

DEREE COLLEGE SYLLABUS FOR: MG 4129 DECISION-MAKING: A QUALITATIVE APPROACH	
(Updated Spring 2021)	UK LEVEL: 6 UK CREDITS: 15 US CREDITS: 3/0/3
PREREQUISITES:	MG 2003 Management Principles or MG 3034 Managing People and Organizations
CATALOG DESCRIPTION:	Rational decision making, in a multi-disciplinary context and in an uncertain, complex environment. The role of decision making in management. Foundations of managerial and strategic decision-making. Interdisciplinary aspects of managerial decision-making. Implementing strategic decisions. Gap analysis and the use of scenarios.
RATIONALE:	The course examines the decision-making process in realistic business environments, which are characterized by uncertainty and complexity. Today, due to the very competitive, highly complex and continuously changing business environments, managers, more than ever before, must be ready to deal with decision making circumstances where information is incorrect, timeframes are tight, a variety of unpredictable factors affect and are affected by their decisions and textbook analytical techniques are not readily and easily applicable. In these environments, the classical decision-making model alone does not provide the necessary tools for efficient decisions. The decision maker must then be ready to use a more behavioural approach, which focuses on qualitative rather than quantitative techniques, using non-routine tools like scenarios and gap analysis. It is therefore important for the manager to be able to recognize such circumstances and concentrate his/her efforts to behavioural aspects of decision making, assigning to quantitative disciplines a secondary role. This course concentrates on teaching the necessary skills for such undertakings.
LEARNING OUTCOMES:	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> 1. Analyze decision-making theories, principles and related contemporary challenges, and explain their impact on effective and ethical managerial decision-making. 2. Compare and contrast the principal decision-making models used in organizations and assess their effectiveness for decision making in uncertain and complex business environments. 3. Explain the qualitative limitations of the managerial decision-making process and recommend strategies to improve a decision's effectiveness and efficiency.
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the College, the following tools are used: <ul style="list-style-type: none"> ➤ Classes consist of lectures, case studies, and in-class discussion of related material.

	<ul style="list-style-type: none"> ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content. ➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the platform to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources. 						
<p>ASSESSMENT:</p>	<p>Summative:</p> <table border="1" data-bbox="581 527 1406 657"> <tr> <td>First Assessment: Written project (Individual, 2,300-2,700 words)</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>Final Assessment: Written examination (Essay-type questions)</td> <td style="text-align: right;">40%</td> </tr> </table> <p>Formative:</p> <table border="1" data-bbox="581 720 1406 785"> <tr> <td>Coursework - one in-class diagnostic examination and case study analyses</td> <td style="text-align: right;">0%</td> </tr> </table> <p>The formative coursework aims to prepare students for the written project and for the final examination.</p> <p>The written project tests Learning Outcome 1. The final examination tests Learning Outcomes 2 and 3.</p> <p>Students are required to resit failed assessments in this module.</p>	First Assessment: Written project (Individual, 2,300-2,700 words)	60%	Final Assessment: Written examination (Essay-type questions)	40%	Coursework - one in-class diagnostic examination and case study analyses	0%
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Final Assessment: Written examination (Essay-type questions)	40%						
Coursework - one in-class diagnostic examination and case study analyses	0%						
<p>INDICATIVE READING:</p>	<p>RECOMMENDED READING:</p> <p>Abdel-Basset, M., Mohamed, R., Sallam, K.M. and Elhoseny, K. (2020), "A novel decision-making model for sustainable supply chain finance under uncertainty environment", <i>Journal of Cleaner Production</i>, Vol. 269:122324. DOI: 10.1016/j.jclepro.2020.122324</p> <p>Ahmed, M. (2018), "Outsourcing relationship management: accounting in the decision mix", <i>Journal of Business Strategy</i>, Vol. 39 No. 5, pp. 41-49. https://doi.org/10.1108/JBS-03-2018-0049</p> <p>Akter, S., Bandara, R., Hani, U., Wamba, S.F., Foropon, C. and Papadopoulos, T. (2019). "Analytics-based decision-making for service systems: A qualitative study and agenda for future research". <i>International Journal of Information Management</i>. Vol. 48, PP. 85-95</p> <p>Bai, C., Shah, P., Zhu, Q. and Sarkis, J. (2018), "Green product deletion decisions", <i>Industrial Management & Data Systems</i>, Vol. 118 No. 2, pp. 349-389. https://doi.org/10.1108/IMDS-05-2017-0175</p> <p>Banaeian, N., Mobli, H., Fahimnia, B., Nielsen, I.E. (2018). "Green supplier selection using fuzzy group decision making methods: A case study from the agri-food industry". <i>Computers & Operations Research</i>, Vol. 89, pp. 337-347</p> <p>Bruni-Bossio, V. (2018), "Corporate board decision-making: applying collective versus personal values", <i>Journal of Business Strategy</i>, Vol. 39 No. 1, pp. 15-23. https://doi.org/10.1108/JBS-02-2017-0010</p>						

Can, G. and Demirok, S. (2019), "Universal usability evaluation by using an integrated fuzzy multi criteria decision making approach", *International Journal of Intelligent Computing and Cybernetics*, Vol. 12 No. 2, pp. 194-223. <https://doi.org/10.1108/IJICC-05-2018-0060>

Chinnaswamy, A., Papa, A., Dezi, L. and Mattiacci, A. (2019), "Big data visualisation, geographic information systems and decision making in healthcare management", *Management Decision*, Vol. 57 No. 8, pp. 1937-1959. <https://doi.org/10.1108/MD-07-2018-0835>

Corral-Quintana, S.C., Legna-de la Nuez, D., Verna, C.L., Hernández, J.H. and Romero-Manrique de Lara, D. (2016). "How to improve strategic decision-making in complex systems when only qualitative information is available". *Land Use Policy*. Vol. 50, pp. 83-101

Essien, E., Kostopoulos, I., Konstantopoulou, A. and Lodorfos, G. (2019), "Do ethical work climates influence supplier selection decisions in public organizations? The moderating roles of party politics and personal values", *International Journal of Public Sector Management*, Vol. 32 No. 6, pp. 653-670. <https://doi.org/10.1108/IJPSM-10-2018-0227>

Essien, E., Lodorfos, G. and Kostopoulos, I. (2019), "Antecedents of supplier selection decisions in the public sector in Nigeria", *Journal of Public Procurement*, Vol. 19 No. 1, pp. 15-45. <https://doi.org/10.1108/JOPP-03-2019-023>

Karhu, P. and Ritala, P. (2018), "Dilemmas and paradoxes: how managers make the toughest decisions", *Journal of Business Strategy*, Vol. 39 No. 1, pp. 24-31. <https://doi.org/10.1108/JBS-11-2016-0140>

Ketokivi, M., Turkulainen, V., Seppälä, T., Rouvinen, P. & Ali-Yrkkö, J. (2018). "Why locate manufacturing in a high-cost country? A case study of 35 production location decisions". *Journal of Operations Management*, Vol. 49–51, pp. 20-30

Khan, S., Chaabane, A. and Dweiri, F. (2019), "A knowledge-based system for overall supply chain performance evaluation: a multi-criteria decision making approach", *Supply Chain Management*, Vol. 24 No. 3, pp. 377-396. <https://doi.org/10.1108/SCM-06-2017-0197>

Liu, G. and Lin, K. (2019), "A decision support system of green inventory-routing problem", *Industrial Management & Data Systems*, Vol. 119 No. 1, pp. 89-110. <https://doi.org/10.1108/IMDS-11-2017-0533>

lo Storto, C. (2018), "A double-DEA framework to support decision-making in the choice of advanced manufacturing technologies", *Management Decision*, Vol. 56 No. 2, pp. 488-507. <https://doi.org/10.1108/MD-09-2016-0644>

Lv, Y., Qin, W., Yang, J. and Zhang, J. (2018), "Adjustment mode decision based on support vector data description and evidence theory for assembly lines", *Industrial Management & Data Systems*, Vol. 118 No. 8, pp. 1711-1726. <https://doi.org/10.1108/IMDS-01-2017-0014>

	<p>Mishra, D., Kumar, S., Sharma, R. and Dubey, R. (2018), "Outsourcing decision: do strategy and structure really matter?", <i>Journal of Organizational Change Management</i>, Vol. 31 No. 1, pp. 26-46. https://doi.org/10.1108/JOCM-04-2017-0144</p> <p>Moktadir, M., Ali, S., Mangla, S., Sharmy, T., Luthra, S., Mishra, N. and Garza-Reyes, J. (2018), "Decision modeling of risks in pharmaceutical supply chains", <i>Industrial Management & Data Systems</i>, Vol. 118 No. 7, pp. 1388-1412. https://doi.org/10.1108/IMDS-10-2017-0465</p> <p>Okoli, J. and Watt, J. (2018), "Crisis decision-making: the overlap between intuitive and analytical strategies", <i>Management Decision</i>, Vol. 56 No. 5, pp. 1122-1134. https://doi.org/10.1108/MD-04-2017-0333</p> <p>Parayitam, S. and Papenhausen, C. (2018), "Strategic decision-making", <i>Management Research Review</i>, Vol. 41 No. 1, pp. 2-28. https://doi.org/10.1108/MRR-12-2016-0285</p> <p>Park, W. (2018), "Managing hazards of the make-buy decision in the face of radical technological change", <i>Industrial Management & Data Systems</i>, Vol. 118 No. 7, pp. 1345-1364. https://doi.org/10.1108/IMDS-12-2016-0542</p> <p>Ponsiglione, C., Ippolito, A., Primario, S. and Zollo, G. (2018), "Configurations of factors affecting triage decision-making: A fuzzy-set qualitative comparative analysis", <i>Management Decision</i>, Vol. 56 No. 10, pp. 2148-2171.</p> <p>Pradhan, S. (2018), "Role of CSR in the consumer decision making process – The case of India", <i>Social Responsibility Journal</i>, Vol. 14 No. 1, pp. 138-158. https://doi.org/10.1108/SRJ-06-2016-0109</p> <p>Wang, Y., Zhong, R. and Xu, X. (2018), "A decision support system for additive manufacturing process selection using a hybrid multiple criteria decision-making method", <i>Rapid Prototyping Journal</i>, Vol. 24 No. 9, pp. 1</p>
INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)	REQUIRED MATERIAL: N/A RECOMMENDED MATERIAL: N/A
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and written communications.
SOFTWARE REQUIREMENTS:	MS Office
WWW RESOURCES:	www.cmcsite.com www.hbcollege.com/management/students/decisions.html www.complexity-society.com
INDICATIVE CONTENT:	<ol style="list-style-type: none"> 1. The managerial decision making 2. Decision making under certainty, risk, uncertainty 3. The Social and Ethical Impact of organizational decision making 4. Decision involving multiple objectives 5. Deciding in the midst of complexity and chaos

	<ol style="list-style-type: none">6. Probability Logic in Decision Making7. Scenarios and gap analysis8. Systems theory and decision making9. Use of decision-making models10. Group decision making
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