

Course Syllabus

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Course Information

This course is offered collaboratively through the UW MBA Consortium.

Course Title: MBA 702 - Making Informed Managerial Decisions

Credit Hours: 4.0

Course Term: Fall 2023

Delivery Mode: Online

Course Dates: September 11, 2023 - December 17, 2023

If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire](#)[Links to an external site.](#) | [UW Oshkosh](#)[Links to an external site.](#) | [UW-Parkside](#)[Links to an external site.](#)

Instructor Information

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If you have a question that is applicable to the whole class, please post your question in the

Learning Outcomes

After completing this course, students will be able to:

- Apply ethical and inclusive decision-making processes that advance organizational goals aligned with strategic direction. (Course Learning Objective, or CLO, 1)
- Assess information, people, and processes needed for different types of decisions (operational, tactical, strategic) with varying degrees of complexity. (CLO 2)
- Apply qualitative and quantitative methods, technology tools, and frameworks for organizational decision-making in an environment of uncertainty. (CLO 3)
- Integrate decision-making concepts, tools, and techniques to arrive at decisions for business scenarios from multiple functional areas. (CLO 4)

Required Course Materials

Textbooks

Title: The Decision Book: Fifty Models for Strategic Thinking (1st edition, 2018)

Authors: Krogerus, Tschäppeler.

ISBN: 978-0393652376

Title: Winning Decisions: Getting It Right the First Time (1st edition, 2001)

Authors: Russo, Schoemaker.

ISBN: 978-0385502252

Note: This book is unavailable through the UW-Eau Claire bookstore. We recommend ordering it on [VitalSourceLinks to an external site.](#) or ordering the [Kindle edition of the book from AmazonLinks to an external site.](#) You may be able to find printed copies of the book through another source and can use the ISBN above to help in your searches but getting the Kindle edition will ensure you have the correct book. If you find printed copies through other sources, please be aware of the date they will arrive so that you have the book in time for class.

If you purchase the Kindle edition of the book, you will need to download the [Kindle for PC or Mac appLinks to an external site.](#) or use the [Kindle Cloud Reader through AmazonLinks to an external site.](#) (read.amazon.com) to access it.

Though the Winning Decisions book was published two decades ago, it covers a number of foundational concepts related to decision-making in a lucid manner. As you progress through the course, the materials from this book are also supplemented by a number of other required readings including Harvard Business Review cases and additional open-source articles to facilitate learning.

Title: MBA 702 HBR Coursepack (see below for link to purchase)

Please note that these ISBNs may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.

[Click here to learn more about ordering textbooks.](#) Contact mba@uwec.edu with any textbook-related concerns.

Harvard Business Review Coursepack

Additional required materials are included in the [Harvard Business Review coursepack](#)[Links to an external site.](#) for you to purchase. We created the coursepack so you can easily gain access to some of the required readings for the course. This page details the [required readings included in the coursepack](#) [Download required readings included in the coursepack](#) and the weeks in which they are assigned.

Additional Readings

Students may wish to review their course materials from MBA 708 - Essentials of Financial Analysis.

Articles from a variety of business magazines/newspapers and company websites are used in conjunction with case studies or other assignments.

Technology Requirements

This course requires you to use Tableau Desktop version for a variety of visualization exercises to assist managerial decision-making. Your course materials will include a license key for you to install and use Tableau Desktop for the term.

There are two important requirements for Tableau Desktop:

1. You will need to install this software onto your device to use it unless it is already installed. If you do not have administrator rights on your computer, you should plan accordingly with your IT department. If you are unable to install this software and cannot locate an alternative device to use, please contact BIZHELP@uwec.edu for assistance.
2. Tableau Desktop requires either Windows or Mac, and does not run directly on Google Chromebooks and other thin clients. If you are unable to install Tableau because your device does not meet these requirements, and cannot locate an alternative device to use, please contact BIZHELP@uwec.edu for assistance.

Please note, Tableau Cloud does not have the same functionality as Tableau Desktop; for this class you need to use Tableau Desktop. See [Tableau technical specifications here](#)[Links to an external site.](#). View more information about [Tableau Installation and License information here.](#)

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the Online Course Resources link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities*, *Strategies for Success*, *Tech Tips*, and *Tech Support*.

Course Topical Outline

Each unit in this course is one week, except for the final unit (Unit 13) takes place over a duration of two weeks. This course is organized by the following topics:

- Unit 1: Types and Complexities of Decision-Making
- Unit 2: Organizational Factors that Impact Decision-Making
- Unit 3: Human Factors in Decision-Making
- Unit 4: Processes for Arriving at a Decision
- Unit 5: Auditing Decision Processes, Correcting Problems
- Unit 6-7: Decision-Making (Low Levels of Complexity)
- Unit 8: Decision-Making (Medium Levels of Complexity)
- Unit 9: Linear Regression and Visual Tools for Decision-Making
- Units 10-12: Decision-Making (High Levels of Complexity)
- Unit 13: Final Project

The first five units will largely focus on the qualitative aspects of making decisions. The next units, 6-12 will focus on the quantitative aspect of making decisions while weaving in what you have learned in the first five units. The final unit consists of a group project that takes place over two weeks.

Assignments & Activities

How much time should you expect to spend in this course? The UW MBA Consortium general expectation is that each credit hour corresponds to 45 hours, spread over the weeks of the course. For our 4-credit 14-week course, this expectation results in about 13 hours/week. In our experience, while some students spend less time on average completing coursework, some students devote more time, and students often report that the amount of time spent varies across weeks.

A list of all course activities is available in the course calendar.

Course Grading

The final grade earned for this course will be based on the number of points you have earned out of the total possible. A comprehensive list of all graded course activities and

the points available in each unit (with total course points) is summarized in the table below:

Unit	Topic	Assignments Due (Points)	Point To
1	Types and Complexities of Decision-Making	Class Introductions (15 pts) Unit 1 Assignment: Dissecting a Past Decision (50 pts)	65 pts
2	Organizational Factors that Impact Decision-Making	Unit 2 Discussion (20 pts) Unit 2 Assignment: SWOT Analysis (100 pts)	120 pts
3	Human Factors in Decision-Making	Unit 3 Discussion: Emotional Intelligence and Implicit Bias (15 pts) Unit 3 Assignment: Wells Fargo Case Study (85 pts)	100 pts
4	Processes for Arriving at a Decision	Unit 4 Assignment Part 1a: Graded Team Decision Discussion (25 pts) Unit 4 Assignment Part 1b: Submit Team Decision Report (30 pts) Unit 4 Assignment Part 2: Individual Reflection (20 pts) Unit 4 Assignment: Using Tableau for Visualization Practice (20 pts)	95 pts
5	Auditing Decision Processes	Unit 5 Assignment: Learning from Experience (100 pts) Unit 5 Assignment: Using Tableau for Visualization (25 pts) Submit Team A Peer Evaluation (100 pts)	225 pts
6	Decision-Making (Low Levels of Complexity)	Unit 6 Assignment Part 1: Application of Capital Budgeting Metrics to Marketing Campaigns (25 pts) Unit 6 Assignment Part 2: Choosing Between Alternatives (25 pts) Unit 6 Assignment Part 3: Using Tableau for Visualization (25 pts) Unit 6 Assignment Part 4: Vendor Selection for Social Media Marketing Campaigns (25 pts)	120 pts

		Unit 6 Quiz (20 pts)	
7	Decision-Making (Low Levels of Complexity)	Unit 7 Assignment Part 1: Classification of Product Mix (32 pts) Unit 7 Assignment Part 2: Visualization of BCG Matrix & What-If Analysis (33 pts) Unit 7 Assignment Part 3: Discussion (25 pts) Unit 7 Quiz (10 pts)	100 pts
8	Decision-Making (Medium Levels of Complexity)	Unit 8 Assignment Part 1: Single Stage Decisions (20 pts) Unit 8 Assignment Part 2: Expected Value Criterion (20 pts) Unit 8 Assignment Part 3: Decision Tree (20 pts) Unit 8 Assignment Part 4: Multi-Stage Decision (40 pts) Unit 8 Quiz (20 pts)	120 pts
9	Decision-Making (Medium Levels of Complexity)	Unit 9 Assignment Part 1: A CFO's Analysis (33 pts) Unit 9 Assignment Part 2: A CFO's Visualization (32 pts) Unit 9 Discussion: What is Your Indifference Point? (25 pts) Unit 9 Quiz (10 pts)	100 pts
10	Decision-Making (High Levels of Complexity)	Unit 10 Assignment Part 1: Hypothesis Tests for Decision Making (45 pts) Unit 10 Assignment Part 2: Before and After Visualization (15 pts) Unit 10 Assignment Part 3: Discussion (20 pts) Unit 10 Assignment Part 4: Sensitivity Analysis on the DFH Decision Tree (20 pts) Unit 10 Quiz (20 pts)	120 pts
11	Decision-Making (High Levels of Complexity)	Unit 11 Assignment Part 1: Multiple Regression (33 pts) Unit 11 Assignment Part 2: Decisions You Make - Ethical or Unethical? (33 pts) Unit 11 Assignment Part 3: Team Decision Report (34 pts)	120 pts

		Unit 11 Quiz (20 pts)	
12	Decision-Making (High Levels of Complexity)	Unit 12 Assignment Part 1: Forecasting Nursing Needs (40 pts) Unit 12 Assignment Part 2: Monte-Carlo Simulation (40 pts) Unit 12 Assignment Part 3: A Decision Table for Identifying Potential Fraudulent Transactions (30 pts)	110 pts
13	Final Project	Unit 13 Assignment: Case Supplemental Analysis (75 pts) Unit 13 Assignment: Case Questions for Final Report (150 pts) Unit 13 Assignment: Team B Peer Evaluation (100 pts)	325 pts
			Total: 172

Grading rubrics for all graded activities can be found on their respective information page or submission area.

Final Letter Grade Scales

Percentage	Consortium / UW-Parkside	UW-Oshkosh
93-100%	A	A
90 - < 92.9%	A-	A-
87 - < 89.9%	B+	B+
83 - < 86.9%	B	B
80 - < 82.9%	B-	B-
77 - < 79.9%	C+	C+
73 - < 76.9%	C	C
70 - < 72.9%	C-	C-
67 - < 69.9%	D+	F
63 - < 66.9%	D	F
60 - < 62.9%	D-	F
0 - < 59.9%	F	F

Excused Absence & Late Work

Excused Absences

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - [UW Oshkosh](#) [Links to an external site.](#)
 - [UW-Parkside](#) [Links to an external site.](#) (see page 31)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy](#) [Links to an external site.](#).

If your absence falls into the excused absence category, please contact your instructor as soon as possible. Your instructor may request that you provide documentation and may need time to make alternative assessments available to you.

Late Work

Late Work Policy: We expect students to turn in work prior to the posted due date. In the event you are unable to turn work in by the posted due date, you must make arrangements with the instructor prior to the due date to potentially avoid the late work penalties outlined below.

Late Work Penalty: After the due date, you will be penalized 20 percent of the total points earned on the assignment. Work will only be accepted 1 week after the posted due date. After 1 week, you will receive a zero if the work is not submitted.

Communication Expectations

For this team-taught course, we ask that if you have a question about the course applicable to the whole class (e.g., question to clarify an assignment or the schedule), please post your question in the

Turnitin to check the originality of assignments (read this article to learn about how to use Turnitin: [Assignments Using TurnitinLinks to an external site.](#))

- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Intentionally or unintentionally helping someone else engage in academically dishonest behavior, including taking screenshots or posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Any investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents ([UWS Chapter 14Links to an external site.](#)). Disciplinary procedures from the student's home campus dictate the disciplinary action against students who engage in academic misconduct.

Generative AI Use

To create a shared understanding regarding the use of generative AI in this course, this course's policy on the "Generative AI Use" page is available in the Course Information module. Keep in mind that other instructors may have different expectations based on their course outcomes, so be sure you always check before you use generative AI in your classes.

Please note that the UW MBA Consortium owns the copyright to all course and program materials. You may not share program or course materials in any way in any generative AI platform. Likewise, this course will not require you to share program or course content or your work in a generative AI platform. You are encouraged to ask any questions you have regarding the policy.

Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with

disabilities when posting web-based materials. Canvas is compliant with [W3C's Web Accessibility Initiative](#) [Links to an external site.](#) and with [Section 508 guidelines](#) [Links to an external site.](#). Additionally, Canvas was certified as a [substantially conformant LMS](#) [Links to an external site.](#) by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at BIZHELP@uwec.edu and we will work with you to find a reasonable accommodation.

Course Summary:

Date	Details	Due
Mon Sep 11, 2023	Calendar Event Complete the Code of Conduct	12am
Tue Sep 12, 2023	Discussion Topic Class Introductions	due by 11:59pm
Sun Sep 17, 2023	Page Introduction Responses	to do: 11:59pm
Mon Sep 18, 2023	Assignment Unit 1 Assignment: Dissecting a Past Decision	due by 11:59pm
Wed Sep 20, 2023	Discussion Topic Unit 2 Discussion: Framing	due by 11:59pm
Sat Sep 23, 2023	Page Unit 2 Discussion Responses	to do: 11:59pm
Mon Sep 25, 2023	Assignment Unit 2 Assignment: SWOT Analysis	due by 11:59pm
	Page Unit 2 Discussion Final Post	to do: 11:59pm
Wed Sep 27, 2023	Discussion Topic Unit 3 Discussion: Emotional Intelligence and Implicit Bias	due by 11:59pm
Sun Oct 1, 2023	Page Unit 3 Discussion Responses	to do: 11:59pm
Mon Oct 2, 2023	Assignment Unit 3 Assignment: Wells Fargo Case Study	due by 11:59pm
Wed Oct 4, 2023	Discussion Topic Unit 4 Assignment Part 1a: Graded Team Decision Discussion	due by 11:59pm

Date	Details	Due
Sat Oct 7, 2023	Page Unit 4 Discussion Responses	to do: 11:59pm
	Assignment Unit 4 Assignment Part 1b: Submit Team Decision Report	due by 11:59pm
Mon Oct 9, 2023	Assignment Unit 4 Assignment Part 2: Individual Reflection	due by 11:59pm
	Assignment Unit 4 Assignment: Using Tableau for Visualization Practice	due by 11:59pm
	Assignment Unit 5 Assignment: Using Tableau for Visualization	due by 11:59pm
Mon Oct 16, 2023	Assignment Unit 5 Assignment: Learning from Experience	due by 11:59pm
	Assignment Unit 5 Assignment: Team A Peer Evaluation	due by 11:59pm
	Assignment Unit 6 Assignment Part 1: Application of Capital Budgeting Metrics to Marketing Campaigns	due by 11:59pm
	Assignment Unit 6 Assignment Part 2: Choosing Between Alternatives	due by 11:59pm
Mon Oct 23, 2023	Assignment Unit 6 Assignment Part 3: Using Tableau for Visualization	due by 11:59pm
	Assignment Unit 6 Assignment Part 4: Vendor Selection for Social Media Marketing Campaigns	due by 11:59pm
	Quiz Unit 6 Quiz	due by 11:59pm
Sat Oct 28, 2023	Assignment Unit 7 Assignment Part 1: Classification of Product Mix	due by 11:59pm

Date	Details	Due
	Assignment Unit 7 Assignment Part 2: Visualization of BCG Matrix & What-If Analysis	due by 11:59pm
	Discussion Topic Unit 7 Assignment Part 3: Discussion	due by 11:59pm
Mon Oct 30, 2023	Quiz Unit 7 Quiz	due by 11:59pm
	Page Unit 7 Assignment Part 3: Discussion Responses	to do: 11:59pm
Sun Nov 5, 2023	Page Midterm Course Evaluation	to do: 11:59pm
	Assignment Unit 8 Assignment Part 1: Single Stage Decisions	due by 11:59pm
	Assignment Unit 8 Assignment Part 2: Expected Value Criterion	due by 11:59pm
Mon Nov 6, 2023	Assignment Unit 8 Assignment Part 3: Decision Tree	due by 11:59pm
	Assignment Unit 8 Assignment Part 4: Multi-Stage Decision	due by 11:59pm
	Quiz Unit 8 Quiz	due by 11:59pm
Wed Nov 8, 2023	Discussion Topic Unit 9 Discussion: What is Your Indifference Point?	due by 11:59pm
Sun Nov 12, 2023	Page Unit 9 Discussion Responses	to do: 11:59pm
	Assignment Unit 9 Assignment Part 1: A CFO's Analysis (Linear Regression and Correlation)	due by 11:59pm
Mon Nov 13, 2023	Assignment Unit 9 Assignment Part 2: A CFO's Visualization (Using Tableau for Visualization of Regression Models)	due by 11:59pm
	Quiz Unit 9 Quiz	due by 11:59pm

Date	Details	Due
Mon Nov 20, 2023	Assignment Unit 10 Assignment Part 2: Before and After Visualization (Study Stage of PDSA)	due by 11:59pm
	Assignment Unit 10 Assignment Part 4: Sensitivity Analysis on the DFH Decision Tree	due by 11:59pm
	Assignment Unit 10 Assignment Part 1: Hypothesis Tests for Decision Making (Plan Stage of PDSA Cycle)	due by 11:59pm
	Discussion Topic Unit 10 Assignment Part 3: Discussion	due by 11:59pm
	Quiz Unit 10 Quiz	due by 11:59pm
Wed Nov 22, 2023	Page Unit 10 Assignment Part 3: Discussion Responses	to do: 11:59pm
Mon Nov 27, 2023	Assignment Unit 11 Assignment Part 1: Multiple Regression	due by 11:59pm
	Assignment Unit 11 Assignment Part 2: Decisions You Make - Ethical or Unethical?	due by 11:59pm
	Quiz Unit 11 Quiz	due by 11:59pm
Wed Nov 29, 2023	Assignment Unit 11 Assignment Part 3: Submit Team Decision Report	due by 11:59pm
Sun Dec 3, 2023	Page Unit 12 Assignment Part 4: Discussion Responses DO NOT PUBLISH	to do: 11:59pm
Tue Dec 5, 2023	Page Suggested Due Date: Collaborate With Your Group	to do: 11:59pm
Wed Dec 6, 2023	Assignment Unit 12 Assignment Part 1: Forecasting Nursing Needs	due by 11:59pm
	Assignment Unit 12 Assignment Part 2: Monte Carlo Simulation of a Project Network	due by 11:59pm

Date	Details	Due
	Assignment Unit 12 Assignment Part 3: A Decision Table for Identifying Potential Fraudulent Transactions	due by 11:59pm
Sun Dec 10, 2023	Page Suggested Due Date: Complete Most of the Data Analysis	to do: 11:59pm
Tue Dec 12, 2023	Page Suggested Due Date: Begin the SWOT Analysis	to do: 11:59pm
Sun Dec 17, 2023	Assignment Unit 13 Assignment: Case Questions for Final Report	due by 11:59pm
	Assignment Unit 13 Assignment: Case Supplemental Data Analysis	due by 11:59pm
	Assignment Unit 13 Assignment: Team B Peer Evaluation	due by 11:59pm
	Page Final Course Evaluation	to do: 11:59pm
	Assignment Unit 6 Assignment Part 2: Choosing Between Alternatives OLD - DO NOT PUBLISH	
	Assignment Final Grade	