



**I. COURSE DESCRIPTION:**

Problem Solving and Decision Making are viewed as integral components of the Strategic Management Process. This course will integrate concepts and theories studied throughout the Business Diploma program. Students will use the case analysis method to develop strategic planning skills. The intent of this course is to give the student the opportunity to gain managerial experience by means of simulated management decision making exercises.

**II. LEARNING OUTCOMES AND ELEMENTS OF PERFORMANCE:**

Upon successful completion of this course, the student will demonstrate the ability to:

**1. Provide an overview of the premises of Rational Management.**

Potential Elements of Performance:

- Discuss the search for organizational effectiveness.
- Explain the four basic patterns of thinking (in the organizational context).
- Discuss the rise, fall, and rise again of team work.
- Outline the needs of a modern organization.
- Discuss rational management.

**2. Identify problems and discuss problem analysis.**

Potential Elements of Performance:

- Discuss the conditions and skills of problem solving.
- Explain the structure of a problem.
- Outline the process of problem analysis.

**3. Discuss the use of the problem analysis process and be able to apply it**

Potential Elements of Performance:

- Acquire the habit of problem solving.
- Explain the problem analysis questioning at the management level.
- Examine the abbreviated use of problem analysis.
- Explain situations in which actual performance has never met

- expectations.
- Problem analysis techniques as part of a management team.

**4. Discuss decision analysis.**

Potential Elements of Performance:

- Explain the conditions and elements of making choices.
- Identify and discuss the major elements of decision analysis
- Explain and use the techniques of decision analysis.

**5. Discuss the uses of decision analysis and be able to apply them.**

Potential Elements of Performance:

- Discuss the types and complexities of decisions.
- Outline and use the “yes or no” process in determining if a course of action should be taken or rejected or continued or changed.
- Identify and explain the concept of “good enough”.
- Explain subdivided evaluations.
- Develop alternative courses of action and evaluate them.
- Discuss the routine decision.
- Discuss decision analysis as a standard procedure.
- Examine and explain adverse consequences.

**6. Examine and discuss potential problem (opportunity) analysis.**

Potential Elements of Performance:

- Discuss the potential of future events and their consequences.
- Explain the basic activities in examining opportunities.
- Examine a different kind of process,
- Discuss when to use potential problem (opportunity) analysis.

**7. Discuss managing human performance problems focusing on the problem solving and decision making processes**

Potential Elements of Performance:

- Explain the real challenges for the manager in this process.
- Discuss the most common human performance problems.
- Explain whether such problems should be managed or solved.
- Explore the answer to “why did it happen?”
- Decide what to do in various circumstances.

- Discuss performance problems: challenge and response.
- Discuss honesty in dealing with people.

**8. Discuss installing a rational process within an organization.**

Potential Elements of Performance:

- Discuss the seven basic conditions for success.
- Explain the meaning of “install.”
- Outline two methods of installing a rational process
- Discuss a comparison and a recommendation.
- A final discussing on rational management.

**Marks for the above outcomes will be distributed approximately equally.**

**III. TOPICS:**

1. The Premises of Rational Management
2. Problem Analysis
3. The Uses of Problem Analysis
4. Decision Analysis
5. The Uses of Decision Analysis
6. Potential Problem (Opportunity) Analysis
7. Managing Human Performance Problems
8. Installing Rational Process Within an Organization

**IV. SUGGESTED RESOURCES/TEXTS/MATERIALS:**

Principal Text Charles H. Kepner and Benjamin B. Tregoe, (1997) *The New Rational Manager: An Updated Edition for a New World*; Kepner – Tregoe Inc.

**Other Resources:**

Additional cases and course materials will be provided

## V. Evaluation Process/Grading System

Students will be evaluated on the following basis:

- |                                     |     |
|-------------------------------------|-----|
| • Quizzes                           | 20% |
| • First Test                        | 20% |
| • Final Test (semester work)        | 25% |
| • Case Presentation & Participation | 15% |
| • Formal Case submission            | 20% |

TOTAL	100%
-------	------

### TESTS

The majority of marks on all tests will be based primarily of essay questions. Multiple choice (or other objective type questions) may be used to complement and extend the test areas. Dates of tests will be announced approximately one week in advance. **Students are required to write all tests and quizzes as scheduled.**

### **THERE WILL BE NO RE-WRITES OF INDIVIDUAL TESTS!!!!**

**Students must meet the following requirements to complete this course successfully:**

1. Must complete, in a fashion acceptable to the professor, all projects and assignments.
2. Must write all quizzes, the first test and the final exam. If a student misses a test or the final exam and has not made appropriate arrangements as outlined below, he/she will receive a mark of zero for that test/exam.
3. Must have an overall mark of 50%. This mark includes all work in the semester.

Students, who are not successful in achieving the minimum mark of 50% and/or do not complete the required assignments in an acceptable fashion, as they are due, will repeat the course.

### **FINAL GRADES WILL BE ISSUED BY THE REGISTRAR'S OFFICE**

The following semester grades will be assigned to students in postsecondary courses:

Grade Point

<u>Grade</u>	<u>Definition</u>	<u>Equivalent</u>
A+	90 - 100%	4.00
A	80 - 89%	4.00
B	70 – 79%	3.00
C	60 – 69%	2.00
D	50 – 59%	1.00
F (Fail)	49% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field placement or non-graded subject areas.	
U	Unsatisfactory achievement in field placement or non-graded subject areas.	
X	A temporary grade. This is used in limited situations with extenuating circumstances giving a student additional time to complete the requirements for a course.	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty	

**VI. SPECIAL NOTES:**

**Special Needs:**

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with the Special Needs office. Visit Room E1101 or call Extension 493, so that support services can be arranged for you.

**Retention of course outlines:**

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

**Plagiarism:**

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty”, or attempt to engage in “academic dishonesty”, will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

**Course outline amendments:**

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's office.

**SPECIAL NOTES:**

**Missed Tests/Exam:**

If a student is not able to write a test/exam as scheduled, for medical reasons or some other emergency, that student is asked to contact the professor **prior** to the test/exam and provide an explanation which is acceptable to the professor. (Medical certificates or other appropriate proof **may** be required.) Following the student's return to the college, he/she must request, in writing, to write a makeup for the missed test/exam. This request will be in proper letter form (typed), hard copy, and (no e-mail) and must outline the reasons for requesting special consideration. Making such a request does not guarantee that the student will receive permission to make up for the missed test/exam. Such requests must be made within one week of the student's return to the college.

The professor will consider the request, and if permission is granted, the test/exam will be given at the end of the semester, or at some other time at the professor's convenience. This will allow time for the student to prepare for the test without missing important work and to provide time for the professor to prepare a new test.

In considering the request, the professor will take a number of factors into consideration. These will include, but not limited to, the student's attendance and participation in class, completion of other tests, quizzes, and assignments as scheduled and the professor's judgment as to the student's potential success.

**In all other cases, the student will receive a mark of zero for that test.**

**THERE WILL BE NO SUPPLEMENTARY TESTS!!**

**Attendance:**

Students are expected to attend all scheduled classes. Attendance will be taken for each class on a sign in basis starting shortly after the semester begins. Students will be advised when the process is to begin. **Students must sign only themselves in!!** Signing for another student, whether the other student is present or not, will be tantamount to academic dishonesty. Students are advised to read the Students' Rights and Responsibilities for the consequences of academic dishonesty. While students are expected to attend all classes, it is understood that circumstances beyond their control may prevent them from doing so. Students who find themselves in this category should treat the classes as a job and take action accordingly.

**In all cases, attendance of less than 80% of the scheduled classes is not acceptable.**

The professor will use attendance in considering student requests for special consideration in writing missed tests, submitting late assignments, etc.

**Submitting Assigned Work:**

All assignments, projects, questions, etc. must be submitted to the professor at the beginning of class on the due date. Once the class starts, any assignment, etc. which has not been submitted will be considered late. If no class is scheduled on the due date, students are required to deliver the assignments, etc. to the professor's office, by the deadline time. Assignments, etc. may be submitted in advance; normally assignments, etc. will not be accepted after the stated deadline. If a student wishes consideration for a late submission, he/she must make this request in a formal typed letter, (hard copy) providing an explanation. If the assignment is accepted late, a penalty will be assessed. Assignments, etc. will not be accepted late once those which have been submitted on time have been graded and returned to students.

**It is the student's responsibility to ensure that the professor gets his/her completed assignment, etc. Do not place the assignment in the Professor's mailbox. In such cases the assignment will not be considered submitted until the professor picks up his mail.**



**Return of Students' Work:**

Tests, quizzes, assignments, etc. will be returned to students during one of the normal class times. Any student not present at that time must pick up his/her test, etc. at the professor's office within three weeks of that class. Tests, etc. not picked up within the three weeks will be discarded. End of semester tests, etc. will be held for three weeks following the end of the semester. If they have not been picked up within that three-week period, they will be discarded.

Tests, etc. will be returned only to the students to whom they belong. In limited circumstances tests, etc. may be given to another student, if the student to whom they belong provides written instructions in a formal letter (hard copy) to the professor requesting that the test, etc. be given to a particular individual.

**Assistance is Always Available:**

**IT WILL BE TO THE STUDENTS' ADVANTAGE TO HAVE QUESTIONS, CONCERNS, OR PROBLEMS RELATED TO THIS COURSE RESOLVED AS SOON AS POSSIBLE. IF YOU REQUIRE ASSISTANCE, HAVE PROBLEMS OR CONCERNS, SEE YOUR PROFESSOR. HE WILL BE MORE THAN HAPPY TO HELP!!**

Review classes will be held as deemed necessary by the professor. Tutorials held outside of class time may also be arranged at the mutual convenience of the students and the professor. These may be held during the week or on the weekends. These review classes and tutorials are not to be used as an opportunity to miss regularly scheduled classes.

Students are urged to ask questions and to participate in, and contribute to, the class discussion. Students are also encouraged to read newspapers, magazines, etc. and to tune in to radio and television newscasts for business news. This will make the subject more understandable, interesting, and practical. It will provide students the opportunity to better apply the theory and to enhance his/her opportunity for success in this course.

**PLEASE KEEP IN MIND THAT STUDENTS WILL ONLY GET OUT OF THIS COURSE WHAT THEY PUT INTO IT.**

**Classroom Decorum:**

Students will respect the diversity and the dignity of those in the classroom. Students will respect the professor's right and duty to teach and students' right to learn without interference. Students who cause any interference with the objectives of the class will be given a verbal warning on the first occasion. If such behaviour continues, the student will be asked to leave the classroom and will not be permitted to return until he/she commits in writing, typed, (a formal letter) that he/she will conduct themselves appropriately in the classroom. This letter will be addressed to the professor

If a student is asked to leave the classroom a second time, he/she must make an appointment with the Dean who will decide if the student will be permitted to return to class. At that time a copy of the above letter will be submitted to the Dean.

In the event that a student is asked to leave the classroom a third time, he/she will not be permitted back to the classroom for the rest of the semester. The Dean will also decide if any other action needs to be taken.

Students attending this class do so to study Business Problem Solving and Decision Making. Therefore, no other activity will be permitted. Student's who wish to engage in other activities will be asked to leave the classroom, as described above.

Other inappropriate behaviour includes, but not limited to, sleeping in class, or appearing to be sleeping in class, putting feet (foot) on the furniture, writing on the furniture, talking or otherwise communicating in private conversations, etc.

Drinks such as coffee, tea, water, pop, and juices will be permitted in the classroom but not in labs. If a student spills a drink he/she must clean up the mess. This must be accomplished without disturbing the class.

No food (of any type) is permitted in the classroom. This includes during the class, before the class, and during breaks.

Do not leave garbage or other materials behind when you leave the classroom. If the material is garbage, place it in the garbage container as you exit the room. If the container is full, place the item neatly next to the container.

It is the professor' s intention to maintain proper classroom decorum at all times in order to provide the best possible learning and teaching environment.

**VII. PRIOR LEARNING ASSESSMENT:**

Students who wish to apply for advanced credit in the course should consult the professor. Credit for prior learning will be given upon successful completion of a challenge exam or portfolio.

**VIII. DIRECT CREDIT TRANSFERS:**

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's office. Students will be required to provide a transcript and course outline related to the course in question.