Module Title:	Decisive Outcomes	Level:	7	Credit Value:	15

Module code:	BUS7AX	Is this a new module?	Yes	Code of module being replaced:	

Cost Centre(s):	GAMP	JACS3 code:	N210

With effect from:	September 18

School:	Business	Module Leader:	Prof Chris Jones

Scheduled learning and teaching hours	24 hrs
Guided independent study	126 hrs
Placement	0 hrs
Module duration (total hours)	150 hrs

Programme(s) in which to be offered	Core	Option
Executive MBA	☐	✓
	☐	☐

Pre-requisites

Module Aims
To enable students to gain insight into how decisions are made across a variety of scenarios and be able to appraise the effectiveness of the approaches used. To provide a scenario for decision-making in a team, organizational context where a variety of approaches will be considered. To transfer facilitation skills in support of intelligent decision making processes that are applicable within organizational practice.

Intended Learning Outcomes
Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

At the end of this module, students will be able to		Key Skills	
1	Evaluate the key principles of the decision-making framework and quantitative techniques linked to the procedure	KS1	KS5
		KS3	KS6
		KS4	
2	Demonstrate a critical insight into the risks and ethical considerations when reaching business decisions	KS1	KS6
		KS2	
		KS3	
3	Analyse the different paradigms used to explain decision making and incorporate the strengths and weaknesses of each framework		
		KS1	KS4
		KS3	KS5
Transferable skills and other attributes			

Derogations
None

Indicative Assessment:

Consider a business decision that has been made within your organisation in the last six months
Describe the context to the problem and using the @Risk software formulate and investigate it as a decision analytic model. Summarise the findings as a business report that provides recommendations to senior management on how they should proceed. The report should include a methodology section that describes the theoretical basis for their analysis. In the event that a suitable empirical example cannot be found, a set of dummy scenarios will be provided

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1,2,3	Case Study	100%		3000

Learning and Teaching Strategies:
Knowledge transfer will take place through lecture delivery in conjunction with group discussions which progress to scenario exploration. @Risk software will be demonstrated and students will have the opportunity to become familiar with the use of the software. The module will conclude with the practical application of theory through group exercises to reach a business decision and include the presentation of ideas and solutions within a group situation.

Syllabus outline:
Creating Scenarios and alternatives Decisions involving multiple objectives Introduction to Probability Risk, uncertainty and ethics Common biases Bounded awareness Resource allocation Revising judgements Decision framing Develop a quantitative model using @Risk software

Bibliography:
Essential reading
Bazerman, M.H. and Moore, D.A. (2013) Judgement in Managerial Decision Making, 8th Edn., John Wiley, Chichester.
Other indicative reading
Goodwin, P. and Wright, G. (2014) Decision Analysis for Management, 5th Edn., John Wiley, Chichester.   Mohr, P.N.C., Preuschoff, K. and Hsu, M. (2015) Decision making under uncertainty, Frontier Media, SA.   Patrakis, P.E. and Konstantakopoulou, D. (2015) Uncertainty in Entrepreneurial Decision Making, Palgrave, Basingstoke.   Rosanas, J. (2013) Decision-making in an Organizational Context, Palgrave, Basingstoke.
Journals: Development and Learning in Organizations: An International Journal   Journal of Behavioural Decision Making   Journal of Management Development   Management Decision