

MNO2705

LEADERSHIP AND DECISION MAKING UNDER UNCERTAINTY

Semester 1, AY 2022-2023

Instructors:

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1. Module Description

The decisions you make every day will shape your life. In an organization, the decisions you make will impact outcomes for you, your team, and your organization and will cumulatively affect the trajectory of your career. This module aims to help you navigate the pathways of decision making in organizations. We will adopt an evidence-based approach, tapping several streams of research – including behavioral psychology and economics, and intuitive judgment – to give a rigorous account of what separates good decisions from the rest. These conceptual tools will empower you to make good decisions in an uncertain world, to influence, and to lead.

This module addresses the foundations for decision making in modern organizations, where the requirements of speed, global reach and change that our organizations face also create conditions for unsafe and unethical business practices to persist. Reports of insider trading, graft and cronyism, unsafe products, unfair trade practices, and environmental waste are commonplace in the media. Thus, our concern is with anchors for morally decent or ethical decision making.

The foundations for this module are drawn from established frameworks for decision making from the fields of behavioral economics, social psychology and management. Working with those concepts, we give focused attention to the challenges of decision making within the context of Singapore and Asia. This aspect of the Asian context is reflected in the readings and cases covered, as well as in class discussions.

2. Module Objectives

The key objectives of the module are:

- (a) to better understand how individual and collective decisions are made in organizations;
- (b) to develop an understanding of the effects of cognitive biases, heuristics, emotions and social dynamics on decision processes and outcomes; and
- (c) to be able to suggest practical ways for leaders to become more effective in making decisions and implementing them.

3. Modes of Teaching and Learning

Materials will be presented by the instructor and there will be student presentations, exercises, simulations, assignments, etc. In all of these, student participation is key. Students will also learn independently and study the assigned readings.

4. Evaluation

Overall module grades are based on both individual and collaborative work. Final grades reflect relative performance among peers.

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| CA1 | Class participation | 20% |
| CA2 | Individual Assessment | 30% |
| CA3 | Team Project | 50% |

5. Key topics covered include:

- Introduction: Leadership, Uncertainty, and Decision Making in Organizations
- Ethical foundations for Leadership
- Ethical Decision Making in Action
- Models of Judgment & Decision Making I
- Models of Judgment & Decision Making II
- Group Decisions: Collaborating
- Negotiated Decisions: Cooperating and Competing

6. Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism: <http://emodule.nus.edu.sg/ac/>