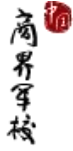




PHBS

北京大学汇丰商学院



Managerial Decision Making Module 4, 2024

Course Information

Instructor: Kevin Nanakdewa

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Office Hours: Mon, Tue, Fri (10:30AM–12:00PM)

TA: TBD

Contact: TBD

Lectures: Tue, Fri (1:30PM–3:20PM)

Venue: PHBS Building, Room TBD

Materials: Shared on WeChat

1. Course Description and Objectives

1.1 Context

The course will focus on two key elements of leadership: (1) making decisions rationally, and (2) influencing others effectively.

Most educated people think they make decisions rationally. However, people often use mental shortcuts to make decisions. In some situations, these shortcuts are useful, but in other situations these shortcuts act as a trap, leading to suboptimal decisions.

This course will reveal many decision making traps that occur in everyday life and discuss how decision making traps can impact leaders. In addition to making rational decisions, an important requirement for being an effective leader is influencing others. This course will provide insights on how you can nudge others to take actions that benefit the team or organization. The instructor will demonstrate many decision making traps in class using exercises, tasks, and surveys, and discuss various business situations in which these traps occur.

The principles learned in class has applications in a wide range of business decision making contexts, including financial decisions, investment decisions, managing employees, planning mergers, selling products, and negotiating with others. An improved understanding of how you and others tend to make decisions, and how you should make decisions, will greatly increase your effectiveness as future leaders.

1.2 Textbooks and Reading Materials

There is no textbook for this course. Everything you need to know will be covered in class. The slides from each class will be shared with you after the class. If you want to explore the material from the course in more depth, purchase the book "Thinking, Fast and Slow" by Daniel Kahneman. I will provide the relevant chapters at the end of each class. You do not need the book to prepare for the quizzes.

1.3 Assessment/Grading Details

In-class Reflections	25%
In-class Quizzes	40%
Final Assignment	35%

In-class Reflections

At the end of six classes throughout the module, you will be asked to complete a short in-class reflection. The purpose of these reflections is to ensure you understand the concepts from class and can apply them to real-world settings. Out of six reflections, I will keep your best five. Each reflection is worth 5% of your final grade.

In-class Quizzes

At the start of five random classes, you will be asked to complete a 10-question quiz testing your knowledge of all topics up until that class. If you arrive after the quiz link has been shared, you will not be able to write the quiz (e.g., during the break, after class), or make-up the quiz. This is to ensure fairness to those who arrived on time. Out of five quizzes, I will keep your best four scores. Each quiz is worth 10% of your final grade.

Final Assignment

This will be a short final paper (4-5 pages, double-spaced). I will ask you to challenge a specific bias in your everyday interactions with friends and classmates. Detailed instructions will be provided later in the module and posted on WeChat.

The submission deadline is **June 28, 2024 (Friday), 8:00PM**. This is a hard deadline and extension will not be provided. The submission portal will automatically close at the deadline.

Make-up Assignments

For in-class reflections and quizzes, if you are absent *without* 24-hour prior written approval, you will not be able to make-up the missed grades. If you are absent *with* 24-hour prior written approval, or provide evidence of a family/medical emergency, you may complete a written reflection to make-up for each missed grade. The maximum score for the make-up assignment will be the class average for the corresponding grade. For example, if you are completing a written reflection to make-up for an in-class quiz, and the class average on the quiz was 80%, then the highest possible score on the make-up assignment would be 80%. This policy is to ensure fairness to those who were present in class.

2. Topics, Teaching and Assessment Schedule

- Session 1:** Decision Making Under Risk I
- Session 2:** Decision Making Under Risk II
- Session 3:** Decision Making Under Risk III
- Session 4:** Cognitive Traps I
- Session 5:** Cognitive Traps II
- Session 6:** Judgment and Prediction I
- Session 7:** Choice Traps I
- Session 8:** Choice traps II
- Session 9:** Cognitive Traps III (Final Assignment Info)
- Session 10:** Cognitive Traps IV
- Session 11:** Judgment and Prediction II
- Session 12:** Cognitive Traps V
- Session 13:** Cognitive Traps VI
- Session 14:** Cognitive Traps VII
- Session 15:** Group and Social Traps I
- Session 16:** Group and Social Traps II
- Session 17:** Judgment and Prediction II
- Session 18:** Review and Conclusion

3. Learning Outcomes

3.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes. Students will be asked to write a short final essay applying the concepts learned in the class to their daily life.
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes. We will explore theories of leadership underlying the decision making concepts explored in the class.
	2.2. Students will be able to apply leadership theories and related skills.	
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes. We will discuss the ethical implications of the leadership approaches discussed in class.
	3.2. Our students will practice ethics in the duration of the program.	
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes. We will explore cultural differences in decision making.
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes. Students will learn to overcome challenges in various business settings and identify solutions based on the concepts learned in the class through critical thinking.
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	
	5.3. Our students will demonstrate competency in critical thinking.	

3.3 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.