

**THE UNIVERSITY OF WESTERN ONTARIO
LONDON CANADA**

Management and Organizational Studies

MOS 240a

Section 001

Information Management and Decision Making

2007

1.0 CALENDAR DESCRIPTION

A study of effective management of information as a critical resource in the organization and its relationship with the decision-making process. Topics include systems theory, classification of information systems, information management, decision analysis.

Antirequisites: The former Administrative Studies 164a/b, 168a/b, 240a/b.

Prerequisites: ACS/MOS 020a/b, the former Administrative Studies 040E. Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites”.

Half course.

2.0 COURSE INFORMATION

Instructor:	Julie Aitken Schermer, Ph.D.
Office:	2215 Social Science Centre
E-mail:	jharris@uwo.ca
Office Hours:	Wednesdays 10-12:30 Thursdays 11-12:30 or by appointment
Telephone:	661-2111 ext 84699
Lectures:	Wednesdays 12:30-3:30pm, SSC 2028

3.0 TEXTBOOK

Hicks, M. J. (2004). Problem solving and decision making: Hard, soft and creative approaches (2nd ed.). London, UK: Thomson Learning
[ISBN: 1-86152-617-2]

4.0 COURSE OBJECTIVES

This course is designed to provide the student with an understanding of how decisions are made and the biases which influence decisions with a concentration on human resources management systems.

4.5 COURSE FORMAT

The primary course format will be lectures. Nevertheless, questions and discussions are desired and encouraged.

5.0 EVALUATION

There are 3 non-cumulative exams in this course. Exams 1 and 2 are each worth 33% of the total grade. The third exam is worth 34% of the course grade. These tests are **multiple choice in format**. Each exam, in total, will be scheduled for **two hours, consist of 60 questions**, and are **closed book examinations**. In addition, **no calculators or dictionaries are allowed into the examinations**. Students are responsible for material covered in the lectures as well as the assigned chapters in the texts. Exams 1 and 2 will be in class time. The third exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO TAKE ALL THREE TESTS** in the course. There are no exceptions to this. "Extra assignments" to improve grades will **NOT** be allowed.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. **Remember:** *You* are responsible for your grades in this course.

Cheating will not be tolerated; students are referred to the university policy on scholastic offenses (see section 8.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Exams will be scored using the program "Scan Exam" which examines the answer sheets for "unusual" coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

6.0 STUDY SCHEDULE

September 12

Chapter 1 - Problems, opportunities, and decisions

Appendix 7 - Left-right and four brains

September 19

Chapter 2 - Approaches to problem solving and the stages involved

Appendix 4 - Introduction to logical thinking

Appendix 7 - Version 6.1 of the Osborn-Parnes CPS process

September 26

Chapter 3 - Where has all our creativity gone?

Appendix 3 - The complete 'original' brainstorming CPS process

Chapter 4 - Before problem solving

October 3

Chapter 5 - Data gathering

OCTOBER 10th - EXAM 1 IN CLASS (12 questions per chapter = 60 questions)

Note: corresponding appendix material is included within the chapter material and will be in the exam. There will also be at least one exam question which deals with the content of this course outline on the first exam only.

October 17

Chapter 6 - Problem Identification

Appendix 1 - Kepner-Tregoe

Chapter 7 - Ideation

October 24

Chapter 8 - Problem resolution

Chapter 9 - The next steps

October 31

Chapter 10 - Synectics

NOVEMBER 7th - EXAM 2 IN CLASS (12 questions per chapter = 60 questions)

Note: corresponding appendix material is included within the chapter material and will be in the exam.

November 14

Chapter 11 - Soft systems methodology

Chapter 12 - Really complicated problems - issues of tackling large complex problems

Appendix 2 - A system by any other name

November 21

Chapter 13 - Group problem solving

November 28

Chapter 14 - Creativity, EQ, SQ, NLP, metaphors, etc.

December 5 - Last Class

Chapter 15 - Computer-aided problem solving

EXAM 3 - DECEMBER EXAM PERIOD - (DECEMBER 7-19, 2007)

(12 questions per chapter = 60 questions)

Note: corresponding appendix material is included within the chapter material and will be in the exam.

7.0 POLICY REGARDING ILLNESS*

Students are entitled to a rescheduling of exams for legitimate medical or compassionate reasons. However, it is the student's responsibility to inform the instructor **prior** to the exam date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

7.5 PROFESSOR'S REQUIREMENTS REGARDING ILLNESS*

Only on the documented basis of illness or other extreme circumstance will students be permitted to write a make-up exam. In the case of illness, a student must contact the instructor via telephone or e-mail (the date and time is recorded on both). The student must provide an **official illness certificate** on appropriate letterhead from their physician which states that, due to medical reasons, it was impossible for the student to write the exam at the scheduled time. **A NOTE SCRIBBLED ON A PRESCRIPTION PAD IS NOT AN ACCEPTABLE MEDICAL CERTIFICATE.**

MAKE-UP EXAMINATIONS

The student must write a make-up exam. The make-up exam differs in format from the original exam and would be scheduled before or at the completion of the course. Make-up examinations will be of the **true/false** nature **with guessing penalty** in which 0.5 marks are deleted from the number correct for *each* incorrect answer. This format equates the grade a student would achieve if they randomly guessed on a multiple choice exam, which would result in a grade of approximately 20-25%. If a student randomly guessed on a true/false exam, they would achieve a grade of 50%. Thus the guessing penalty then equates the grade due to guessing alone to 25%.

ATTENDANCE

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

8.0 POLICY ON CHEATING & ACADEMIC MISCONDUCT*

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgements necessary in academic papers: in using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer; in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

9.0 PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS*

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Program Director or Designate of the BMOS/BACS program. If the response of the Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

10.0 STUDENT RESPONSIBILITIES

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

11.0 OTHER ISSUES

Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

Important Dates:

September 14	Last day for late registration
October 15	Last day to drop a first-term half course.
December 5	Classes end.
December 6	Study Day.
December 7-19	Examination period.

12.0 OTHER INFORMATION

- ◆ Bring student identification to exams.
- ◆ Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- ◆ Do not wear baseball caps to exams
- ◆ Do not bring cassette/CD players, cell phones, beepers, etc. to exams

*Portions of these sections were taken from the following sources: Academic Calendar; Academic Handbook of Senate Regulations; Department of Psychology Procedures for Appealing Academic Evaluations; and the Department of History Document on Plagiarism.

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at:

<http://www.uwo.ca/univsec/handbook/>