Course Goals

How do consumers decide whether a new iPad is worth $500? How does a jury decide how much to award a plaintiff when she spills boiling hot coffee on her lap? How does a manager decide which job candidate to hire and which project to invest in? This course draws on Nobel Prize-winning research to examine how people make decisions, how they form judgments of products, people, and ideas, and why they think, feel, and behave the way they do.

Successful managerial and marketing strategies depend on a thorough understanding of how people make decisions. However, traditional models of decision making, especially so-called rational models, have serious limitations. Rather than making decisions as these models suggest, people often use a variety of rules and processes that lead to sometimes counter-intuitive, but often predictable decisions. The premise of the course is that our ability to understand and predict these strange foibles in decision-making has powerful implications for business.

The course gives students an overview of important results from behavioral science (e.g., social and cognitive psychology, behavioral economics, consumer research) that clarify how people really make decisions. We then show how these results can be leveraged to predict consumers' responses, anticipate managerial biases, and, ultimately, design more effective managerial and marketing strategies. Knowledge of these issues can be a significant source of competitive advantage, as they are unknown to most managers and often both impactful and counter-intuitive.
Course Resources

Required Case Packet
(available through NYU Classes and the NYU Bookstore)

1. Mediquip S.A. (IMD - 5-0395)
2. BMW Films (HBS 9-502-046)
3. Living Social (HBS 9-512-065)
5. Nanda Home: Preparing for Life after Clocky (9-511-134)

Required Reading List

A list of links to required readings will be posted on the NYU Classes course website.

Other Articles & Exercises

Additional exercises, journal articles, and recent news from the popular business press will be provided throughout the course, and posted on the course website.

Course Website

https://newclasses.nyu.edu

This website has many useful things on it, including continuously updated information on cases, readings, course schedule, etc. Please check regularly.

Class Notes

The PowerPoint slides for each class will be available for downloading from the website and will also be handed out at the start of class. Of course, you will still need to take additional notes to fully capture the material discussed in class.

Additional Literature

A special section on the class website will list optional additional readings as well as useful links to resources for the team project.
**Student Evaluation**

Your evaluation will be based on one final exam, 6 case study preparations, a group project, and your class participation:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Final Exam</td>
<td>40%</td>
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<tr>
<td>Group Project</td>
<td>25%</td>
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<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>Case Preparations</td>
<td>15%</td>
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**Final Exam 40%**

The final exam will be based on the lectures, class discussions, assigned readings, and case assignments. The exam will primarily consist of short essay questions.

**Group Project 25%**

A significant part of your course grade will be determined by a group project. For this project, you have to apply the insights from a popular behavioral science book to a real-world business problem.

**Class Participation 20%**

Everyone is expected to attend all classes. Of course, your class participation grade does not just depend on your mere presence. The quantity and quality of your contributions to class discussions matter as well.

**Case Preparations 15%**

You will be asked to prepare 6 cases for class discussion. To make sure that you have read and thought about the cases in advance, everyone has to upload a 1-2 page preparation sheet on NYU Classes before we discuss the case in class. Each case prep will contribute 2.5% towards your final grade.
Class Policy

- **Be prepared**: Make sure that you have carefully read the assigned cases and articles.

- **Be there**: We expect everyone to attend all classes.

- **Arrive on time**: Late-comers disturb the class. This will negatively affect your class participation grade.

- **Be honest**: Cheating and plagiarism will result in a grade of “F” for all parties involved. All students are expected to follow the *Stern Code of Conduct*: http://www.stern.nyu.edu/portal-partners/student-engagement/navigating-the-essentials/code-conduct/

- **Cell phones, laptops, and tablets** are a disturbance to your fellow students as well as the instructor. They must be turned off prior to the start of class.