

Decision Making

AP/ADMS 4300 Section A (BLEN) Fall 2026

Course Information

Course Instructor:

Dr. Hassan Qudrat-Ullah

E-mail:

hassanq@yorku.ca

Office Hours & Location:

Virtual Office Hours

Course Time & Days:

Mondays 4 pm-6:50 pm

Class Location:

RS103 & Virtual Classroom

Course eClass site:

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

Prerequisite

78 credits including AP/ADMS 3300 3.00, AP/ECON 1000 3.00, AP/ADMS 2320 3.00 and AP/ADMS 3330 3.00.

Course Website

<https://eClass.yorku.ca/>

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

Course Overview

Course Description

Many complex decision problems are not amenable to treatment by conventional mathematical modeling techniques. This course explores new methods of dealing

with such problems and includes treatment of a variety of decision problems arising in modern society.

Course Learning Objectives

By the end of this course, students will be able to:

- Identify and analyze complex decision making problems
- Develop and evaluate decision models, learn modern decision-analysis techniques.
- Compare alternative solutions and strategies.
- Extensive research work
- Evaluate academic literature and research.

Course Format and Organization

This course is delivered Remote/Online/Hybrid. Students are expected to review lecture material each week from the posted reading list.

Technical Requirements

Students who are enrolled in this course must have access to internet, 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 occasional meeting/s, if any announced.

Students must have a stable Internet connection, or they will be facing significant challenges throughout the course.

During test/exam students may be asked to turn on camera for confirmation of identity. Here are some useful links for student computing information, resources, and help:

Several platforms will be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director/TA, as well as with one another.

It is your decision to enrol in this BLEN section. If you believe that it is highly likely that you might face one or more of the following: internet connection problem(s); laptop/computer crashing/freezing issues; fire alarm going off while you are taking a test; power outages happening in your residence; health issues or any other related problem(s), then it might be best for you to enrol in an in-class section.

For BLEN/online courses we apply the following policy strictly: Once you click on the "**Attempt the Testing Component**" link, then it means that you are signed-in and whatever work you provide will be marked. Even if you just click and quickly log out,

you are still considered as you wrote that testing component. We do not accept any requests of asking us to assume that you have not attempted that testing component.

Using Zoom

Students shall note the following:

- Zoom is hosted on servers in the United States and Canada. Recordings done since May 1, 2022, are stored in Canada. For more information, please refer to the notes on [Zoom Privacy and Security](#) provided by Information Security at York.
- 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.

Here are some useful links for student computing information, resources, and help:

- [Student Guide to eClass](#) (<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>)
- [Zoom@YorkU User Reference Guide](#) (<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/>)
- [Student Guide to eLearning at York University](#) (<http://elearning-guide.apps01.yorku.ca/>)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run. If you need technical assistance, please consult the [University Information Technology \(UIT\) Student Services](#) web page. For more specific assistance, please write to askit@yorku.ca.

Course Communication Plan and Office Hours

Communication in the course will occur through announcements and postings on the course website.

1. Please ensure you read all documentation on the course website.
2. It will be your responsibility to regularly check online posts and your email.

Office Hours

Please send your questions via email. All questions will be answered within 24 to 72 hours' time with the exception of weekends. A one-on-one Zoom meeting may be set up depending on the nature of the question. Please note that emails from public email

providers such as Gmail and Hotmail might be caught in spam. It is best to use your York email account for this course.

There are no live/scheduled Zoom classes for this course. All material will be made available so you can view them at the most convenient time for your schedule.

Course Evaluation

Participation	
<i>Critique Submission & Presentation (Online)</i>	30%
<i>and Attendance.</i>	
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 is 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/acadhonesty.htm>

Note: “ZERO Tolerance” for any kind of Plagiarizing.
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 Course Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITIVE. 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 course eClass site on a regular basis.
6. If you have a query about the questions solved in any tutorial session, communicate directly with the tutor, if you are not satisfied with the reply of your tutor, then contact your professor.
7. Due to 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.
8. Please note that this is a remote/online BLEN course. The course, including the lectures, participation/discussion, and Quiz-taking, presentation/submission, will take place on the course website on eClass/Zoom. (Please see the course schedule).
 - 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/>

Assessment Descriptions

1. Quiz – 1 will be held online at the same time for all students. Students may not receive assistance or coaching from other individuals or AI (Artificial Intelligence) tools while writing this quiz. Students found engaging in these practices will be subject to an academic dishonesty case.
2. Quiz-2 and Quiz-3 will be held in-class on campus as stated in the course schedule.
3. **There are no alternative dates and times for the Quizzes.**
4. During each quiz, students **must not** use smart phones, smart watches, smart eyewear/eyeglasses, or any similar electronic devices that are capable of capturing/recording/broadcasting images of the exam or any part thereof. If you are wearing prescription eyeglasses and they are smart/digital eyeglasses, then you must make sure that you have an alternate pair of non-digital eyeglasses, as you will not be allowed to write a test/exam while wearing smart/digital eyeglasses. *Any attempt to capture/transmit exam materials in any form will be treated as a violation of the Senate Policy on Academic Honesty and will be subject to disciplinary action.*

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a complete description of the York grading system, visit the York University [Academic Calendar](#).

Course Schedule: Weekly Readings and Activities

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 Readings

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.

Course Schedule

connection (no exceptions) and may require the use of a webcam

Week/ Lecture	Date	Topic	Readings	Assign / Quiz
L1	Sept 14	Introduction - Complex Decision Situations	Lecture & Discussion	
L2	Sept. 21	The Environment of Complex Decision Situations	Reading for Week2 (R2)	Critique 1 due
L3	Sept. 28	Information Gathering and Valuation	Reading for Week3 (R3)	Critique 2 due
L4	Oct. 5	Strategic & Tactical Analysis – Part 1 Group Project Proposal Meetings	Reading for Week4(R4)	Quiz 1 (online)
	Oct 12	No Class – Reading Week		
L5	Oct. 19	Strategic & Tactical Analysis – Part 2	Reading for Week5(R5)	Critique 3 due Proposal Due
L6	Oct. 26	Interactions	Reading for Week6(R6)	Critique 4 due
L7	Nov 2	Games & Decisions (Face to Face Class-1)	Reading for Week7(R7)	Quiz 2/in-Class
L8	Nov. 9	Analysis of Options and Negotiations	Reading for Week8(R8)	Critique 5 due
L9	Nov. 16	Dynamic Decision Making (DDM)-1	Reading for Week8(R9)	Critique 6 due
L10	Nov. 23	DDM–2 (Face to Face Class-2)	Lecture & Discussion	Quiz 3/in-Class
L11	Nov. 30	Presentations (Attendance is MUST) Soft Copy Due (Face to Face Class-3)	Face to Face Class	
L12	Dec. 7	Presentations (Attendance is MUST) Soft Copy Due (Face to Face Class-4)	Face to Face Class	Project Report Due*

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

Latest Academic Conduct Policy and Procedures

<https://www.yorku.ca/secretariat/policies/policies/academic-conduct-policy-and-procedures/>

Course Policies

All students are expected to familiarize themselves with the following information:

- [Common University and Course Policies](#) (deferred exams, 20% rule, etc)
- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)
- [University and School Policies](#)

Please also review the following course policies:

Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's [definition of academic integrity](#). That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect and responsibility. Here is how you can demonstrate academic integrity in the completion of this course:

- **Respect the ideas of others:** Your course work should represent your own knowledge and ideas. [You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours](#). If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices. For more information about how to cite properly, use the [Student Papers and Academic Research Kit](#) (SPARK). You can improve your writing, research, and personal learning abilities through the [Learning Commons](#), or by visiting the [Writing Centre](#) or [ESL Open Learning Centre](#).
- **Respect your peers:** [Know when you are allowed to collaborate](#). Ask your instructor about what group work entails when it comes to the [sharing of work](#). In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on [third-party content-sharing websites](#), such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.

- **Respect your course instructor(s):** Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- **Respect yourself:** When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. [You do not buy or otherwise obtain term papers or assignments.](#) You do the work. As a result, you know that you *earned* the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- **Take responsibility:** If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the [Senate Policy on Academic Honesty](#). Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the [Criminal Code of Canada](#), which means that you may also be subject to criminal charges.

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Generative Artificial Intelligence Usage Policy

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Honesty](#). If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

Deferred Standing

Deferred standing may be granted to students who are unable to write their FINAL examination at the scheduled time (due to illness or other extenuating circumstances) or who are unable to submit their outstanding course work by the end of the term.

Deferred standing requests for ADMS and DEMS courses should follow the [**procedure and registration**](#) outlined on the School's online registration system. The system will issue a ticket number.

Requests should be emailed to the main office of the School of Administrative Studies (apsas@yorku.ca) no later than seven (7) days from date of the final Exam (or from the last date to submit term course work, for any request to defer a component other than the final Exam). Requests should include your **ticket number** as issued by the online registration system, a completed **Deferred Standing Agreement form** (DSA) and relevant supporting documentation. *Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.*

Requests will be considered on their merit, and decisions will be made on a case-by-case basis. Decisions will be made available on the online portal. No individualized communication will be sent by the school to students (no letter or e-mails).

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Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with [Student Accessibility Services](#) to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let your instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate [accommodations to adherents for observances of special significance](#). Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a [Religious Accommodation for Examination Form](#) at least three (3) weeks before the start of the exam period.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Honesty](#), and/or legal consequences for copyright violations.

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on [Disruptive and/or Harassing Behaviour in Academic Situations](#), the [Student Conduct and Responsibilities](#), and the [Code of Student Rights & Responsibilities](#).

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the [Code of Student Rights and Responsibilities](#). Please review and familiarize yourself with behaviours that support "netiquette" in virtual classrooms by consulting the [Guide to Netiquette](#) and [Student Guide to eLearning](#).

Student Notice of Recording for Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc. Recordings will be managed according to the University's Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York University's [Guidelines on Access of Information and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act](#). Access to online materials, including recordings or live meetings, is subject to York University's [Senate Policy on Computing and Information Technology Facilities](#).

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University's control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University's knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The

University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

Health and Safety

All York students and instructors share responsibility for the safety and well-being of the community while on York's campuses. Please continue to check [YUBetter Together](#) for the latest information on health and safety.

Student Support and Resources

To help you succeed academically, York University offers a wide range of resources and services. Everything from writing workshops and peer mentorship to wellness support and career guidance is available to fulfill our LA&PS students' needs. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.
- [Student Counselling, Health & Wellbeing](#) offers workshops, resources, and counselling to support your academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.

- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, stats, and Excel.
- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing, and speaking English.
- [Learning Skills Services](#) provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- [Learning Commons](#) provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- [Roadmap to Student Success](#) provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident support.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

For a full list of academic, wellness, and campus resources visit [Student Support & Resources](#).