

CATALOG INFORMATION

Dept and Nbr: BMG 66.1            Title: DECISION-MAKING  
Full Title: Effective Decision-Making  
Last Reviewed: 1/25/2021

Units		Course Hours per Week		Nbr of Weeks	Course Hours Total	
Maximum	1.00	Lecture Scheduled	1.00	17.5	Lecture Scheduled	17.50
Minimum	1.00	Lab Scheduled	0	2	Lab Scheduled	0
		Contact DHR	0		Contact DHR	0
		Contact Total	1.00		Contact Total	17.50
		Non-contact DHR	0		Non-contact DHR	0

Total Out of Class Hours: 35.00

Total Student Learning Hours: 52.50

Title 5 Category: AA Degree Applicable  
Grading:            Grade or P/NP  
Repeatability:    00 - Two Repeats if Grade was D, F, NC, or NP  
Also Listed As:  
Formerly:

**Catalog Description:**  
This course provides the knowledge, skills, and tools to solve organizational problems, make effective decisions, and implement organizational change. Topics include selecting problems, using the rational decision-making process, selling the solution, and determining one's own decision-making style. The course provides the manager with the knowledge and the skills to create a work environment that is both proactive and rational.

**Prerequisites/Corequisites:**

**Recommended Preparation:**  
Eligibility for ENGL 100 OR EMLS 100 (formerly ESL 100) or appropriate placement based on AB705 mandates

**Limits on Enrollment:**

**Schedule of Classes Information:**  
Description: This course provides the knowledge, skills, and tools to solve organizational problems, make effective decisions, and implement organizational change. Topics include selecting problems, using the rational decision-making process, selling the solution, and

determining one's own decision-making style. The course provides the manager with the knowledge and the skills to create a work environment that is both proactive and rational. (Grade or P/NP)

Prerequisites/Corequisites:

Recommended: Eligibility for ENGL 100 OR EMLS 100 (formerly ESL 100) or appropriate placement based on AB705 mandates

Limits on Enrollment:

Transfer Credit: CSU;

Repeatability: Two Repeats if Grade was D, F, NC, or NP

## **ARTICULATION, MAJOR, and CERTIFICATION INFORMATION:**

<b>AS Degree:</b>	<b>Area</b>	Effective:	Inactive:
<b>CSU GE:</b>	<b>Transfer Area</b>	Effective:	Inactive:
<b>IGETC:</b>	<b>Transfer Area</b>	Effective:	Inactive:
<b>CSU Transfer:</b>	Transferable	Effective: Fall 1998	Inactive:
<b>UC Transfer:</b>		Effective:	Inactive:

**CID:**

**Certificate/Major Applicable:**

Certificate Applicable Course

## **COURSE CONTENT**

### **Student Learning Outcomes:**

At the conclusion of this course, the student should be able to:

1. Demonstrate the rational decision-making process.
2. Generate alternatives and construct an action plan.
3. Determine your individual decision-making style.
4. Design strategy to bring about organizational change.

### **Objectives:**

At the conclusion of this course, the student should be able to:

1. Evaluate and select situations (problems) needing the problem-solving and decision-making process.
2. Define the problem and create a problem statement.
3. Generate alternative solutions and decide on the best solution.
4. Describe the characteristics of the change process.
5. List the positive and negative consequences of change.
6. List the factors that create a proactive change environment.

### **Topics and Scope:**

1. Defining the Problem: Creating a Problem-Statement with Focus on Requirements for Change
2. Alternative Solutions
  - A. Brainstorming solutions
  - B. Pro-and-con or force-field analysis

3. Action Plan
  - A. Steps to implement a solution
  - B. Prioritizing steps
  - C. Henry Gantt's control systems chart
  - D. Program Evaluation and Review Techniques (PERT) chart
  - E. Consequence analysis by cost and waste
  - F. Solution analysis by cost and improvement
4. Decision-Making Styles
  - A. Intellectual
  - B. Conflict types
  - C. Pros and cons of your style
5. Create an Action Plan for Change
  - A. How to introduce change to your employees - selling the change
  - B. How to involve your employees in the change process
  - C. Building a feedback loop in the change process
  - D. Reinforcing the change
  - E. Identify forces supporting the change and forces against the change

### Assignment:

1. Written assignments
2. Group activities (1 - 3)
3. Role-playing, class performances
4. Workbook exercises (1 - 5)
5. Case studies and/or simulations
6. Exam(s) (1 - 3)
7. Read 20-60 pages

### Methods of Evaluation/Basis of Grade:

**Writing:** Assessment tools that demonstrate writing skills and/or require students to select, organize and explain ideas in writing.

Written assignments
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Writing 25 - 35%
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**Problem Solving:** Assessment tools, other than exams, that demonstrate competence in computational or non-computational problem solving skills.

Problem-solving in groups; workbook exercises, case studies and/or simulations
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Problem solving 20 - 25%
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**Skill Demonstrations:** All skill-based and physical demonstrations used for assessment purposes including skill performance exams.

Class performances and/or role playing
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Skill Demonstrations 20 - 35%
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**Exams:** All forms of formal testing, other than skill performance exams.

Exam(s)
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Exams 10 - 20%
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**Other:** Includes any assessment tools that do not logically fit into the above categories.

Participation in class activities
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Other Category 10 - 25%
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**Representative Textbooks and Materials:**

Instructor-prepared materials.  
Smart Choice: A Practical Guide to Making Better Decisions. Hammond, John and Keeney, Ralph and Raiffa, Howard. HBS Press. 2002 (classical)