problem-Solving Trap
- **MIDTERM EXAM (WEEK 7)**

Week 9 - 15 Part 2 Solving Problems & Part 3 Thinking Critically

- Understanding Critical Thinking
- Identifying Arguments
- Assessing the Credibility of an Argument
- Exploring Weaknesses in an Argument
- Overcoming Obstacles to Critical Thinking
 - Critical thinking and feeling
 - Avoiding Deductive Reasoning Fallacies
 - Avoiding Inductive Reasoning Fallacies
- Becoming a Critical Thinker
- **FINAL EXAM (WEEK 14)**

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