Welcome to the course! We will be studying the individual and collective factors that affect the decisions that managers make in their everyday work lives. Our approach will be descriptive and prescriptive, i.e., we will focus on how managers actually make decisions, as well as how they ought to make decisions to maximize organizational and personal outcomes. Regardless of the approach we take, the goal of the course is the same: **to improve how you go about planning and implementing decisions, both your own and the people with whom you work.**

The course is divided into two main sections. The first section will deal with individual-level processes that influence managers' decisions. The second section will consider collective (that is, group or organizational) forces that affect managers' decisions. Throughout, we will consider the obstacles to sound decision-making, and how to work through and around such obstacles.

The in-class and reading materials are designed to complement rather than to repeat one another. Therefore, some of the reading material will not be discussed at great length during class time, although all reading material will be covered at some point in class. If you are having difficulty understanding the readings or seeing how they relate to the class material please contact me. We may move more rapidly or more slowly than is indicated on the syllabus. I will periodically remind you about where you should be in the readings to stay on track. **In any event, all of the assigned readings are required. Moreover, all of the readings noted as “Cases” need to be read prior to the class for which they are assigned. For each case, I will provide some questions beforehand that you should consider and be ready to discuss in class.**

Your course grade will be determined to a large extent (70%) by your performance on the final assignment, for which you have an option. One choice is to take the final exam, which will be given during Finals Week. The other choice is to write a paper (approximately 12-15 pages in length) on some topic pertinent to managerial decision-making. More details about the paper option will be provided in-class.

Classroom participation will determine the remaining 30% of your grade. The emphasis in
grading your classroom participation will be on the quality, not simply the quantity of your input. You are expected to come to class being up-to-date in the readings, and ready to take part on a proactive basis. The course deals with subject matter with which all of us have had ample experience. In addition, I will provide a number of exercises and cases on decision-making. The net effect should be some lively exchanges between class members which will contribute enormously to our learning.

Connection to the Core

This course connects to and extends some material covered in a number of core course classes, most notably Leadership and Organizational Change (B5500). In looking at decision-making at the individual level of analysis, we will be examining when, why and how people deviate from a more economically rational model of decision-making. Here we connect with core class concepts such as the role of intuition in decision-making, self-awareness, and emotional intelligence. In looking at decision-making at the group level of analysis, we will be examining the various group dynamics that help to explain why the whole is different from the sum of the parts. In looking at decision-making at the organizational level of analysis, we evaluate what managers need to do ensure that their decisions are not only well-formulated, but also well-implemented. Regardless of our level of analysis, however, this course by its very nature lends itself to a considerably “deeper dive” on the topics that also were touched on in the core. For example, at the individual level we identify not only the barriers to effective decision-making but also what managers can do to overcome them. At the group level, we identify a much broader range of factors that cause the whole to be different from the some of the parts. At the organizational level, we not only discuss the dimensions that are necessary to implement decisions well, but also we give class members the opportunity to assess what they do well versus less well with respect to those very same dimensions.

Readings

The readings will appear in the course website on Canvas. Some of them, including the cases, also will appear in a hard copy packet. The ones for which hard copies also appear are indicated with the word “Packet” on the syllabus. In addition, there may be a small number of required readings distributed in class.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session #1&lt;br&gt;September 9 (Friday) (8:30-11:30 AM)</td>
<td>Course Introduction; Behavioral Decision Theory I</td>
<td>Nutt&lt;br&gt;Pfeffer &amp; Sutton (Packet)&lt;br&gt;Sharpe &amp; Keelin (Packet)</td>
</tr>
<tr>
<td>Session #2&lt;br&gt;September 10 (Saturday) (8:30-11:30 AM)</td>
<td>Behavioral Decision Theory II</td>
<td>Brodt&lt;br&gt;Heath et al.&lt;br&gt;Kroll et al.&lt;br&gt;Watkins &amp; Bazerman (Packet)&lt;br&gt;Schoemaker &amp; Russo (handout)&lt;br&gt;Jehn &amp; Weigelt</td>
</tr>
<tr>
<td>Session #3&lt;br&gt;September 23 (Friday) (3:45-6:45 PM)</td>
<td>Emotional and Social Influences</td>
<td>Goleman Chapter 10&lt;br&gt;Carr (Packet; Case)&lt;br&gt;Ashkanasy &amp; Daus&lt;br&gt;Gilbert&lt;br&gt;Pfeffer (Packet)</td>
</tr>
<tr>
<td>Session #4&lt;br&gt;September 24 (Saturday) (8:30-11:30 AM)</td>
<td>Escalating Commitment; Learning from Failure</td>
<td>Mullins (Packet; Case)&lt;br&gt;Ross &amp; Staw&lt;br&gt;Sitkin</td>
</tr>
<tr>
<td>Session #5&lt;br&gt;October 8 (Saturday) (3:45-6:45 PM)</td>
<td>Choosing Between Alternatives</td>
<td>Janis (Decisional Balance Sheet)&lt;br&gt;Bazerman Chapter 6&lt;br&gt;Hammond et al. (Packet)</td>
</tr>
<tr>
<td>Session #6&lt;br&gt;October 22 (Saturday) (8:30-11:30 AM)</td>
<td>Learning from Success</td>
<td>Waite (Packet; Case)&lt;br&gt;Darling, Parry, &amp; Moore (Packet)&lt;br&gt;O’Reilly &amp; Tushman (Packet)</td>
</tr>
<tr>
<td>Session #7&lt;br&gt;November 4 (Friday) (8:30-11:30 AM)</td>
<td>Ethics in Decision-Making</td>
<td>Humphreys (Packet; Case)&lt;br&gt;Toffler</td>
</tr>
</tbody>
</table>
### Session #8
**Group Decision Making I**  
Sunstein & Hastie (Packet)  
Druskat & Wolff (Packet)

**November 5 (Saturday)**  
(3:45-6:45 PM)

### Session #9
**Group Decision Making II**  
Janis Chapter 11

**November 18 (Friday)**  
(3:45-6:45 PM)

### Session #10
**Improving Decision Making**  
Garvin (Packet; Case)

**December 2 (Friday)**  
(12:30-3:30 PM)

### Session #11
**Implementing Decisions I**  
Ashford & Detert (Packet)  
Thompson

**December 3 (Saturday)**  
(3:45-6:45 PM)

### Session #12
**Implementing Decisions II**  
Floyd & Wooldridge  
Ghosn (Packet)  
Charan (Packet)  
Martin (Packet)

**December 10 (Saturday)**  
(3:45-6:45 PM)