

YORK UNIVERSITY
 School of Administrative Studies
AP/ADMS 4300M 3.0 Decision Making Summer (S2) 2021
 Monday & Wednesdays: 4:00 PM - 7:00 PM
 Location: Virtual Class Room

Professor: Dr. Hassan Qudrat-Ullah

Email: hassanq@yorku.ca

Office hours: Virtual Office Hours

Required Readings: References/Title to a series of journal articles and other readings will be posted to the course Website. Students are responsible for acquiring the full-text versions of these readings from the Peter F. Bronfman Business Library in the Schulich School of Business and/or via York Libraries e-Resources. Reading lists will be posted before the beginning of the classes.

Supplementary Reading: References cited in the required readings will provide additional information and may enhance understanding of the subject matter. Students may pursue these at their discretion but it is recommended that at least some of these be perused.

Remote/Online Course Requirement: This course requires a stable internet connection (no exceptions) and may require the use of a webcam

Week/ Lecture	Date	Topic	Readings	Assign / Quiz
L1	Jun 28	Introduction - Complex Decision Situations	Lecture & Discussion	
L2	Jun 30	The Environment of Complex Decision Situations	Reading for Week2 (R2)	Critique 1 due
L3	Jul 05	Information Gathering and Valuation	Reading for Week3 (R3)	Critique 2 due
L4	Jul 07	Strategic & Tactical Analysis – Part 1 Group Project Proposal Meetings	Reading for Week4(R4)	Quiz 1 Proposal Due
L5	Jul 12	Strategic & Tactical Analysis – Part 2	Reading for Week5(R5)	Critique 3 due
L6	Jul 14	Interactions	Reading for Week6(R6)	Critique 4 due
L7	Jul 19	Games & Decisions	Reading for Week7(R7)	Quiz 2
L8	Jul 21	Analysis of Options and Negotiations	Reading for Week8(R8)	Critique 5 due
L9	Jul 26	Dynamic Decision Making - 1	TBA	Critique 6 due
L10	Jul 28	Dynamic Decision Making - 2	Lecture & Discussion	Quiz 3
L11	Aug 04	Presentations (Attendance is MUST) Soft Copy Due		
L12	Aug 09	Presentations (Attendance is MUST) Soft Copy Due		Project Due

This course outline (all-inclusive) is subject to "in-class" changes as considered necessary by the Course Director.

Course Grading

Participation		
<i>Critique Submission & Presentation, Case Presentation (Online) and Attendance.</i>		30%
3 Quizzes		15%
Group Project		
<i>Presentation</i>		10%
<i>Submission (Soft Copy, Substitute for Final Examination)</i>		45%
Total		100 %

Please be advised that Critiques and Case Analysis are due on the day and time designated at the **BEGINNING of class. It must be typed, non typed will not be accepted hence will not be marked.

LATE Submission will **NOT** be accepted. There will be no exceptions. There is no substitute for the missed critique.

Critiques must be done on an individual basis.

Please review Senate Policy on Academic Honesty

<http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>

**Note: "ZERO Tolerance" for any kind of Plagiarization.
Minimum Penalty= F Grade in the course and a letter in the file.**

Academic honesty and integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities and can be punishable according to the Senate Policy on Academic Honesty.

Turnitin

To promote academic integrity in this course, students will be normally required to submit their written critiques / final projects to Turnitin (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only to detect plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

General Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. All material is copyright protected.**
2. Concerns regarding marks **will not be entertained after a week** from the release of the marks/result.
3. Due to unavoidable circumstances, if any lecture is missed due to technical reasons, the date for the make-up lecture will be announced on the course website.
4. Please ensure you read all documentation on the course eClass site.
5. It is your responsibility to visit the course eClass site regularly.
6. Due to the high volume of emails during remote learning, it might be possible that replies to your email queries might take longer than usual. Please expect no (or limited) response to your e-mails during the weekends.
7. **There are no alternative dates and times for Quizzes.**
8. Please note that this is a remote/online course. The entire course, including the lectures, participation/discussion, and Quiz-taking, presentation/submission will take place on the course website on eClass/Zoom.
 - students **do not** have permission to duplicate, copy and/or distribute the recordings outside of the class (these acts can violate not only copyright laws but also **FIPPA**);
 - It might be possible that zoom will be used for lectures, if so then you will get the link to the meeting ahead of time. You need to have access to Zoom.
9. For some common language about academic integrity, and the online tools used to promote it, please see the text in blue font on the previous page.
10. This course might require the use of online proctoring for examinations. The instructor may use an online proctoring service to deliver the exam(s), which would be administered through the Learning Management System (e.g., eClass, Canvas, etc.). Students are required to have access to minimum technology requirements to complete examinations. If an online proctoring service is used, students will need to become familiar with it at least five days before the exam(s). For technology requirements, Frequently Asked Questions (FAQs) and details about the online proctoring service will be made available if used. Students are required to share any IT accommodation needs with the instructor as soon as they are able.
11. Several platforms will be used in this course (e.g., eClass, Canvas, Zoom, etc.) through which students will interact with the course materials, the course director / TA, as well as with one another. Please review the syllabus to determine how the class meets (in whole or part), and how office hours and presentations will be conducted.

Students shall note the following:

 - Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
 - If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
 - The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Technology requirements/Information for eClass can be found here:

<https://www.yorku.ca/eclass/>

Technical requirements for taking the course:

- Students who are enrolled in this course must have access to a laptop or desktop computer with a camera and microphone and/or a smart device with these features. Students who are enrolled in this course will be expected to use ZOOM software to attend lectures.
- ***Students must also have a stable Internet connection, or they will be facing significant challenges throughout the course.***

To determine Internet connection and speed, there are many tools available online or from your ISP.

- During test/exam, students may be asked to turn on the camera for confirmation of identity.
- Here are some useful links for student computing information, resources, and help:
 - [Student Guide to eClass](https://lthelp.yorku.ca/student-guide-to-moodle)
(<https://lthelp.yorku.ca/student-guide-to-moodle>)
 - [Zoom@YorkU Best Practices](https://staff.computing.yorku.ca/wp-content/uploads/sites/3/2020/03/Zoom@YorkU-Best-Practicesv2.pdf)
<https://staff.computing.yorku.ca/wp-content/uploads/sites/3/2020/03/Zoom@YorkU-Best-Practicesv2.pdf>
 - [Zoom@YorkU User Reference Guide](http://staff.computing.yorku.ca/wp-content/uploads/sites/3/2012/02/Zoom@YorkU-User-Reference-Guide.pdf)
<http://staff.computing.yorku.ca/wp-content/uploads/sites/3/2012/02/Zoom@YorkU-User-Reference-Guide.pdf>
 - [Computing for Students Website](https://student.computing.yorku.ca/) (<https://student.computing.yorku.ca/>)
 - [Student Guide to eLearning at York University](http://elearning-guide.apps01.yorku.ca/) (<http://elearning-guide.apps01.yorku.ca/>)

Virtual office hours:

Please send your questions via email they will be answered within 24-48 hours. In certain cases, I may set up a Zoom call with you to address more complicated questions. You need to access Zoom on your device.

RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

Applicable to all ADMS and DEMS courses

Deferred Final Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. **Students are not required to submit a doctor's note or an Attending Physician's Statement in support of requests for deferred standing for courses impacted by the COVID-19 situation.** Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

In order to apply for deferred standing, students must register at:

<http://sas-app.laps.yorku.ca>

Followed by handing in a completed original Deferred Standing Agreement (DSA) form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. **During this time of remote learning, you will be required to submit the forms via email to apsas@yorku.ca.** The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above-mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. **Deferred exams might take place during the regular exams period or in subsequent weeks depending on the course;** precise dates are known when the Office of the Registrar publishes the final exam schedule of the term. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not.

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Grading Scheme and Feedback Policy: The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for ‘full year’ courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

In-Class Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

Reappraisals: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Academic Accommodation for Students with Disabilities (Senate Policy)

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Student Accessibility Services (formerly known as Counselling and Disability Services) website at <https://accessibility.students.yorku.ca>

York’s disabilities offices and the Registrar’s Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.