

THE UNIVERSITY OF WESTERN ONTARIO  
LONDON, CANADA

Management and Organizational Studies

MOS 240 Section 650

**Information Management and Decision Making**

Distance Studies - On-Line

**COURSE OUTLINE**

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1.0 CALENDAR DESCRIPTION

A study of effective management of information as a critical resource in the organization and its relationship with the decision-making process. Topics include systems theory, classification of information systems, information management, and decision analysis.

Antirequisites: The former Administrative Studies 164a/b, 168a/b, 240a/b.

Prerequisites: Administrative and Commercial Studies 020a/b, the former Administrative Studies 040E.

Half course.

2.0 COURSE INFORMATION

Professor: R. Kriening

E-mail: Please use WebCT mailbox for all course related contact.

Virtual Office Hours: (email is checked on a regular basis)

3.0 TEXTBOOKS

The following textbooks are required for this course.

Bazerman, M.H. (2002). Judgment in managerial decision making (6th. ed.). New York, NY: Wiley. [ISBN: 0-471-68430-9]

Rampton, G.M., Turnbull, I.J., & Doran, J.A. (1999). Human resources management systems: A practical approach (3rd. ed.). Scarborough, ON: Carswell. [ISBN: 978-0-799-80007-0]

4.0 COURSE OBJECTIVES

This course is designed to provide the student with an understanding of how decisions are made and the biases which influence decisions. With this understanding, the goal is to try to improve decision making with a focus on managing human resources.

5.0 EVALUATION

Exams (85%)

There will be two exams in this course, a midterm and a final exam each worth 42.5% of the final grade. Both exams may consist of multiple choice, fill in the blank questions, as well as some short and long answer questions. Exams are 2 hours in length. Students are only allowed to bring writing instruments to the exam; no books, calculators, dictionaries, etc. are allowed. Students are responsible for all material covered in the on-line discussions, course notes, as well as the assigned chapters in the text. Students are required to complete both exams in this course - no exceptions.

The instructor will not answer questions during the exams. . My policy during exams is this... if you find a typo, or duplicate question please bring it up and point it out so I can let the class know, otherwise everyone sits quietly and writes. If you come across a question that you find to be misleading or poorly worded, please make a note of it on the top of the exam (not the answer sheet). If enough students tag the

same question I will review it and may consider removing it from the exam prior to marking. After years of proctoring exams and tests, I found this to work very well.

Midterm Exam – covers Rampton chapters 1-12

Final Exam – covers Bazerman chapters 1-7, 9, 10, 12

Final exam is **not** cumulative, and covers only those chapters mentioned above.

Participation (15%)

Participation will be graded based on the student's participation in on-line discussions with the rest of the class, as well as responses to instructor questions. The instructor may ask students to submit one to two paragraph responses directly to him/her or to a general discussion area. The quantity of quality responses will be taken into account. Postings to the discussion area or to the instructor will have a deadline – **late postings will not be considered for marks**. Please refer to the document found on the main page titled 'Course Guidelines and FAQ' for more detail regarding the guidelines for participation.

Students are ***required to COMPLETE ALL COMPONENTS*** of this course. There are no exceptions to this. "Extra assignments" to improve grades will not be allowed.

### **Grading Weights for Evaluation Components**

Midterm	42.5 %
Final Exam	42.5 %
Participation	15 %
Total	100 %

### 6.0 EXAMINATION SCHEDULE

Exam dates and times are scheduled by the registrars office – the instructor will post date, time and room number on the course web site. Those writing outside of London, must make arrangements with the Distance Studies office.

### 7.0 STUDY SCHEDULE

### **Rampton Text - Human resources management systems: A practical approach (3rd. ed.)**

Week 1 = Lecture Note 1

#### **Introduction and Need for effective HRMS [R chaps 1&2]**

- History
- Tracking Employees
- Human Resources Strategies

Week 2 = Lecture Note 2

#### **Return on Investing in and Planning a new HRMS [R chaps 3&4]**

- Legislation
- Research Issues
- Project Management and Change
- Training and Development

Week 3 = Lecture Note 7

#### **Designing and Implementing New HRMS [R chaps 5&6]**

- Analysis of HR Models
- Project Teams

Week 4 = Lecture Note 8

**Maintaining and Planning HRMS [R chaps 7&8]**

- Roles and Responsibilities
- Trend Assessment

Week 5 = Lecture Note 9

**Staffing and Training [R chaps 9&10]**

- Recruitment and Selection
- Training
- Attitude Assessment

Week 6 = Lecture Note 10 & 11

**Compensation, Benefits, and Pensions [R chap 11]**

- Job Evaluation
- Payroll

**Occupational Health and Safety [R chap 12]**

- Legislation
- Globalization
- Influence of the World Wide Web

\*\*\* *Midterm Exam*

**Judgment in managerial decision making (6th. ed.).**

Week 8 = Lecture Note 3

**Introduction to decision making, biases, and judgment under uncertainty [B chaps 1-3]**

- Introduction to Managerial Decision Making (bounded rationality, heuristics)
- Common Biases in Decision Making
- Framing and the Reversal of Preferences (framing of information, risky decisions)

Week 9 = Lecture Note 4

**Motivational Biases and Nonrational Escalation in decision making [B chaps 4&5]**

- Motivational Biases in Decision Making (self-serving thinking, positive illusions)
- The Nonrational Escalation of Commitment (explanation models and description)

Week 10 = Lecture Note 5

**Fairness and Investment Mistakes [B chaps 6&7]**

- Fairness in Decision Making (ultimatums, concern for others)
- Common Investment Mistakes (overconfidence, optimism, understanding randomness)

Weeks 11& 12 = Lecture Note 6

**Negotiations and Improving Decision Making [B chaps 9,10,12]**

- Making Rational Decisions in Negotiations (values and decision analysis)
- Negotiator Cognition (framing of information, overconfidence, anchoring)
- Improving Decision Making (experience gaining, avoiding bias, empathy)

***Final Examination – non cumulative - Date to be determined by Registrar and communicated through Distance Studies – also posted on course calendar.***

**8.0 POLICY REGARDING ILLNESS**

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons only. It is the student's responsibility to inform the instructor prior to the due date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final exam or assignment in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which the student must provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact the instructor and the Faculty Academic Counseling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of the occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

#### 9.0 PROFESSOR'S REQUIREMENTS REGARDING ILLNESS

Only on the documented basis of illness or other extreme circumstance will students be permitted to write a make-up test. In the case of illness, a student must contact the instructor via email or through the Distance Studies Office prior to the test. The student must provide an official illness certificate on appropriate letterhead from their physician which states that, due to medical reasons, it was impossible for the student to write the exam at the scheduled time. A NOTE SCRIBBLED ON A PRESCRIPTION PAD IS **NOT** AN ACCEPTABLE MEDICAL CERTIFICATE.

The make up final exam or assignment may differ in format and content from the original exam or assignment and would be scheduled at the completion of the course.

#### 10.0 POLICY ON PLAGIARISM, CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are encouraged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include: plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in and course without the knowledge and approval of the instructor to whom it is submitted, and academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgments necessary in academic papers: in using another writer's words, you must place the words in quotation marks and acknowledge that they are the words of another writer; in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Cheating will not be tolerated; students are referred to the university policy on scholastic offenses (see section below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam and may be removed from the course.

A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the test may ask students to move to another seat during the exam, cover their paper, avert their eyes from other student's papers, remove baseball caps, etc. This is not meant as a personal affront nor

as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, 519-661-3573.

#### 11.0 PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Executive Officer of Undergraduate Affairs. If the response of the department is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

#### 12.0 OTHER INFORMATION

- bring student identification to the exam (picture ID)
- nothing is to be on the desk during an exam except for a pencil / pen and eraser
- do not wear caps - baseball or other
- do not bring any electronic devices such as cell phones, pagers, cd players, etc. to exams.

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Note \*\* Portions of these sections were taken from the following sources: Academic Calendar; Academic Handbook of Senate Regulations; Department of Psychology Procedures for Appealing Academic Evaluations; and the Department of History Document on Plagiarism.