

WM9PM-15 Robust Decision Making

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Paul Dobie

Credit value

15

Module duration

4 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

This module aims to prepare participants for the complex decisions they will make as future leaders. Through various exercises and seminars, participants have the opportunity to explore the decision making process and apply knowledge to solve decision problems in business and management. To this end, you will be introduced to a number of quantitative and qualitative decision making methods and tools, the role of cognition and emotion in decision making, the concept of group decision making as well as various factors that can affect the quality of a decision. The Module aims to continue to relate this content back to the EFQM 2021 model, in particular the decision making processes to support business direction and execution choices against current and future business scenarios.

Module aims

This module aims to prepare participants for the complex decisions they will make as future leaders. It does this by examining the psychological and emotional aspects of DM as well as examining tools and techniques that support better decision making.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be

covered. Actual sessions held may differ.

Understand the problem solving and decision making process and how it contributes to excellence
Understand and be able to identify factors that influence the quality of a decision and understand how to use these factors to make a better decision.

Have knowledge, & understanding of common decision making pitfalls and traps and the understand how to avoid or mitigate them

Understand the main phases of a number of quantitative decision-making process and their computerized support

Be able to apply different approaches to particular decision problems and identify the assumptions, advantages and disadvantages of each approach;

Learning outcomes

By the end of the module, students should be able to:

- Critically review the decision-making process required to lead a business towards organizational excellence.
- Challenge the concept of rationality and understand the impact of emotion and cognition on decision making.
- In Teams demonstrate knowledge of the application of decision-making tools and approaches for various scenarios in business and management.
- Understand how personality factors and group dynamics influence the decision-making process and become able to recognise these in order to make more robust decisions.

Indicative reading list

Thinking fast and slow Daniel Kahneman 2007

Decision analysis for management Judgement Paul Goodwin 2014

Judgement in Managerial Decision making Max Bazerman 2017

[View reading list on Talis Aspire](#)

Subject specific skills

For the subject specific skills of Robust Decision Making by the end of the module, students should be able to:

Understand the problem solving and decision making process and how it contributes to excellence
Understand and be able to identify factors that influence the quality of a decision and understand how to use these factors to make a better decision.

Have knowledge, & understanding of common decision making pitfalls and traps and the understand how to avoid or mitigate them

Understand the main phases of a number of quantitative decision-making process and their computerized support

Be able to apply different approaches to particular decision problems and identify the assumptions, advantages and disadvantages of each approach;

Transferable skills

The skills above should all be transferable into the students working careers

Study

Study time

Type	Required
Lectures	22 sessions of 1 hour (15%)
Seminars	4 sessions of 1 hour (3%)
Supervised practical classes	4 sessions of 1 hour (3%)
Online learning (independent)	15 sessions of 1 hour (10%)
Other activity	20 hours (13%)
Private study	25 hours (17%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

Directed self study through Moodle

Other activity description

Study of set Journals, book chapters and Videos in support of learning and in class discussions

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Assessment component			
Analysis of poor decision making in a historical business situation which led to organisational decline or failure	70%	42 hours	Yes (extension)
The student will examine one or more cases where poor decision making (including influences of biases, emotions and group effects) that have led to business decline or failure. They should propose approaches and methodologies that could have helped avert this decline or failure.			

Reassessment component is the same

Assessment component

Team Review of a business case requiring DM drawing on course material on tools/approaches to suggest solutions.	30%	18 hours	No
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Teams are to critically review a business case with various options the presentation should then propose one of these fully explaining how this was chosen (what tools techniques and approaches the team took). This is subject to peer review

Reassessment component

Individual critical review/reflection on the business case originally presented by the students team.	Yes (extension)
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Group assessments are set up such that the reassessment component is individual work including a reflection on the original groupwork. This critical reflection will take into account tutor comments which need to be rectified by reassessment.

Feedback on assessment

post assignment report and annotated essays

Availability

There is currently no information about the courses for which this module is core or optional.