

THE UNIVERSITY OF WESTERN ONTARIO

LONDON, CANADA

Management and Organizational Studies

MOS 2240b Section 650

Information Management and Decision Making

Distance Studies - On-Line

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: Enrollment in BMOS program

Senate regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

Half course.

2.0 COURSE INFORMATION

Professor: David Cann, Ph.D.

E-mail: dcann2@uwo.ca

Virtual Office Hours: I will respond to all course related emails promptly. If you do not receive a response within 24 hours please email me again as I may not have received the original email. Also, please include MOS 2240 in the subject line.

3.0 TEXTBOOKS

The following textbooks are required for this course.

Bazerman, M.H. (2009). Judgment in managerial decision making (7th. ed.). New York, NY: Wiley. ISBN: 978-0-470-04945-7

Rampton, G.M., Turnbull, I.J., & Doran, J.A. (2007). Human resources management systems: A practical approach (3rd. ed.). Scarborough, ON: Carswell. ISBN:978-0-7798-0007-0

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

Grades in this course will be based on a mid-term exam (42.5%), a final exam (42.5%), and participation in online discussion topics (15%).

EXAMS: The mid-term exam and final exam will both be non-cumulative and consist of multiple choice questions. Each of these exams will be scheduled for 2 hours. The mid-term exam is worth 42.5% of your final course grade and will cover the first six (6) weeks of material (Rampton text chapter 1-12). The final exam is worth 42.5% of your final course grade and will cover the last six (6) weeks of material (Bazerman text chapters 1, 2, 4-11 note: you are not responsible for the material in chapter 3).

Make-up exams: Both exams must be written to obtain credit in this course.

DISCUSSION PARTICIPATION: The discussion participation grade (15%) will be based on both the quantity and quality of your contributions to weekly discussion topics. There will be a total of 8 discussion topics that will be posted on the MOS 2240 course WebCT OWL site throughout the term. You are only required to contribute to 6 of these 8 discussion topics. Each of these 6 weekly contributions will be worth 2.5% of your total course grade ($6 \times 2.5 = 15\%$). To count as a weekly contribution, you must post three (3) separate (and thoughtful) responses to a single discussion topic. As such, you will be required to post a total of 18 separate postings to the 6 discussion topics of your choosing ($6 \text{ discussion topics} \times 3 \text{ posts/per topic} = 18 \text{ postings}$). Do not leave this until the end of the term. I will close a discussion topic after it has been posted for approximately 7 consecutive days so you will not have the opportunity to go back and add a response after a topic has been closed. I will read your discussions at least three (3) times per week and I expect you the student would do likewise and comment on my and other students' comments with the same frequency.

NOTE: Your final grade in this course is based exclusively on your performance on the two exams and your discussion participation. **Grades will not be adjusted on the basis of need, and you will not be given the opportunity to improve your grade by completing additional assignments.**

6.0 TEST AND EXAMINATION SCHEDULE

Mid-Term Exam (42.5%) – Saturday February 14, 2009. Time and Location TBA.

Final Exam (42.5%) – Date, time, and location to be determined by the registrar.

Important: Exam times and locations will be posted on the MOS 2240 WebCT OWL homepage as soon as that information becomes available. It is YOUR responsibility to be aware of this information. A claim that you “did not know” or “forgot” when an exam is/was held will not be considered a valid excuse for failing to write an exam at the scheduled time and location.

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 February 14, 2009*

Bazerman text - Judgment in managerial decision making (6th. ed.).

Week 8 = Lecture Note 3

Introduction to decision making, biases, and judgment under uncertainty [B chaps 1, 2, & 4]

- 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 5 & 6]

- 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 7 & 8]

- 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, & 11]

- 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 may differ in format and content from the original exam 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. 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.

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.

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.

- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.