

COMM 3331

COMMUNICATION AND DECISION MAKING

SUMMER 2026

Graduate Student Instructor:

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Student hours: By appointment.

Course description

This course examines decision-making as a process; comparisons between interpersonal, bargaining-negotiation contexts, and group organizations; and descriptive and prescriptive models of decision-making in small groups and organizations.

The central goal for the class is for students to develop (a) a richer understanding of what decision-making entails and (b) awareness of how social scientists conduct research studies on decision-making. After completing the course, students should have a more advanced toolkit for employing various decision-making strategies and evaluating the soundness of decisions.

Course learning outcomes

- Students will understand what constitutes a decision and understand the psychological factors that influence decision-making
- Students will describe and implement basic decision-making methods
- Students will learn to critically analyze and evaluate decisions before, during, and after making them
- Students will comprehend how communication can help avoid common pitfalls in individual and group decision-making

How this online course works

Mode of delivery

This course is 100% online. There are no required sessions when you must be logged in to Carmen at a scheduled time.

Pace of online activities

Each week, a new module will become available on the course Carmen site that contains all of the online requirements associated with that week. Each module will include materials (e.g., recorded lectures, reading materials, videos) pertaining to key course concepts, as well as instructions for completing the weekly readings and activities due that week. Students are expected to keep pace with weekly deadlines but may schedule their efforts freely within that time frame.

Credit hours and work expectations

This is a 3-credit-hour course. According to Ohio State policy (go.osu.edu/credithours), students should expect around 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example) to receive a grade of (C) average.

Attendance and participation requirements

Because this is an online course, your attendance is based on your online activity and participation. The following is a summary of students' expected participation:

- **Participating in online activities: AT LEAST ONCE PER WEEK**
You are expected to log in to the course in Carmen every week. (During most weeks you will probably log in many times.) If you have a situation that might cause you to miss an entire week of class, discuss it with me as soon as possible.
- **Student hours and live sessions: OPTIONAL**
All live, scheduled events for the course, including my student hours, are optional.
- **Participating in discussion forums: 3+ TIMES MOST WEEKS**
As part of your participation, most weeks you can expect to post at least three times as part of our substantive class discussion on the week's topics.

Course materials

There is no required textbook for this course. All reading materials will be provided on Carmen.

Course technology

Technology support

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- Self-Service and Chat support: ocio.osu.edu/help
- Phone: 614-688-4357(HELP)
- Email: servicedesk@osu.edu
- TDD: 614-688-8743

Technology skills needed for this course

- Basic computer and web-browsing skills
- Navigating Carmen (go.osu.edu/canvasstudent)
- CarmenZoom virtual meetings (go.osu.edu/zoom-meetings)

Required equipment

- Computer: current Mac (MacOs) or PC (Windows 10) with high-speed internet connection
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) to use for BuckeyePass authentication

Required software

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365. Full instructions for downloading and installation can be found at go.osu.edu/office365help.

Carmen access

You will need to use BuckeyePass (buckeyepass.osu.edu) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the BuckeyePass - Adding a Device help article for step-by-step instructions (go.osu.edu/add-device).
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click Enter a Passcode and then click the Text me new codes button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the Duo Mobile application (go.osu.edu/install-duo) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357(HELP) and IT support staff will work out a solution with you.

Grading

This class has 500 possible points, which are distributed as follows:

Discussion Forum Posts (x10)	100 points (10 points each)
Online Quizzes (x4)	200 points (50 points each)
Knowledge Checks (x5)	100 points (20 points each)
Midterm Exam	100 points

Assignments

- **Discussion Forum Posts (10 points x 10).** This is the only group-based assignment. Most weeks you will be expected to take part in class discussions within your assigned groups.
 - You will be expected to submit **one original discussion post** and **two response posts** of the assigned week.
 - Prompts for discussion posts will be provided. You are expected to address all components of the prompt, which will be highlighted in the rubric that accompanies each discussion post assignment.
 - Original discussion posts should be around 150 words in length, and response posts should be around 100 words in length.
 - A high-quality discussion post (and response) should demonstrate (1) understanding of the course concepts and materials, (2) independent thought regarding the concepts and material, and (3) thoughtful engagement with the work of at least two other students in the class.
- **Online Quizzes (50 points x 4).** Four quizzes will be administered on Carmen. The quizzes are designed to assess your understanding of the course materials (i.e., module materials, video lectures, assigned readings).
 - All quizzes are announced and available on your weekly schedule. Specific due dates are listed in the course calendar.
 - The quizzes cannot be made up.
 - Quizzes will open at the beginning of the week and are **due Sundays at 11:59pm**

EST.

- Quizzes will be open book/notes and cover material from the readings, module content, and video lectures.
 - The quizzes are non-cumulative and the quiz description in Carmen will state which material each quiz covers.
 - Students will only have one 45-minute (or 60-minute) attempt to complete each quiz. I do not allow group work on the quizzes and doing so constitutes academic misconduct. Please prepare well and do not wait until the last minute to start a quiz, as technological issues can occur (see technology policy below for more details).
 - Quizzes will progress one question at a time (i.e., you cannot go back to change your answers).
- **Knowledge Checks (20 points x 5).** Throughout the semester, there will be opportunities to test your knowledge of the material in low-stakes situations.
 - Knowledge checks will be graded in a quiz-like format, but you will be able to take the quiz up to 5 times.
 - The goal here is to identify gaps in your knowledge so you know what to correct or review.
 - Knowledge checks will open at the beginning of the week.
 - The knowledge checks will be open book/notes and cover material from the readings, module content, and video lectures.
 - The knowledge checks are non-cumulative and the knowledge check description in Carmen will state which material each knowledge check covers.
 - **Note: There are actually 6 knowledge checks throughout the semester. Your lowest knowledge check grade will be dropped – i.e., only your 5 best scores count towards your grade.**
- **Midterm Exam (100 points).** One midterm exam will be delivered on Carmen to assess comprehension of reading and lecture materials.

- The exam will cover information from the assigned readings, course modules, and video lectures.
- The exam will consist of a combination of multiple choice, true/false, and matching style questions. The questions will be designed to assess your definitional understanding of course content and ability to accurately apply, interpret, and evaluate human communication and behavior through the lens of course concepts.
- The exam will be timed and progress one question at a time (i.e., you cannot go back to change your answers).

Late assignments

All deadlines are in Eastern Standard Time (EST). Students may submit all assessments late with a penalty. Penalties for late work increase cumulatively. Submitting work after the deadline yields a -10% point penalty for the submission. For each additional day after the deadline, students lose an additional -10% off the submission.

Extensions: Students may receive an extension for an assignment if they **contact the Graduate Student Instructor 48 hours prior to the submission deadline**. The length of an extension will be evaluated on a case-by-case basis.

Discussion and communication guidelines

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Writing style:** While there is no need to participate in class discussions as if you were writing a research paper, you should remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.
- **Tone and civility:** Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online.
- **Citing your sources:** When we have academic discussions, please cite your sources to back up what you say. For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.
- **Backing up your work:** Consider composing your academic posts in a word processor, such as Microsoft Word, where you can save your work, and then copy it into the Carmen discussion.

Grading scale

Please note that Carmen Canvas, OSU's grading and class management software, does not round fractions up. Please take that into account in computing grades. I do not manually round up grades. The official grading scale is as follows:

93 – 100: A
90 – 92.9: A-
87 – 89.9: B+

83 – 86.9: B
80 – 82.9: B-
77 – 79.9: C+
73 – 76.9: C
70 – 72.9: C-
67 – 69.9: D+
60 – 66.9: D
Below 60: E

Faculty feedback and response time

I am providing the following list to give you an idea of my intended availability throughout the course. (Remember that you can call **614-688-HELP** at any time if you have a technical problem.)

Grading and feedback

For large weekly assignments, you can generally expect feedback within **7 days**. If it is going to take longer than 7 days, you will receive a course announcement from me.

E-mail

The course instructors will reply to e-mails within **24 hours on school days**. We do not respond to emails over the weekend, and we do not expect you to respond to emails over the weekend. Please email us through OSU email and not the Carmen messaging system, as Carmen sometimes does not notify us that we have an unread message.

Virtual student hours

Virtual student hours will be held through Ohio State's conferencing platform, Carmen Zoom. The digital meeting room can be accessed during posted student hours. Students may use the audio and video functions if a webcam and microphone are available. If not, there is still a chat function within Zoom for the student to live chat with the professor or graduate student instructor in the virtual office hours room. A guide to accessing Zoom is available [online here \(Links to an external site.\)](#) and students can [access support for Carmen Zoom here \(Links to an external site.\)](#).

Common issues to avoid...

- **Carmen mail/messenger + submission comments.** These are unreliable forms of communication, and the instructors will not check them regularly.
- **Weekend + evening emails.** Under most circumstances, we will respond to messages of this sort on the next business day.
- **Sending emails NOT from your OSU email.** Messages to our OSU accounts from non-OSU email services are regularly marked as spam and since OSU cannot confirm their delivery, you may not use them as evidence of communication attempts.
- **Unprofessional emails.** Please ensure that your email messages are professional and informative by including your course info in the subject line, a salutation, adequate yet concise

body text, closing, and your full name.

- **Emails that require immediate attention.** We aim to answer emails with 24 hours of receipt on business days. Be proactive and plan ahead.

Course Technology

For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.

- **Carmen:**
 - Carmen, Ohio State's Learning Management System, will be used to host materials and activities throughout this course. To access Carmen, visit [Carmen.osu.edu](https://carmen.osu.edu). Log in to Carmen using your name.# and password. If you have not setup a name.# and password, visit my.osu.edu.
 - Help guides on the use of Carmen can be found at <https://resourcecenter.odce.osu.edu/carmen>
 - **This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.**
 - [Carmen accessibility](#)
- **Carmen Zoom:**
 - Office hours will be held through Ohio State's conferencing platform, Carmen Zoom. A separate guide to accessing Carmen Zoom and our office hours is posted on the course Carmen page under Files.
 - Students may use the audio and video functions if a webcam and microphone are available. If not, there is still a chat function within Carmen Zoom for the student to live chat with the professor or TA in the virtual student hours room.
 - [Carmen Zoom](#) help guide
- **Turnitin:**
 - Students at The Ohio State University are accountable for the integrity of the work they submit. Therefore, you should be familiar with the guidelines provided by the [Committee on Academic Misconduct \(COAM\)](#) and [Section A of OSU's Code of Student Conduct](#) in order to meet the academic expectations concerning appropriate documentation of sources. In addition, OSU has made Turnitin, a learning tool and plagiarism prevention system, available to instructors. For this class, you will submit your papers to Turnitin from Carmen. When grading your work, I will interpret the originality report, following [Section A of OSU's Code of Student Conduct](#) as appropriate. For more information about Turnitin, please see [the vendor's guide for students](#). Note that submitted final papers become part of the OSU database.
- **Self-Service and Chat support:** <http://ocio.osu.edu/selfservice>
- **Phone:** 614-688-HELP (4357)
- **Email:** 8help@osu.edu
- **TDD:** 614-688-8743

Baseline technical skills necessary for online courses

- Basic computer and web-browsing skills
- Navigating Carmen

Necessary equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Web cam and microphone

Necessary software

- Word processor with the ability to save files under .doc, .docx, .rtf, or .pdf. Most popular word processing software programs including Microsoft Word and Mac Pages have these abilities.
- OSU students have access to Microsoft Office products free of charge. To install, please visit https://osuitsm.service-now.com/selfservice/kb_view.do?sysparm_article=kb04733

University Policies

Student Academic Services

Arts and Sciences Advising and Academic Services' website provides support for student academic success. Information on advising issues such as tutoring, transfer credits, academic standing, and contact information for Arts and Sciences advisors can be obtained through this website. The site is: <http://advising.osu.edu>.

Student Services

The Student Service Center assists with financial aid matters, tuition and fee payments. Please see their site at: <https://contactbuckeyelink.osu.edu/>

Copyright Disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Additional Disclaimer

This syllabus represents a contract “in the works.” Events that transpire over the semester may require modifications to the course. In the event of a change, I will announce the change and update the syllabus on Carmen. Ultimately it is your responsibility to keep up with any such modifications

and to be aware of current policies, deadlines, etc. I reserve the right to modify course policies throughout the semester.

Diversity

The School of Communication at The Ohio State University embraces and maintains an environment that respects diverse traditions, heritages, experiences, and people. Our commitment to diversity moves beyond mere tolerance to recognizing, understanding, and welcoming the contributions of diverse groups and the value group members possess as individuals. In our School, the faculty, students, and staff are dedicated to building a tradition of diversity with principles of equal opportunity, personal respect, and the intellectual interests of those who comprise diverse cultures.

Title IX

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories (e.g., race). If you or someone you know has been sexually harassed or assaulted, you may find the appropriate resources at <http://titleix.osu.edu> or by contacting the Interim Ohio State Title IX Coordinator, Melissa Mayhan, at titleix@osu.edu

Mental Health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating, and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you are or someone you know is suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting ccs.osu.edu or calling 614--292--5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614-292-5766. If you are thinking of harming yourself or need a safe, non-judgmental place to talk, or if you are worried about someone else and need advice about what to do, 24-hour emergency help is also available through the Suicide Prevention Hotline (Columbus: 614-221-5445).

COVID-19 and Illness Policies

University COVID policies

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's [request process](#), managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life

Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Health and safety requirements

All students, faculty and staff are required to comply with and stay up to date on all university safety and health guidance (<https://safeandhealthy.osu.edu>). Non-compliance will result in a warning first, and disciplinary actions will be taken for repeated offenses.

Student illness or absence

If *you* are too ill to participate in this course due to COVID-19 or another illness, please contact the instructor as soon as you are able. All materials will be made available on Carmen, including lecture recordings and slides. Alternate assignments or extensions may be arranged.

Instructor illness or absence

If the *instructor* is too ill to teach the course for a period of time, the designated backup for this course will step in. You will be notified via email from the School of Communication.

Academic Integrity Policy

See **Descriptions of major course assignments**, above, for my specific guidelines about collaboration and academic integrity in the context of this online class.

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct <http://studentlife.osu.edu/csc/>.

Furthermore, there are now many new generative AI tools, such as ChatGPT, available and their use in certain situations may violate academic integrity policies. **In this course, you may not submit material for assignments (e.g., discussion board posts, reflection papers) that were created using generative AI as if it is your own work; this constitutes plagiarism and will be considered a violation of academic integrity.**

If I suspect that a student has committed academic misconduct in this course, I am obligated by university rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the university’s Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the university. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- Committee on Academic Misconduct web page (go.osu.edu/coam)
- Ten Suggestions for Preserving Academic Integrity (go.osu.edu/ten-suggestions)

Requesting accommodations

The university strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability including mental health, chronic or temporary medical conditions, please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Accessibility of course technology

This online course requires use of CarmenCanvas (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.

- Canvas accessibility (go.osu.edu/canvas-accessibility)
- Streaming audio and video
- CarmenZoom accessibility (go.osu.edu/zoom-accessibility)
- Collaborative course tools

Land Acknowledgement

We would like to acknowledge the land that The Ohio State University occupies is the ancestral and contemporary territory of the Shawnee, Potawatomi, Delaware, Miami, Peoria, Seneca, Wyandotte, Ojibwe and Cherokee peoples. Specifically, the university resides on land ceded in the 1795 Treaty of Greenville and the forced removal of tribes through the Indian Removal Act of 1830. I/We want to honor the resiliency of these tribal nations and recognize the historical contexts that has and continues to affect the Indigenous peoples of this land. More information on OSU's land acknowledgement can be found here: <https://mcc.osu.edu/about-us/land-acknowledgement>

Course Schedule/Summer 2026

Modules [Start] [End]	Weekly Topics	Assignments
Week 1.1 May 11	Introduction <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ Syllabus ○ Resources for Academic Writing 	Discussion 1: Original post + 2 replies (due W) Quiz 1 Syllabus & APA (due Sunday 5/17)
Week 1.2 May 13	Fast & Slow Thinking <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Judgment and Decision Making</i> (Brust-Renck et al., 2021) ○ <i>The Characters of the Story</i> (Kahneman, Chapter 1) 	Discussion 2: Original post + 2 replies (due F) Knowledge Check 1 (due Sunday 5/17)
Week 2.1 May 18	Heuristics <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>The Fundamental Judgement Strategy: Anchoring and Adjustment</i> (Hastie & Dawes, Chapter 4) ○ <i>The Science of Availability</i> (Kahneman, Chapter 12) 	Discussion 3: Original post + 2 replies (due W)
Week 2.2 May 20	Biases <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>The Associative Machine</i> (Kahneman, Chapter 4) ○ <i>The Illusion of Understanding</i> (Kahneman, Chapter 19) 	Knowledge Check 2 (due Sunday 5/24)
Week 3.1	Chance & Cause <ul style="list-style-type: none"> • <u>Readings</u> 	

May 25	<ul style="list-style-type: none"> ○ <i>Chance and Cause</i> (Hastie & Dawes, Chapter 7) ○ <i>Causes Trump Statistics</i> (Kahneman, Chapter 16) 	Quiz 2 (due Sunday 5/31)
Week 3.2 May 27	Thinking Rationally <ul style="list-style-type: none"> ● <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Thinking Rationally about Uncertainty</i> (Hastie & Dawes, Chapter 8) 	Discussion 4: Original post + 2 replies (due F)
Week 4.1 June 1	Thinking Slowly <ul style="list-style-type: none"> ● <u>Readings</u> <ul style="list-style-type: none"> ○ <i>The Elaboration Likelihood Model of Persuasion: Thoughtful and Non-Thoughtful Social Influence</i> (Wagner & Petty, 2022) ○ <i>Elaboration Likelihood Model of Persuasion:</i> https://www.simplypsychology.org/elaboration-likelihood-model.html 	Discussion 5: Original post + 2 replies (due W) Knowledge Check 3 (due Sunday 6/7)
Week 4.2 June 5	Midterm Reflection <ul style="list-style-type: none"> ● <u>Readings</u> <ul style="list-style-type: none"> ○ None 	Midterm Exam (due Sunday 6/7)
Week 5.1 June 8	Group Decision Making I <ul style="list-style-type: none"> ● <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Group Decision-Making</i> (Tindale & Winget, 2019) ○ <i>Group Processes</i> (Stangor, 2017) 	Knowledge Check 4 (due W 6/10)

<p>Week 5.2</p> <p>June 10</p>	<p>Group Decision Making II</p> <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Group Judgements and Decisions</i> (Plous, Chapter 18) 	<p>Discussion 6: Original post + 2 replies (due F)</p> <p>Quiz 3 (due Sunday 6/14)</p>
<p>Week 6.1</p> <p>June 15</p>	<p>Social Influence</p> <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Social Influences</i> (Plous, Chapter 17) ○ <i>Group Norms</i> (Smith, 2020) 	<p>Discussion 7: Original post + 2 replies (due W)</p>
<p>Week 6.2</p> <p>June 17</p>	<p>Groupthink</p> <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ Janis (1991) ○ Bang & Frith (2017) 	<p>Knowledge Check 5 (due Sunday 6/21)</p>
<p>Week 7.1</p> <p>June 22</p>	<p>Bargaining & Negotiation</p> <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ <i>Negotiation and Bargaining</i> (Steinel & Harnick, 2020) 	<p>Discussion 8: Original post + 2 replies (due W)</p> <p>Quiz 4 (due Sunday 6/28)</p>
<p>Week 7.2</p> <p>June 24</p>	<p>Decision Making Applied: Listening</p> <ul style="list-style-type: none"> • <u>Readings</u> <ul style="list-style-type: none"> ○ Zenger & Folkman (2016) ○ Stangor (2017) 	<p>Discussion 9: Original post + 2 replies (due F)</p> <p>Knowledge Check 6 (due Sunday 6/28)</p>

Week 8 June 29	Concluding <ul style="list-style-type: none">• <u>Readings</u><ul style="list-style-type: none">○ /	Discussion 10: Original post (W) – optional
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~ This schedule is subject to change per the needs of the course ~