



**BMGT-2303.001IN**  
**Problem Solving & Decision Making**  
**Spring 2023**  
**Online**

**Instructor Information:**

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[dschneider@com.edu](mailto:dschneider@com.edu)  
409-933-8901 (Office)

**Student Hours & Location:**

ICB 313-16, TEAMS, Bongo virtual classroom tool, D2L chat or by email appointment

Monday	<b>by appointment only</b>
Tuesday	<u>1:30pm - 5:30pm</u>
Wednesday	<u>1:30pm - 5:30pm</u>
Thursday	<b>by appointment only</b>
Friday	<b>by appointment only</b>

**Required Textbook:**

This course is inclusive of the digital textbook, which is made available through the Cengage link inside BrightSpace D2L. No access code is required for this course.

Textbooks may be new, used, or rented and can be purchased from multiple sources. This textbook is available through VitalSource.

**Problem Solving And Decision Making**

**3<sup>rd</sup> edition**

**Jeff Butterfield**

**Cengage Learning**

**ISBN-13: 9780357707432**

**Textbook Purchasing Statement:**

A student attending College of the Mainland is not under any obligation to purchase a textbook from the college-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

## Course Description:

This course explores decision-making and problem-solving in organizations utilizing logical and creative problem-solving techniques. Application of theory is provided by experiential activities using managerial decision tools.

## Course Requirements:

There are five modules that comprise this course. For all tasks, please refer to the Schedule of Activities for due dates, point values, and other information.

### Tests

**Five Exams (in BrightSpace)** will be covering the chapters (parts) in the textbook. **Face-to-face students will be administered these tests in the classroom using BrightSpace D2L.** A list of the chapters (parts) covered by each test is provided in the Schedule of Activities. Each test has 35 questions. Once you have started the test it cannot be stopped and restarted no matter what the circumstance. **The test will automatically close at the time shown in the schedule of activities. It is your responsibility to monitor your time while taking the test.** Only one attempt will be allowed per test. No retakes are allowed.

### Problem Solving Activities

There are **10 Problem Solving Activities (in BrightSpace)**. The activities involve using business tools to solve business problems. The assignments will be posted in D2L. **Be sure to use the rubrics associated with each assignment.**

### Discussions

**Five Discussions (in BrightSpace)** will be required. You will be given workplace problems and asked how you would solve them. After posting your response by Thursday, you will then respond to at least two other classmates' postings by Sunday. **Be sure to use the rubric attached within the course.**

### Individual Project

You will be required to complete an **Individual Project (in BrightSpace)**. In this assignment, you will examine a business problem and be asked to list the causes using Cause Mapping. **A minimum of one impacted goal with a minimum of fifteen total causes, plus a minimum two possible solutions, and an associated timeline of events will be shown.** **Be sure to use the rubric attached within the course.**

### Group Project

You will be required to participate in a **Group Project** but you will not be competing against the other groups. **There will be no late work accepted for any group project.** In this assignment, you will examine a business problem and be asked to list the causes using Cause Mapping. Each group will provide a problem outline, analysis, and solutions. **Additionally, a presentation explaining your findings is required.** **A minimum of five impacted goals with a minimum of fifty total causes, plus a problem outline, minimum of six possible solutions, and an associated timeline of events will be shown.** You will be graded on the quality of your research and adherence to the guidelines of the project.

**Be sure to use the rubric attached within the course.** There is a group and individual grading aspect to this assignment. There will be a discussion forum for each group. Your participation grade in this assignment will be determined in part from your participation (postings) in this forum as well as from peer feedback. **You may divvy up the work, as long as every member of the group participates in the project and presentation. You will receive the grade for the group unless you fail to participate, in which case you will receive a zero.**

**Rubrics are associated with the activities, discussions, and both projects.** Please refer to the grading rubric for additional guidance on expectations.

The following list summarizes the topics and chapters covered by each test:

- Identifying and Defining Problems (Part 1)

- Solving the Problem (Part 2)
- Thinking Critically (Part 3)
- Group Decision Making and Problem Solving (Part 4)
- Decision Support Tools (Part 5)

## Determination of Course Grade/ Detailed Grading Formula:

Tests (70 points each, 5 tests) **350 points**

Problem Solving Activities (20 points each; 10 activities) **200 points**

Discussions (40 points each; 5 discussions) **200 points**

Individual Project **150 points**

Group Project **100 points**

**Total Possible Points 1000 points**

The final grade will be based on the following scale:

☐ A = 90+% of the total points	>= 900
☐ B = 80% - 89% of the total points	800-899
☐ C = 70% - 79% of the total points	700-799
☐ D = 60% - 69% of the total points	600-699
☐ F = less than 60% of the total points	<= 599

Only one attempt will be allowed per examination. No retakes are allowed.

## Late Work, Make-Up, and Extra-Credit Policy:

To the extent possible (given limitations by publisher and linking sites), late work will be accepted with a 20% penalty applied. **Group Projects will NOT be accepted late under any circumstances.** Late work that requires manual grading (D2L assignments with a rubric, generally) will be accepted up until the Sunday prior to the last day of class. Late work that is auto-graded will be accepted up until the day prior to the last day of class.

**If you have a personal or emergency situation, please contact me as soon as practical (in advance when possible) and I will do my best to work with you in a fair and equitable manner. Supporting documentation may be requested.**

### Extra Credit/Bonus Points:

- **40 bonus points** (4% of final grade) are available for scheduling and completing a meeting (online or face-to-face) with Career Services for a **resume review OR mock interview**. Bonus points will be added in the gradebook **once the student forwards the confirmation email** to the instructor, received from Career Services, confirming that a worthwhile and successful resume review or mock interview has taken place. Students may schedule more than one appointment, but the bonus points will only be applied once. ***Resume writing/reviews and mock interviews are important aspects of career planning. Students should always have resumes up to date.***

Appointments with Career Services can be scheduled by emailing: [CareerServices@com.edu](mailto:CareerServices@com.edu) **Emails can be sent any time after Week 1 BUT PRIOR to the end of Week 12 to ensure an appointment.** Emails sent AFTER Week 12 are NOT guaranteed an appointment before the semester ends.

- **10 bonus points** (1% of final grade) will be offered for peer feedback on the group project through the Discussion area (Peer Feedback On Group Project Participation- 10 Points Extra Credit) during Week 15

Any bonus points, make-up work, or other accommodations beyond those offered by COM are at the sole discretion of the instructor.

### **Graded Assignments/Feedback/Gradebook:**

Auto graded exams should be available for immediate review by the students. Manually graded assignments (discussion boards; activities; and projects) will be graded and returned within one week from due date. Feedback, if any, will be listed within the attached rubric. Accepted late work will be returned in a timely manner as instructor's availability allows.

**Students should monitor their overall grade within the D2L gradebook for current point totals.**

### **Attendance Policy:**

Attendance in a classroom course is based on actual, physical classroom attendance which will be taken each class period. Students will receive credit for attending the class each week if present in the classroom. The last date of attendance will be the last date the student attended class in the physical classroom. Attendance will be tracked in the gradebook.

Attendance in an Internet-driven course is based on the timely submission of weekly assignments. Attendance will be taken each week as determined by the reporting functions in BrightSpace D2L. Students will receive credit for 'attending' the class each week based upon the timely submission of an assignment. An assignment may be a discussion board post, a quiz, a test, a project, or any other assigned task within the week as noted on the Schedule of Activities. The last date of attendance will be the last date an assignment was submitted. Attendance will be tracked in the gradebook.

### **Communicating with your instructor:**

All electronic communication with the instructor must be through D2L or COM email. Due to FERPA restrictions, faculty cannot share any information about performance in the class through other electronic means (no external email). The virtual classroom tool, D2L chat, office phone, and face-to-face meetings are other means of communication. ***Please allow me 24 hours to reply to COM email communications.***

### **Student Learner Outcomes:**

Upon successful completion of this course, students will:

- Identify individual, group, and organizational decision-making processes. This course level outcome maps to the **Critical Thinking Skills Core Objective.**
- Write, present, and defend project recommendations. This course level outcome maps to the **Communication Skills Core Objective.**
- Apply process to solving problems using managerial decision tools and critical-thinking skills. This course level outcome maps to the **Empirical and Quantitative Skills Core Objective** and the **Critical Thinking Skills Core Objective.**

### **General Education Core Objectives:**

Students successfully completing this course will demonstrate competency in the following Core Objectives:

**Critical Thinking Skills** – to include creative thinking, innovation, inquiry, and analysis, evaluation, and synthesis of information

**Empirical and Quantitative Skills**- to include the manipulation and analysis of numerical data or observable facts resulting in informed conclusions

**Communication Skills**-to include effective development, interpretation, and expression of ideas through written, oral, and visual communication

## Table Mapping SLO's, Core Objectives and Assignments:

Student Learner Outcome	Maps to Core Objectives	Assessed via this Assignment
Identify individual, group, and organizational decision-making processes.	<b>Critical Thinking Skills</b>	<ul style="list-style-type: none"> <li>Exams (1-5)</li> </ul>
Write, present, and defend project recommendations.	<b>Communication Skills</b>	<ul style="list-style-type: none"> <li>Individual Cause Map Project</li> <li>Group Cause Map Project</li> <li>Discussions (1-5)</li> </ul>
Apply process to solving problems using managerial decision tools and critical-thinking skills.	<b>Empirical and Quantitative Skills</b> <b>Critical Thinking Skills</b>	<ul style="list-style-type: none"> <li>Problem Solving Activities (assorted activities)</li> </ul>

### Academic Dishonesty:

Any incident of academic dishonesty will be dealt with in accordance with college policy and the Student Handbook. Academic dishonesty – such as cheating on exams is an extremely serious offense and will result in a **grade of zero** on that exam and the student will be referred to the Office of Student Conduct for the appropriate disciplinary action.

College of the Mainland requires that students enrolled at COM be familiar with the Standards of Student Conduct, which can be found in the online Student Handbook. <http://www.com.edu/student-services/student-handbook.php> Students are expected to be familiar with and abide by the Student Code of Conduct. Any violations of the Code of Conduct will result in a referral to the Dean of Students and may result in dismissal from this class.

Plagiarism is using someone else's words or ideas and claiming them as your own. Plagiarism is a very serious offense. Plagiarism includes paraphrasing someone else's words without giving proper citation, copying directly from a website and pasting it into your paper, using someone else's words without quotation marks. Any assignment containing any plagiarized material may receive a **grade of zero** and the student will be referred to the Office of Student Conduct for the appropriate disciplinary action.

[10 Types of Plagiarism - YouTube](https://www.youtube.com/watch?v=EF5eFeJMplA) <https://www.youtube.com/watch?v=EF5eFeJMplA>

[How to Avoid Plagiarism in 5 Easy Steps - YouTube](https://www.youtube.com/watch?v=WV2-cmi19sg) <https://www.youtube.com/watch?v=WV2-cmi19sg>

[What is Self Plagiarism - Research Prospect](https://www.researchprospect.com/what-is-self-plagiarism/#:~:text=%20Types%20of%20Self%20Plagiarism%20%201%20Republishing.,from%20their%20previous%20work%20as%20they...%20More%20) <https://www.researchprospect.com/what-is-self-plagiarism/#:~:text=%20Types%20of%20Self%20Plagiarism%20%201%20Republishing.,from%20their%20previous%20work%20as%20they...%20More%20>


### Student Concerns:

If you have any questions or concerns about any aspect of this course, please contact me using the contact information previously provided. If, after discussing your concern with me, you continue to have questions, please contact the Department Chair, Andrew Gregory, at 409-933-8339 or [agregory2@com.edu](mailto:agregory2@com.edu)

### Technology Outage:

Occasionally the college may experience emergency technology outages. Should this occur during a Quiz/Exam, you will need to notify the instructor that you will need the Quiz/Exam to be reset. In the case of this or a personal technology issue, students are expected to contact the instructor as soon as reasonably possible. Students are responsible for completing all other course work such that due dates can be met.

## Course Outline/ Schedule of Activities:

Problem Solving & Decision Making			BMGT 2303 - Spring 2023			
Schedule of Activities (16-week course)						
Class Dates	Required Reading	Tests	Discussions	Projects	Problem Solving Activities	Due Date (Midnight)
Week 1 (Jan 17-22)					Cause & Effect Diagram	01/22/23
Week 2 (Jan 23-29)	Part 1				PS1-IC1	01/29/23
Week 3 (Jan 30-Feb 5)		Part 1 Exam	Discussion #1 ( <i>opens Week 1</i> )			02/05/23
Week 4 (Feb 6-12)					Decision Matrix	02/12/23
Week 5 (Feb 13-19)	Part 2				PS2-IC1	02/19/23
Week 6 (Feb 20-26)		Part 2 Exam	Discussion #2 ( <i>opens Week 4</i> )			02/26/23
Week 7 (Feb 27-Mar 5)					SWOT Analysis	03/05/23
Week 8 (Mar 6-12)	Part 3			Individual Cause Map Project ( <i>opens Week 4</i> )	PS3-IC1	03/12/23
<b>Spring Break (Mar 13-19)</b>						
Week 9 (Mar 20-26)		Part 3 Exam	Discussion #3 ( <i>opens Week 7</i> )			03/26/23
Week 10 (Mar 27-Apr 2)					Cost-Benefit Analysis	04/02/23
Week 11 (Apr 3-9)	Part 4				PS4-Y32	04/09/23
Week 12 (Apr 10-16)		Part 4 Exam	Discussion #4 ( <i>opens Week 10</i> )			04/16/23
Week 13 (Apr 17-23)					Pareto Analysis	04/23/23
Week 14 (Apr 24-30)					PS5-Y40	04/30/23
Week 15 (May 1-7)	Part 5		Discussion #5 ( <i>opens Week 13</i> )	Group Cause Map Project ( <i>assign Week 11</i> )		05/07/23
Week 16 (May 8-11)		Part 5 Exam				05/11/23
Point Values			Important Notes			
Activity	Point Value	# of Activities	Total Points	Late Work is Accepted with 20% penalty (See Syllabus for Limitations)		
Problem Solving Activities	20	10	200	Problem solving activities using business tools		
Tests	70	5	350	Test - 1 attempt only; <i>online by Sunday</i>		
Discussion Boards	40	5	200	Discussion Boards - <b>post assignment by Thurs</b> and then <b>2 responsive posts to peers by Sunday</b>		
Individual Project	150	1	150	Project - 1 individual project		
Group Project	100	1	100	Project - 1 group project		
<b>Total Possible Points</b>			<b>1000</b>	Any bonus points are at the discretion of the instructor. (See Syllabus)		

## Institutional Policies and Guidelines

**Grade Appeal Process:** Concerns about the accuracy of grades should first be discussed with the instructor. A request for a change of grade is a formal request and must be made within six months of the grade assignment. Directions for filing an appeal can be found in the student handbook [Student Handbook 2022-2023 v4.pdf \(com.edu\)](#). *An appeal will not be considered because of general dissatisfaction with a grade, penalty, or outcome of a course. Disagreement with the instructor's professional judgment of the quality of the student's work and performance is also not an admissible basis for a grade appeal.*

**Academic Success & Support Services:** College of the Mainland is committed to providing students the necessary support and tools for success in their college careers. Support is offered through our Tutoring Services, Library, Counseling, and through Student Services. Please discuss any concerns with your faculty or an advisor.

**ADA Statement:** Any student with a documented disability needing academic accommodations is requested to contact Kimberly Lachney at 409-933-8919 or [klachney@com.edu](mailto:klachney@com.edu). The Office of Services for Students with Disabilities is located in the Student Success Center.

**Textbook Purchasing Statement:** A student attending College of the Mainland is not under any obligation to purchase a textbook from the college-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

**Withdrawal Policy:** Students may withdraw from this course for any reason prior to the last eligible day for a "W" grade. Before withdrawing students should speak with the instructor and consult an

advisor. Students are permitted to withdraw only six times during their college career by state law.

**Last date to withdraw from Spring 2023 with a "W":**

1<sup>st</sup> 8-week session- March 1<sup>st</sup>

16-week session- April 24<sup>th</sup>

2<sup>nd</sup> 8-week session- May 3<sup>rd</sup>

Mini session- May 30<sup>th</sup>

**F<sub>N</sub> Grading:** The F<sub>N</sub> grade is issued in cases of *failure due to a lack of attendance*, as determined by the instructor. The F<sub>N</sub> grade may be issued for cases in which the student ceases or fails to attend class, submit assignments, or participate in required capacities, and for which the student has failed to withdraw. The issuing of the F<sub>N</sub> grade is at the discretion of the instructor. The last date of attendance should be documented for submission of an F<sub>N</sub> grade.

**Early Alert Program:** The Student Success Center at College of the Mainland has implemented an Early Alert Program because student success and retention are very important to us. I have been asked to refer students to the program throughout the semester if they are having difficulty completing assignments or have poor attendance. If you are referred to the Early Alert Program you will be contacted by someone in the Student Success Center who will schedule a meeting with you to see what assistance they can offer in order for you to meet your academic goals.

**Resources to Help with Stress:**

If you are experiencing stress or anxiety about your daily living needs including food, housing or just feel you could benefit from free resources to help you through a difficult time, please click here <https://www.com.edu/community-resource-center/>. College of the Mainland has partnered with free community resources to help you stay on track with your schoolwork, by addressing life issues that get in the way of doing your best in school. All services are private and confidential. You may also contact the Dean of Students office at [deanofstudents@com.edu](mailto:deanofstudents@com.edu) or [communityresources@com.edu](mailto:communityresources@com.edu).