



Victoria Management School

MGMT 316 DECISION MODELLING FOR MANAGERS

Second Trimester 2005

COURSE OUTLINE

CONTACT DETAILS

COURSE COORDINATOR

Dr Bob Cavana

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OTHER LECTURING STAFF

A/Professor John Davies

Room: RH 1018

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A/Professor Vicky Mabin

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ADMINISTRATION ASSISTANT

Patricia Lapham

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TUTORIAL COORDINATOR

Deborah Kelly

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INTRODUCTION

Welcome to this second offering of Decision Modelling for Managers. Decision-making is one of the main activities in which managers engage. This course studies some important types of problems for which managers need to make decisions, and presents some ways of structuring these decisions in order to provide a systematic, reasoned analysis of the situation, leading to better decisions. Such decision models will be used as decision aids, rather than as answers in themselves, to enable managers to make better decisions.

The course continues the study of formalised methods used in previous courses on managerial decision-making and problem solving. The focus is on the development, use and integration of decision models to aid managerial decision-making. Throughout the decision making process, and throughout the course, the emphasis is on taking a managerial view of the situation, and considering all important aspects, exercising both good judgement and sound analysis.

As such, the course will, like earlier courses MGMT 101 and 206, adopt a multiple perspective approach to the framing and solution of managerial problems, and will provide students with an introduction to a range of relevant concepts and frameworks that will allow for the development of a better understanding of problem solving and decision-making processes. Consequently, the course will offer insights about typical decision making behaviour and how that behaviour can be improved through an empathy with the importance of modelling. In particular, the course will challenge students to think systemically and systematically about issues that confront managers when engaged in a variety of planning activities – for example, forecasting and managing resources in a multiplicity of situations.

OBJECTIVES

The course therefore has several objectives, which include:

- exploring different means of structuring problems and decision situations using established formal methods and 'softer' informal approaches
- understanding the variety of ways in which decisions are and can be made
- improving competence in structuring problems
- exploring ways of approaching a range of typical managerial problems and tasks ...
... in different functional areas of management, at strategic and operational levels
- developing an ability to devise robust strategies and make balanced decisions
 - comprehending the complex interaction of systemic forces acting on organisations
- developing familiarity with typical decision trade-offs and evaluation techniques for problem situations
- further developing students' skills in the use of computers in decision making
- further developing analytical skills in data handling and interpretation

In particular, MGMT 316 will focus on state-of-the-art methods in these areas.

General Learning Objectives

On successful completion of the course, you should be able to:

- demonstrate an understanding of major modelling frameworks, concepts and conceptual vocabulary ...
... under-pinning successful problem-solving and decision analysis
... relevant to management
- use such frameworks to describe and develop an understanding of managerial decision situations
- demonstrate an ability to critically analyse and work with multiple frames for examining managerial issues.

CLASS TIMES AND ROOM NUMBERS

TIMETABLE - Lectures

Class sessions will be held:

on **TUESDAYS** ... between **1130-1320** hours in GB LT4

They will comprise formal lectures supplemented by case discussion, student presentations and practical exercises. See schedule overleaf for week-by-week plan of sessions.

TIMETABLE – Tutorial and Workshop Sessions

Combined Tutorial and Workshop sessions will be held on Fridays on the Pipitea campus in the Railway Station Tutorial Rooms and computer labs from Week 2. Students are expected to attend one Tutorial and the Workshop immediately following, ie either T1 AND W1, or T2 AND W2.

T1 [tutorial]	on	FRIDAYS	... between	0930-1020	RLWY 128
W1 [computer workshop]	on	FRIDAYS	... between	1030-1120	RLWY 202
T2 [tutorial]	on	FRIDAYS	... between	1130-1220	RLWY 501
W2 [computer workshop]	on	FRIDAYS	... between	1230-1330	RLWY 202

Tutorial Preference forms will be distributed at the first lecture. Students must indicate their preferences for T1/W1 or T2/W2, and every attempt will be made to ensure that students will be allocated to their first preference. However, there is a maximum of 20 students per tutorial class, so that if a tutorial time-slot is oversubscribed, students will be allocated using a systematic random process to their 2nd preference. Confirmation of your tutorial group will be posted on Blackboard; on the Rutherford House Level 9 Management notice board and notified at class on *Tuesday July 12th 2005*. If you have any serious problems about the allocations please contact the tutorial coordinator, Deborah Kelly.

PROBLEMS

Students wishing to discuss any matters affecting or relating to the course should contact the relevant lecturer first. Students should feel free to contact the course controller at any time.

On matters of grievance or appeal, issues should be taken up the course controller in the first instance, and then, with the Head of the Victoria Management School, if dissatisfaction persists.

TEXTBOOK

There is no recommended text (to be purchased) for the course. However, the following textbooks are recommended:

Ragsdale, Cliff T. (2001). *Spreadsheet Modelling and Decision Analysis*, Cincinnati: South-Western College Publishing.

Daellenbach, H. & McNickle, DC (2001). *Systems Thinking & OR/MS Methods*, ChCh: REA Publications

[the library contains a number of similar textbooks]

ADDITIONAL READINGS

A selection of additional readings will be made available to students, and can be collected from Rutherford House Room 919 at times to be notified.

Students are expected to familiarise themselves with the set of suggested readings, and where directed, to have prepared topics in advance of classes/tutorials, being ready to discuss the issues which the readings present.

ASSESSMENT

The course will be assessed as follows:

	<u>Max Marks</u>	<u>Due Date</u>
1. Decision analysis case	20%	5pm Thursday, August 4
2. MCDA project	20%	5pm Thursday, September 1
3. Forecasting & planning case	20%	5pm Thursday, September 29
4. Closed Book Final Exam	<u>40%</u>	October/November Exam Period
TOTAL ASSESSMENT	<u>100 %</u>	

TERMS WORK

Mandatory Course Requirements

- comprise:
 - submission of **all** assignments **by the due time on the due dates**
 - obtaining **at least 40%** of the marks available to assignments
 - attendance throughout **at least 8 out of 10** tutorials and workshops
 - obtaining **at least 40%** of the marks available to the examination
- Students who fail to satisfy the mandatory requirements [(i) to (iii)] for passing this course will not receive a graded result, and their records will show an ungraded fail "Q."
- Students who satisfy the mandatory requirements [(i) to (iii)] for passing this course but who do not meet requirement (iv) will receive a graded fail – "D", "E" or "F."
- Attendance at all classes is an implicit expectation of course participation.

Overall Pass Mark - for the course will be 50% of the total marks available, ie 50 marks

HANDLING ASSIGNMENTS

FORMAT FOR ASSIGNMENTS

All assignments must be single spaced, 12 point Times font typed or word-processed. They all should have: a cover sheet stating your name, the course name, course coordinator name, assignment name and number, a word count and due date. You should also put page numbers on each page, and use in-text referencing and include a list of references at the end. Preferred referencing style is APA system.

Students will prepare two copies of each assignment and keep a second copy for their own reference and for later use. Students must also keep an electronic copy of their work.

All assignments will be marked for writing - that is, correctness, clarity, organisation, referencing - as well as for meeting the specific assignment objectives.

HANDING IN ASSIGNMENTS

Assignments should be submitted, in hard copy form in the course coordinator's Post Box no. 23 on the Mezzanine floor of Rutherford House by 5pm on the due date. Assignments received after that time will be deemed to be late, and must be handed to the lecturer concerned or to Patricia Lapham (RH 919), the Administration Assistant for this course.

PENALTIES - for Lateness & Excessive Length of Assignments

(i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late**.

When calculating the late penalty **Saturdays, Sundays and public holidays will be included** when counting the number of days that an assignment is late.

Assignments received more than 7 days after the deadline will not be accepted and the student will automatically fail terms.

(ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

(iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Tutorial Coordinator, Deborah Kelly, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

(iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.

(v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be X% of the grade for an assignment which is X% over the word limit.** (eg if an assignment is 10% over the set limit, then the penalty will be 10% of the maximum marks available).

WORKLOAD

Students can expect the workload to be approximately 8 hours work outside class, tutorial and computer workshop times.

COMMUNICATION

As you will learn from MGMT papers, good communication is crucial to the success of any organisation, especially classes. Communication in this course will be conducted in face-to-face mode in the lectures, workshops and tutorials as well in on-line mode through the **Blackboard** system.

With respect to individual student questions and concerns, given the number of students involved in this course, it would be greatly appreciated if students could observe the following etiquette. Individual questions and concerns can be addressed in tutorial sessions or by contacting your tutor. Please do not hesitate to raise an issue, as it may be a common student concern. Tutors will either respond immediately, or seek clarification and then respond. If concerns remain, then the course co-ordinator should be contacted.

COMMUNICATION OF ADDITIONAL INFORMATION

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg
MGMT316_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

OFFICE HOURS

Please arrange an appointment with the lecturer concerned after class, tutorial or workshop. Alternatively please email the lecturer/course coordinator for an appointment time.

2005 Course Schedule: MGMT 316 “Decision Modelling for Managers”

Week	Date	Lecturer	Topic	Lecture	Tutorial/ Workshop	Assign ments
1	5 July	Bob Cavana John Davies	Introduction to course Decision Analysis I	Course overview; Framing & modelling; Hard and Soft Systems Thinking; Spreadsheet Modelling & Management applications; Problem Representation & Data Presentation; Spreadsheet construction; The Structure of Decisions, Payoff tables, objectives, performance measures and decision criteria The Structure of Solutions: Policy Maps	-	
2	12 July	John Davies	Decision Analysis II		1. DA Case	
3	19 July	John Davies	Decision Analysis III		2. DA Case	
4	26 July	Vicky Mabin	Multi Criteria Decision Analysis I	Multiple objectives, multiple performance measures and multi-criteria decisions An overview of MCDA in practice MCDA Model Development Advanced principles – alternative methods for scoring and weighting schemes	3. MCDA Case	
5	2 Aug	Vicky Mabin	Multi Criteria Decision Analysis II		4. MCDA Case	Asst 1 due 4 Aug
6	9 Aug	Vicky Mabin	Multi Criteria Decision Analysis III		5. MCDA Case	
Mid-Trimester Break						
7	30 Aug	Bob Cavana	Planning & Forecasting I	Judgemental/qualitative approaches Time series analysis Descriptive forecasting methods: describing trend, seasonality etc; Decomposition models Regression analysis & correlation	6. Planning & Forecasting Case	Asst 2 due Sep 1
8	6 Sept	Bob Cavana	Planning & Forecasting II		7. Planning & Forecasting Case	
9	13 Sept	Bob Cavana	Planning & Forecasting III		8. Planning & Forecasting Case	
10	20 Sept	Bob Cavana	Managing Risk & Uncertainty I	Services – queues and simulation; Understanding discrete and continuous production processes through simulation; Risk & sensitivity analysis; Scenario modelling	9. Simulation case	
11	27 Sept	Bob Cavana	Managing Risk & Uncertainty II		10. Simulation case	Asst 3 due Sep 29
12	4 Oct	Vicky Mabin / Bob Cavana	Review	Multiple Framing – integration and insights	-	

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:
www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz