

DEC 100: DECISION ANALYSIS

COURSE SYLLABUS

Course Catalog: DEC 100
Course Title: Decision Analysis
Department: Department of Quantitative Methods and Information Technology
School: John Gokongwei School of Management
School Year: SY 2012-2013
Semester: Second
Credit: 3 Units

Instructor: Wilson Gan Email: wil_gan@yahoo.com

Sec.	Schedule	Venue
X	16:30 – 18:00, TTh	SOM 102

A. Course Description & Objective

CATALOG DESCRIPTION: A study of real world decision-making, combining quantitative and qualitative approaches. Decision making is viewed not solely as a rational, unambiguous process, but as filled with uncertainty, assumptions, perceptions, and personal interests. **By working with real-world problems, students may gain understanding not only of the rational processes involved in decision-making but also non-rational human approaches to problem solving.**

The course provides students with an appreciation of common biases in decision making. At the same time, it introduces them to a repertoire of robust frameworks and tools actually used in industry to address common business issues. Rather than focusing on the theoretical foundations of these tools, the class will stress their application to various business situations.

Solutions to business issues are worthless if not properly implemented. Hence, valuable course time will also be allocated to developing presentation skills, which is critical in securing buy-in and commitment from upper management. Moreover, given the importance of obtaining support from stakeholders, communications and negotiations drills are also included in the course coverage.

By the end of this course, students should be more prepared to handle business issues that their future managers will delegate to them. These “business-ready” students should be able to deconstruct and tackle complex business problems, make sound decisions, and drive their recommendations to implementation.

B. Course Coverage

Duration (in weeks)	Topic
2	Module 1: Understanding Pitfalls in Decision Making <ul style="list-style-type: none">Limits to Rationality (as illustrated in Consumer Decision Making)Security in the Abundance of Information<ul style="list-style-type: none">Case 1: Introducing New Coke
4	Module 2: Solving Strategic Issues through Structured Analysis <ul style="list-style-type: none">Structured Problem SolvingDriver, Profit and ROIC TreesCase Analysis<ul style="list-style-type: none">Case 2: Black & Decker Corp. (A): Power Tools DivisionCase 3: The Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Tire Plant

	<ul style="list-style-type: none"> ○ Case 4: Westlake Lanes: How Can This Business Be Saved? • Case Interviews
2	Module 3: Towards Wiser Decisions <ul style="list-style-type: none"> • Generating Creative Alternatives • Managing Risk • Dealing with Multiple Objectives
3	Module 4: Driving Your Point through Effective Presentations <ul style="list-style-type: none"> • Presenting Numerical Analysis • Structuring the Presentation Content • Delivering Presentations • Handling Q&A
2	Module 5: Obtaining Stakeholder Support for Strategic Implementations through Personal Leadership and Teamwork <ul style="list-style-type: none"> • Strategy Implementation Framework • Power and Influence • Interpersonal Communication and Conflict Management • Negotiation Concepts and Techniques • Change Management

C. References

Dixit, Avinash. Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life. Norton & Company, 1993.

Goodwin, Paul, Wright, George. Decision Analysis for Management Judgment. 4th ed. John Wiley & Sons, 2009.

Hammon, John, Keeney, Ralph, Raiffa, Howard. Smart Choices: A Practical Guide to Making Life Decisions. Broadway Books, 2002.

Hrebiniak, Lawrence. Making Strategy Work: Leading Effective Execution and Change. Wharton School Publishing, 2005.

Hurson, Tim. Think Better: An Innovator's Guide to Productive Thinking. McGraw-Hill, 2007.

Jones, Morgan. The Thinker's Toolkit: 14 Powerful Techniques for Problem Solving. Three Rivers Press, 1998.

Rasiel, Ethan. The McKinsey Way. McGraw-Hill, 1999.

Watanabe, Ken. Problem Solving 101: A Simple Book for Smart People. Portfolio Hardcover, 2009.

Zelazny, Gene. Say It With Charts: The Executive's Guide to Visual Communication. 4th ed. McGraw-Hill, 2001.

D. Course Requirements

<i>Course Requirement</i>	<i>Weights</i>
Group Project Tentative Submission Date: February 19, 2013	40%
Group Written Analysis of a Case / Video Tentative Submission Date: Nov or Dec 2012	15%

Individual Reaction Paper Tentative Submission Date: February 21, 2013	5%
In-Class Exercises	10%
Quizzes	20%
Class Participation	10%

E. Grade Equivalents

92 - 100	3.76 – 4.00	A	76 - 78	1.81 – 2.30	C
87 - 91	3.31 – 3.75	B+	70 - 75	1.00 – 1.80	D
83 - 86	2.81 – 3.30	B	Below 70	Below 1.00	F
79 - 82	2.31 – 2.80	C+			

F. Class Policies

- Attendance:** Students are expected to attend all scheduled classes. Although it is a privilege to have a certain amount of cuts, this privilege comes with responsibility. It is up to the student to make up for all the missed lectures and class work due to his absence. Note that students are allowed at most 9 hours of cuts in this 3-unit course.
- Punctuality:** There is no distinction between an excused and an unexcused absence. A late is equivalent to half a cut. Students who come to class fifteen minutes after the scheduled start of class will be marked absent.
 - Your instructor will never be absent without notice, although may be sometimes late. Unless informed otherwise, please assume that class will push through at all times.
- Dress Code:** Students are expected to adhere to the Dress Code set by the JG School of Management.
- Quizzes:** Latecomers risk not being allowed to take the quiz. Make-up quizzes will not be offered.
- Class Participation:** Students are highly encouraged to participate during class discussions. Class participation will have a significant effect in the computation of the final grade.
- Academic Integrity:** Cheating is a grave offense, which goes against the values that the university holds. Students who are caught will be given a grade of F for the said requirement (or the final grade) and shall be brought to the Discipline Committee for further disciplinary action. The following are considered cheating:
 - Cheating during quizzes
 - Submitting spurious reports copied from pervious materials other than his/her own.
 - Copying another student's work including assignments and reports
 - Receiving assistance from anyone else with graded take-home activities.
 - Plagiarism

G. Contact and Consultations

Students are highly encouraged to consult with the instructor. Consultations may also be scheduled before or after class hours.

The instructor reserves the right to make changes to this syllabus as the pace and environment of the class dictates.