

UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

Information Management : Business Decision Making
SBMA7113

Resit Handbook February 2015

AIM(S)

To develop a critical understanding of the range of decision making systems used in organisations and the ethical considerations and issues involved during their introduction and management.

To develop and improve the student's ability to analyse and evaluate critically managerial problems in a range of organisational contexts; to choose, apply, implement, communicate and defend appropriate solutions to Business Decision Making and Operations Management.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

1. Demonstrate a comprehensive and systematic understanding of various quantitative models and approaches that exist in business decision-making and defend the appropriate decision-making tools and techniques, and apply to scenarios in operations management.
2. Provide effective advice on managing information resources through information systems and evaluate the factors and methodologies which are critical to the design and implementation of decision making systems.

INDICATIVE CONTENT

Over the course of this module, students will study the main issues in relation to business decision making and maximising use of information systems and resources through the analysis of case studies and current practice. Students will be applying relevant theory and will be encouraged to deal with decision making scenarios. Students will study the following:

- evaluating the strategic role of Information systems and their contribution to the effective and efficient operation of organisations;
- the management of data resources and the role of the data warehouse;
- assessing Enterprise Application Systems and integration and the use of knowledge Management Systems and Decision Support Systems;
- the designing of information Systems, approaches to, methodologies and considerations involved in systems building;
- assessing the ethical and social impact of information systems;
- the concepts and principles of business decision making and operations research;
- the scientific approach to decision making - use of mathematical and computer modelling; the use of linear programming in decision making;

- the application of decision support modelling and computer software to problems in business, government, and other types of organisations;
- the value-added activity dedicated to improving the quality of the decision making process;
- general forecasting methods, including regression analysis;
- capacity planning, break even and investment analysis;
- decision making for Inventory Management, aggregate planning and Yield Management.

LEARNING AND TEACHING STRATEGY

	Hours
Lectures/Tutorials/Seminars	40
Directed/Independent Learning	<u>160</u>
TOTAL	200

The learning and teaching strategy for this module has been designed to facilitate a rich learning experience for students from different educational and cultural backgrounds.

The focus of the strategy is based on research and the practical application of theoretical models and concepts relevant to workplace scenarios detailed in a selection of pre-seen case study material. Throughout the module, students will be expected to take significant personal responsibility for their own learning and exercise initiative in the undertaking of all new learning experiences, both in and out of the classroom.

Focusing on the importance of managing decision making and organisational resources in developing and maintaining organisational success and competitive advantage, the module further aims to promote student confidence to enable them achieve an enhanced understanding of, models and techniques in operations management that influence the decision making in the workplace.

The module aims to develop critical analysis, self-reflection and problem solving techniques to learn how to develop and implement the creative and strategic operations management decision making solutions that drive organisational performance. The approach therefore requires student-centred learning strategies. Seminars, tutorials and workshops will form the majority of the learning strategy to allow students to interact with material through case studies, group discussions and practical exercises.

Students will also be encouraged to attend relevant guest speaker presentations and carry out their own research for dissemination to the rest of the group. Material for discussion in seminars and tutorials will be in a variety of formats such as video, documentary evidence,

podcasts, case studies, questionnaires and presentations with plenty of opportunity for formative feedback regarding their critique and application of the material.

ASSESSMENT

Assessment Component 1

Coursework: 80% - One report (minimum of 4000 words and maximum of 4800 words)

Assessment Component 2

Presentation (20 minutes): 20% - One report on a case study - group project (minimum of 1000 words and maximum of 1200 words)

Assessment Criteria

Learning Outcomes	To achieve the learning outcome, the student must demonstrate the ability to:	Assessment Component(s)
1. Demonstrate a comprehensive and systematic understanding of various models and approaches that exist in Business Decision Making (Operations Management) and defend the appropriate decision-making tools and techniques, and apply to scenarios in operations management.	The case should critically assess the effectiveness of the business decision making processes including the methodologies, tools and techniques implemented within an SME	1 and 2
2. Provide effective advice on managing information resources through information systems and evaluate the factors and methodologies which are critical to the design and implementation of information systems.	The case and presentation should identify the business decision making problems in a particular business area of an enterprise and provide deeper application and analysis of approaches to managing systems, operations and resources.	1 and 2

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment 1	1 and 2	80%
Assignment 2	1 and 2	20%

BIBLIOGRAPHY

Essential

Slack, N., Chambers, S. & Johnston, R. (2007) *Operations Management*. 5th Ed. Harlow, Prentice Hall

Render, B. and Heize, J. R. (2006) *Operations Management*, 8th edition, Prentice Hall.

Recommended

Johnston R. and Clark, G. (2008) *Service Operations Management: Improving Service Delivery* 4th edition, Prentice Hall

Russell, R. S., Taylor, B. W. (2005) *Operations Management: quality and competitiveness in a global environment*, Chichester ; Hoboken, N.J. John Wiley.

Brown, DeHayes et al. (2009) *Managing Information Technology* Sixth edition. Pearson

Chaffey, D. (2006), *Business Information Systems - Technology, Development and Management for the e-business*, 3rd edition, Pitman Publishing

Hughes, B. *Exploiting IT for Business Benefit* British Computer Society 2008

K.C Laudon and J.P Laudon (2007), *Management Information Systems*, 10th edition, Prentice Hall

Martin et al (2005), *Managing Information Technologies*, 5th International Edition, Prentice Hall.

Ward, J. and Peppard, J. (2002), *Strategic Planning for Information Systems*, 3rd Edition, Wiley.

Jelassi, T. and Enders, A. (2005), *Strategies for E-Business: Creating Value Through Electronic and Mobile commerce (Concept and Cases)*, Pearson Prentice Hall

Background

URL resources

Netlibrary.com

Journals

Online databases:

<http://www.swetswise.com>

<http://www.oxfordjournals.org>

Operations Research

Management Science

Decision Support Systems

Management Technology

Managerial and Decision Economics

MIS Quarterly *Organization Science*

Communications of ACM

Websites

Production and Operation Management Society (online) Available from:

<http://www.poms.org/> (Accessed: 26-08-2012)

Operational Research at the heart of Analytics (online) Available from:

<http://www.theorsociety.com> (Accessed: 26-08-2012)

100 Best Small Companies 2014 (online) Available

from: <http://features.thesundaytimes.co.uk/public/best100companies/live/template/>

(Accessed: 02-10-2014)

ASSESSMENT

Assessment 1: Individual project

This assessment is worth 80% of the module mark (minimum of 4000 words and maximum of 4800 words)

Read the entire assessment brief before commencement.

Select an SME to explore some of its business decision-making processes, information systems used and ethical considerations. You are required to carry out this work in the following stages:

(You can choose from this list of SMEs but does not need to be restricted to: **Sugru, Skyscanner, Amigo loans, Mimecast, VoucherCodes, SwiftKey.**)

Stage 1: Selecting a project

You are required to conduct research on an SME to identify its complex business decision making problems. The problem can be generated or identified from an interview with a SME's manager(s), your own working experience, a study of a SME's report or a case study about business decision making. The nature of the problem must be related to business decision making (operations management).

Some of the decision making can be found but not limited in following business areas:

- Marketing
- Sales
- Human resources management
- Production/operations management (POM)
- Financial management

Some examples of the decision making with the business areas are:

- Operations Management:
 - o SCM
 - o Resource allocation using mathematical programming, enabling optimal use of resources and providing vital information for planning
 - o Inventory control modelling for decision making in inventory management
- Any other business area:
 - o Sales/Demand forecasting in relation to time/number of people employed/budgeting other factors, using regression analysis methods
 - o Decision analysis and the use of decision trees in particular - as a way of helping to structure complex and difficult situations that need justified, collective decisions.
 - o Complex break-even and/or Investment analysis
- A combination of some of above examples, forecasting, inventory and scheduling within one or more functional areas.

Stage 2: Carrying out the research and completing the project

- The student should look for an SME
 - o having some un-solved business decision making problems, or
 - o wishing to have further improvements on its existing solutions to its decision making problems.

You will be working as a consultant with the SME identifying the business and technical decisions.

The student will carry out SME research for the business decision making problems, explore the complex decision making problems in the SME and discover how the SME develops business and technical solutions, keeping in mind that a recommended tool may solve problems faced by the SME in decision making.

Submit a report, the report should cover:

1. What are the business decision making problems? Why are they important to the SME?
2. Information Systems used in the SME to collect, process, store and distribute information for decision making.
3. The problem-solving process of the complex business decision making in the selected SME.
4. The techniques used by the SME for complex decision making:
 - It could be those mathematical techniques you learnt in this module
 - Also, techniques not introduced in the module

5. From your research, any further improvements found to the existing solutions in the form of recommendations.
6. Justify why your recommendation is needed in the chosen application areas.
7. Outline the limitations of your recommended model(s)/technique(s) and the direction for model improvement.

You should make reference to relevant literature in order to complete some of the tasks. Include diagrams and tables to support your discussion, if needed.

Marking Criteria

Selection of SME and justification.	5%
Evidence of background reading and research, and appropriate referencing.	15%
Analysis and Discussion - critique the nature of principles of business decision making in the selected SME. Organisation and evaluation of researched information related to the SME like the use of different information systems in making decisions.	25%
Models & Techniques used - defend the use of appropriate decision-making tools and techniques, while considering their individual benefits & limitations. Appraise practical use of decision-making models related to the issues considered.	25%
Conclusion and recommendation with justification.	20%
Report and overall package including attention to detail.	10%

Assignment 2

Group presentation (20%)

Following the completion of the project, you are now required to form a group to present project findings to the SME's senior managers.

You will have 15-20 minutes for your presentation to report several key issues of your finding, and you will need to cover following issues.

1. Why the decision making model is needed in the SME's chosen application area?
2. What are the main contributions of the model? And how it makes the contributions to the business decision making process for the SME?
3. Any further improvement found from your research that may benefit the SME?

Submission

For this presentation you must use PowerPoint slides including graphics (either from Illustrator, the Internet or wherever you feel you would get the best results) and WordArt. Try to utilise the various features of PowerPoint to make your presentation clear, interesting and to the point. The number of slides included in the presentation is up to you, but time your presentation, and provide the slide explanation and annotations with your report.

Marking Criteria

Relevance to the Subject Matter	15%
Organisation of Material	15%
Clarity (address the learning objectives in relation to the business)	20%
Speaking coherence/ Quality	10%
Quality with visual aids	15%
Timing	10%
Interest and Enthusiasm	15%