**ECONOMICS 2301**

**PRINCIPLES OF MACROECONOMICS**

**Course Syllabus**

**INTERNET – FALL 2019**

**READ AND PRINT THIS DOCUMENT FOR YOUR REFERENCE ALL SEMESTER.**

**AFTER READING THIS SYLLABUS, YOU ARE REQUIRED TO TAKE A QUIZ OVER THE CONTENT OF THE SYLLABUS!**

***IF YOU FAIL TO TAKE THE SYLLABUS QUIZ IN BLACKBOARD BY THE DUE DATE, YOU WILL BE WITHDRAWN FROM THIS COURSE.***

* **Instructor** 
  1. C. Dale Robison, B.S., M.S.
  2. Contact Information: Tel: 806-716-4678
  3. Email: drobison@southplainscollege.edu
  4. Office Location: Reese Campus, Building 2, Room 222
  5. Office Hours: By Appointment Only
  6. STUDENT CONTACT FOR INTERNET COURSE: Use the “Messages” link in Blackboard

* **Course Materials**

Good news: your textbook for this class is available for free online! If you prefer, you can also get a print version at a very low cost.

Your book is available in web view and PDF for free. You can also purchase on iBooks for $6.99 or get a print version, if you prefer, via the campus bookstore or from seller OpenStax on Amazon.com.

You can use whichever formats you want. Web view is recommended -- the responsive design works seamlessly on any device.

Principles of Economics (2e) from OpenStax, 1947172360, www.openstax.org/details/principles-economics

* **Course Description**

This course is an introduction to modern economic society and theories of production and exchange.

* **Course Objectives:**

Upon successful completion of this course, each student will demonstrate, by examination, a satisfactory (minimum 70% accuracy) working knowledge of the following macroeconomic principles and theories: Numerous terms necessary for concept attainment and understanding; opportunity cost and the production possibilities curve; the economic problem; aggregate demand/supply and shifters of both; distinctions between classical and Keynesian economics; market structures; relationships between wages, inflation, income, unemployment, prices, and output for an economy; the effects of variables on the business cycle, market structure, and establishment of monetary and fiscal policy; Gross Domestic Product; monetary and fiscal policy relative to banking, money creation, taxes and government spending; Phillip’s curve and expectations theory; economic growth as compared to developed versus less-developed countries; deficits and the national debt.

**GETTING STARTED**

1. Visit OpenStax.org and decide what format of the textbook you prefer and proceed with downloading or purchasing a copy. The name and isbn for the book is as follows:

Principles of Economics (2e) from OpenStax, ISBN 1947172360, www.openstax.org/details/principles-economics

1. Familiarize yourself with how to navigate the course in Blackboard. The link entitled “Course” will take you to the primary components of the course such as power point files, videos, and most importantly, exams.

1. Review and print the syllabus. The due dates for the quizzes, discussion board activities and exams are listed in the syllabus. Pay careful attention to due dates as there are no “make-up” exams in the course.

1. Access the Discussion Board link in the course and post to the required

“Introduce Yourself” discussion board by the required due date. This is a required assignment for the course, and you will earn 10 extra points for completing it by the due date.

1. Begin reading the chapters in the textbook that correspond to the exam schedule in your syllabus. All exams are based on your ability to read and comprehend the concepts presented in each chapter. I suggest that you read the material more than once in order to increase your learning comprehension. Review Power Points, Notes and Videos provided in the course tab.

1. Take the syllabus quiz and all other assignments by the due dates listed in your syllabus. All assignments and exams are due BEFORE 11:59pm on the due date.
2. **Discussion Boards:** To receive the full 9 points per discussion board, you must post an ***original*** thread to the board, and respond to two other posts. Failure to post and respond to two other posts will result in point deductions.

|  |
| --- |
| ***IMPORTANT INFORMATION REGARDING TESTING PROCEDURES***      I have listed additional IMPORTANT points about taking the exams on line:     1. DO NOT use your phone or tablet to complete exams, quizzes, etc. These are not reliable devices for testing purposes and I have had students experience major problems using phones and tablets to complete their exams. 2. Once you click “Begin” on an exam, you must complete the entire exam before submitting. You CANNOT stop the exam, close your browser, or turn off your computer, or open another tab in the browser. You cannot open another browser while taking the exam. DO NOT USE INTERNET EXPLORER!!! 3. DO NOT WAIT UNTIL THE LAST FEW SECONDS to click “Save and Submit” when you take exams and quizzes. This could result in the system not accepting your exam. Again, you must be prepared BEFORE you take the exam or you will run out of time. You must submit the exam BEFORE 11:59pm on the due date. If you submit at 11:59pm, your exam will be late, you will receive a ZERO for the exam. Click the “SAVE” button after you answer each question. 4. MAKE SURE YOU HAVE A GOOD INTERNET CONNECTION ***BEFORE*** the due date!! If you experience computer and/or internet malfunctions during an exam, it is considered an incomplete test. 5. You may take any exam any time ***before*** the due date of that exam, however, NO   EXAM MAY BE TAKEN AFTER THE SCHEDULED DUE DATE! |

**COURSE SCHEDULE and Point Allocations**

|  |  |  |  |
| --- | --- | --- | --- |
| **CHAPTER** | **ACTIVITY** | **DUE DATE** | **Points** |
| N/A | Syllabus Quiz | September 10th, 11:59pm | 60 |
|  | **MODULE ONE** | ALL MODULE ONE:  DUE October 1st, 11:59PM |  |
| 1 | Chapter 1 Quiz |  | 10 |
| 1 | Discussion Board #1 |  | 9 |
| 2 | Chapter 2 Quiz |  | 10 |
| 2 | Discussion Board #2 |  | 9 |
| 3 | Chapter 3 Quiz |  | 10 |
| 4 | Chapter 4 Quiz |  | 10 |
| 4 | Discussion Board #3 |  | 9 |
| 1-4 | EXAM #1 |  | 100 |
|  |  |  |  |
|  | **MODULE TWO** | ALL MODULE TWO:  DUE October 29th, 11:59PM |  |
| 19 | Chapter 19 Quiz |  | 10 |
| 20 | Chapter 20 Quiz |  | 10 |
| 21 | Discussion Board #4 |  | 9 |
| 21 | Chapter 21 Quiz |  | 10 |
| 19-21 | EXAM #2 |  | 100 |
|  |  |  |  |
|  | **MODULE THREE** | ALL MODULE THREE:  DUE November 26th, 11:59PM |  |
| 22 | Chapter 22 Quiz |  | 10 |
| 22 | Discussion Board #5 |  | 9 |
| 24 | Chapter 24 Quiz |  | 10 |
| 27 | Chapter 27 Quiz |  | 10 |
| 22, 24, 27 | EXAM #3 |  | 100 |
|  |  |  |  |
|  | **MODULE FOUR** | MODULE FOUR (except for Discussion Board #6):  DUE December 8th, 11:59PM |  |
| 28 | Chapter 28 Quiz |  | 10 |
| 28 | Discussion Board #6 | DUE December 3RD, 11:59PM | 9 |
| 30 | Chapter 30 Quiz |  | 10 |
| 28 and 30 | EXAM #4 |  | 100 |
|  |  |  |  |
|  |  | Total Points | 634 |

\*Schedule is subject to change at the discretion of the instructor

# GRADE DETERMINATION

A: 567 to 634 points

B: 504 to 566 points

C: 440 to 503 points

D: 377 to 439 points

F: 376 points and below

# COMMUNICATION and NETIQUETTE

**Primary communication for this internet course will be the “Message” Link in Blackboard**

When you have questions, problems, or comments, you MUST message me through

**BLACKBOARD messages only!** There is a link in your course for Blackboard Messages. I will respond to your message within 48 hours if I receive your message between 8:00 AM Monday and 1:00 PM Friday (excluding holidays). Messages received during the time period lasting from 1:00PM Friday to 8:00 AM Monday of the following week will receive a response within 48 hours after 8:00 AM on Monday.

***Netiquette*** is proper behavior and communication in an online environment or application. When communicating in an online educational setting, please use the following rules and guidelines:

* Use complete sentences
* Use proper spelling and grammar
* Avoid slang and uncommon abbreviations
* Do not use obscene or threatening language

All communication must be polite, courteous and respectful. Do not use profanity under any circumstances. Failure to abide by this policy will result in the appropriate disciplinary actions. As a note of commonsense, you might want to remember the impact you will make if you choose to be disrespectful or use profanity towards any instructor or classmate.

# IMPORTANT NOTES AND REMINDERS

* It is the responsibility of the student to complete all exams and assignments BEFORE the due date of each exam. Failure to complete before the due date will result in a ZERO. Computer and/or Internet problems or failures are **NOT** considered acceptable excuses for failure to complete the exams before the due dates.
* You must have access and the ability to competently use an appropriate computer. The computer and operating system that you use MUST be able to efficiently operate BLACKBOARD LEARN 9. Computer labs are available for student use on our Levelland, Reese Center, and Lubbock Campus. It is the responsibility of the student to contact the respective campus computer labs for days and times that the labs are open and available.
* Do not wait until the last minute to take your exams. Computer and Internet issues do occur**. It is your responsibility to find alternative computer resources if you experience problems with your current system.** Find working alternative computer resources BEFORE you take an exam.
* SPC recommends using Firefox browser when taking exams rather than internet explorer. I have had students report success using Chrome as well. Close all windows on the computer and launch a new window to login into Blackboard. “Multi-tasking” on your computer while taking an exam in Blackboard will cause your program and your exam to freeze and lock down.
* Close all other applications before opening an exam.
* DO NOT navigate to other locations or applications in Blackboard after the test opens or the exam will lock down. Remember, if you do not “submit” the exam after you begin, you will receive a ZERO!
* Do NOT use any browser navigation buttons during the exam.
* *DO NOT CLICK “SAVE AND SUBMIT” UNTIL YOU HAVE COMPLETED YOUR EXAM!!!!! THIS COULD RESULT IN YOUR SUBMISSION OF AN*

*INCOMPLETE EXAM AND DRASTICALLY AFFECT YOUR EXAM SCORE!!!*

* *DO NOT ATTEMPT TO COMPLETE ASSIGNMENTS ON ANY MOBILE DEVICE!*

**SOUTH PLAINS COLLEGE & CLASS POLICIES**

(Issued by the Office of Vice President for Academic Affairs)

**Attendance, drops and withdrawals, and academic integrity:**

**Class Attendance:** Students are expected to attend all classes in order to be successful in a course. The student may be administratively withdrawn from the course when absences become excessive as defined in the course syllabus.

When an unavoidable reason for class absence arises, such as illness, an official trip authorized by the college or an official activity, the instructor may permit the student to make up work missed. It is the student’s responsibility to complete work missed within a reasonable period of time as determined by the instructor. Students are officially enrolled in all courses for which they pay tuition and fees at the time of registration. Should a student, for any reason, delay in reporting to a class after official enrollment, absences will be attributed to the student from the first class meeting.

Students who enroll in a course but have “Never Attended” by the official census date, as reported by the faculty member, will be administratively dropped by the Office of Admissions and Records. A student who does not meet the attendance requirements of a class as stated in the course syllabus and does not officially withdraw from that course by the official census date of the semester, may be administratively withdrawn from that course and receive a grade of “X” or “F” as determined by the instructor. Instructors are responsible for clearly stating their administrative drop policy in the course syllabus, and it is the student’s responsibility to be aware of that policy.

It is the student’s responsibility to verify administrative drops for excessive absences through MySPC using his or her student online account. If it is determined that a student is awarded financial aid for a class or classes in which the student never attended or participated, the financial aid award will be adjusted in accordance with the classes in which the student did attend/participate and the student will owe any balance resulting from the adjustment.

**Drops and Withdrawals:** From the SPC College Catalog page 21, “Any student withdrawing from all classes on the Levelland Campus must report in person to the Advising Center in the Student Services Building for a withdrawal form. Instructions for obtaining a clearance from some departments of the college will be given at this time. Students who wish to drop a course or withdraw from classes at the SPC Reese Center must report, in person, to the Advising Center at the SPC Reese Center building 8 for a withdrawal form. Students at the Byron Martin Advanced Technology Center should contact the advisor at the center for the withdrawal from. Students at the Plainview Extension Center must contact the Counseling Office in person for a withdrawal form. Students who stop attending a class should go through the procedure for dropping a course; otherwise they may be administratively withdrawn for lack of attendance and their record will show an “X” or “F” instead of a “W.” Failure to follow college policy by withdrawing according to this procedure will be reflected on a student’s transcript by the presence of “X” or “F” marks, as determined by the instructor. It is the student’s responsibility to verify administrative drops for excessive absences through his or her student online account with Campus Connect.

A mark of “W” will be given for student-initiated drops or withdrawals that occur prior to and through “The Last Day to Drop” as indicated in the online academic calendar.

A student who quits attending class and is administratively withdrawn from class will receive a grade of “X” or “F” as determined by the instructor through “The Last Day to Drop” as indicated in the online academic calendar.

A student administratively dropped by the instructor may be reinstated, with the approval of the appropriate instructor. A student must initiate a request for reinstatement within seven (7) calendar days of the official date of drop by personally contacting the course instructor.”

**Dropping the course**

* YOU must drop this course at the SPC registrar’s Office (there is **no on-line drop system** so on-line students must take care of this in person at the registrar’s office).

This is an official procedure which is described in the SPC Catalog. No one but YOU can initiate the drop and it must conform to the procedure for dropping a course. Failure to initiate and finalize the drop procedure will result in an F grade on your transcript. The drop cannot be made retroactive. The drop date can be found on the SPC calendar.

* **Dropping an on-line class: You must contact Andrew Ruiz, Registrar (806-716-**

**2371)**  **option 1:** if the student is in Lubbock or Levelland they will need to go to the admissions office (Levelland or Reese Campus) to drop the class.

**option 2:** if the student does **not** live in Lubbock or Levelland they

should contact the Registrar’s Office (806-716-2371) for further instructions.

You will need the following:

* 1. Statement indicating which class you want to drop
  2. Student’s Name
  3. Student’s Date of birth
  4. Student ID# or last 4 digits of social security #
  5. Telephone #
  6. Student signature
  7. Photo ID (usually a driver’s license)
  8. payment of drop fee
  9. **If you follow these instructions you do NOT need my signature.**

**Academic Integrity:**

* Anything that borders on cheating, plagiarism, or affects the academic integrity of the assignment or of the course will be dealt with using the harshest measures possible -- the least thing that could happen to you is dismissal from my class roster with a failing grade.
* Cheating includes group work on the chapter exams.
* Your work must be *in your own words* and it must be original (cheating and plagiarism -- that is copying your friend’s work or copying from another source -- will be dealt with in the harshest manner: you will be dropped from the class with an “F”)
* Your work must be turned in on schedule to receive credit – neither chapter exams nor major exams and assignments can be turned in after the due date. There are no exceptions to this provision.

**Cheating and Plagiarism: from the SPC Catalog:** It is the aim of the faculty of South Plains College to foster a spirit of complete honesty and a high standard of integrity. The attempt of any student to present as his or her own any work which he or she has not honestly performed is regarded by the faculty and administration as a most serious offense and renders the offender liable to serious consequences, possibly suspension. **Cheating:** Dishonesty of any kind on examinations or on written assignments, illegal possession of examinations, the use of unauthorized notes during an examination, obtaining information during an examination from the textbook or from the examination paper of another student, assisting others to cheat, alteration of grade records, illegal entry or unauthorized presence in an office are examples of cheating. Complete honesty is required of the student in the presentation of any and all phases of course work. This applies to quizzes of whatever length, as well as to final examinations, to daily reports and to term papers.

**Plagiarism:** Offering the work of another as one’s own, without proper acknowledgment, is plagiarism; therefore, any student who fails to give credit for quotations or essentially identical expression of material taken from books, encyclopedias, magazines and other reference works, or from the themes, reports or other writings of fellow student, is guilty of plagiarism.

**SPC Policy regarding “standard English”:** All written assignments should be presented using the conventions of Standard Written English. South Plains College requires all students to become proficient in "academic English," a form of English that is typically used in academic, professional, and business contexts. While slang, regional idioms, and informal kinds of self-expression are appropriate in some contexts, they are out of place in academic writing. Writing instructors and professors in courses across the campus expect all students to demonstrate proficiency in using the conventions of academic English in their written work, whether it is in-class exams or take-home essays.

**Students with disabilities**: Students with disabilities, including but not limited to physical, psychiatric, or learning disabilities, who wish to request accommodations in this class should notify the Disability Services Office early in the semester so that the appropriate arrangements may be made. In accordance with federal law, a student requesting accommodations must provide acceptable documentation of his/her disability to the Disability Services Office. For more information, call or visit the Disability Services Office at Levelland Student Health & Wellness Center 806-716-2577, Reese Center (also covers ATC) Building 8: 806-716-4675, Plainview Center Main Office: 806-716-4302 or 806-296-9611, or the Health and Wellness main number at 806-7162529.

**Blackboard Accessibility Standards:** Blackboard measures and evaluates accessibility levels using two sets of standards: Section 508 of the Rehabilitation Act issued from the United States federal government and the Web Content Accessibility Guidelines (WCAG 2.0) issued by the World Wide Web Consortium (W3C). A third party conducts audits of our software releases to ensure the accessibility of the products. For Blackboard Learn

9.1's conformance with the accessibility standards under Section 508 of the

Rehabilitation Act using the [Voluntary Product Accessibility Template® (VPAT®) tool,](http://www.itic.org/public-policy/accessibility) see the [VPAT for Blackboard Learn Release 9.1.](http://library.blackboard.com/d?f3781b54-cb00-451b-aa5a-e0fcf0e1791e) For Blackboard Learn 9.1 SP11 conformance statement for [Web Content Accessibility Guidelines 2.0, Level AA](http://www.w3.org/TR/WCAG20/) see [Learn Accessibility Conformance Statement.](https://help.blackboard.com/en-us/Learn/9.1_SP_12/Administrator/000_Product_Updates/Accessibility_Improvements/Learn_Accessibility_Conformance_Statement) To learn more about Blackboard’s commitment to accessibility, see [http://www.blackboard.com/accessibility.](http://www.blackboard.com/accessibility) (These resources are available in English only.)

**Student Privacy**

South Plains College is bound by the Texas Open Records Law and the Family Educational Rights and Privacy Act of 1974. Information regarding these topics can be found in the South Plains College Catalog. As far as this class is concerned, I will NOT release or discuss your class performance, grades, averages, or attendance with anyone but you. This means that your parents, class counselors, principals, or any other interested party will not gain this information from me – if they need this sort of information they must ask you for it. This provision does not apply to student athletes or those for whom a grade check is part of their scholarship support.

**Diversity Statement:** In this class, I will establish and support an environment that values and nurtures individual and group differences and encourages engagement and interaction. Understanding and respecting multiple experiences and perspectives will serve to challenge and stimulate all of us to learn about others, about the larger world, and about ourselves. By promoting diversity and intellectual exchange, we will not only mirror society as it is, but also model society as it should and can be.

**All** technological questions should be directed to the SPC technology center (their information is on the opening page of Blackboard). I do not solve technological/computer problems!

**Blackboard support and help:** ***Blackboard tutorials*** can be found on MySPC under

Students>Distance Education. Once on the Distance Education page, click on Blackboard Learn 9 on menu to the right. Or access the tutorials at [http://ondemand.blackboard.com/students.htm.](http://ondemand.blackboard.com/students.htm) When you log in to Blackboard there is a module (or box) that has help information on the My Blackboard Tab. You can also l**earn more about Blackboard Learn through the**[On Demand Learning Center**.**](http://ondemand.blackboard.com/) **The On Demand Learning Center includes short, interactive video lessons called Quick Tutorials and short documents, called Getting Started Guides, designed to get you familiar with a feature in 15 minutes.**

If you encounter technological problems *while you are taking a test*, YOU must contact Blackboard Technical Support ashriver@southplainscollege.edu. to report the problem. I cannot resolve grade disputes about computers not working, Blackboard not working, the internet not working UNLESS you have reported the problem when you encounter it.

For an email address that reaches everyone in the Instructional Technology department, please use blackboard@southplainscollege.edu.

**You may have had or will have trouble submitting your exams.**  To prevent this or to solve it read the instructions below for clearing your browser if you are using Mozilla or Explorer.

**Mozilla Firefox – Clear Browsing History** While in Firefox, click on Tools located at the top of the screen in the menu bar.

1. From that menu, select Clear Recent History.
2. From the Time Range drop down menu, select Everything.
3. Make sure all boxes are checked – NOTE: this will delete any passwords saved by Firefox and all recent websites visited.
4. Click Delete 5. Close Firefox, reopen.

**Internet Explorer – Clear Browsing History**

1. While in Internet Explorer, click on Tools located at the top of the screen in the menu bar.
2. Select Internet Options at the bottom of the list.
3. In the middle of the pop up window under browsing history, click Delete.
4. Make sure all boxes are checked – NOTE: this will delete any passwords saved by IE and all recent websites visited. 5. Click Delete

Close Internet Explorer, reopen.

**Statement of the Department’s ECON 2301 Common Course Syllabus**

*(Required by the Texas Legislature and SPC)*

Instructor: C. Dale Robison, B.S., M.S.

Contact Information: Tel: 806-716-4678; Reese Campus, Building 2, Room 222

drobison@southplainscollege.edu

Department: Social Sciences

Discipline: Economics

Course Number: ECONOMICS 2301

Course Title: Principles of Macroeconomics

Credit: 3 Lecture: 3 Lab: 0

Satisfies a core curriculum requirement: Yes - Social and Behavior Sciences and

University Business Administration (B.A.) Undergraduate Degrees

Prerequisites: None. However, college algebra and English composition is recommended.

Available Formats: Conventional, INET, ITV, Dual Credit.

Campus: Levelland, Reese, ATC and Plainview.

Textbook: Varies according to instructor. Refer to each instructor’s instructions for textbook requirements. ALL dual credit classes, INET and ITV, will be required to use a textbook or an ebook.

Course Specific Instructions: Each instructor will attach his/her course with specific instructions.

Course Description: This course is an introduction to modern economic society and theories of production and exchange.

Course Purpose: Economics 2301, as taught at South Plains College, provides an analysis of the economy as a whole including measurement and determination of Aggregate Demand and Aggregate Supply, national income, inflation, and unemployment. Other topics include international trade, economic growth, business cycles, and fiscal and monetary policy. Basic macroeconomic models illustrate the principles, theories, laws, and concepts within the experience of the United States and other foreign economies.

Course Requirements: To maximize a student’s potential to complete this course, he/she should attend all class meetings, complete all homework assignments and examinations in a timely manner, and complete all other projects or papers as assigned in the instructor’s specific instructions.

Outcomes Inventory: A pre and post test may be used to determine the extent of improvement the class has gained during the semester; given at the discretion of the department and/or the instructor.

Course Evaluation: See the instructor's course information sheet for specific items used in evaluating student performance.

Attendance Policy: Whenever absences become excessive and in the instructor's opinion, minimum course objectives cannot be met due to absences, the student will be withdrawn from the course. Each instructor will have additional information about attendance on his/her course information sheet.

Student Learning Outcomes:

Upon successful completion of this course, students will:

1. Explain the role of scarcity, specialization, opportunity cost and cost/benefit analysis in economic decision-making.
2. Identify the determinants of supply and demand; demonstrate the impact of shifts in both market supply and demand curves on equilibrium price and output.
3. Define and measure national income and rates of unemployment and inflation.
4. Identify the phases of the business cycle and the problems caused by cyclical fluctuations in the market economy.
5. Define money and the money supply; describe the process of money creation by the banking system and the role of the central bank.
6. Construct the aggregate demand and aggregate supply model of the macro economy and use it to illustrate macroeconomic problems and potential monetary and fiscal policy solutions.
7. Explain the mechanics and institutions of international trade and their impact on the macro economy.
8. Define economic growth and identify sources of economic growth.
9. Address issues, policies, public opinions, expectations, environmental, and cultural changes that affect industry, society, choices, and the current economic state.

Fundamental Component Areas (FCA):

Students will be expected to perform satisfactorily in four FCA.

1. Critical Thinking Skills – to include creative thinking, innovation, inquiry, and analysis, evaluation and synthesis of information by:
   1. Generating and communicating ideas by combining, changing, or reapplying existing information,
   2. Gathering and assessing information relevant to a question,
   3. Analyzing, evaluating, and synthesizing information.
2. Communication – to include effective development, interpretation and expression of ideas through written, oral or visual communication by: Developing, interpreting, and expressing ideas through written, oral, or visual communication.
3. Empirical and Quantitative Skills – to include the ability to apply, analyze and draw conclusions based on scientific and mathematical concepts by:
   1. Recognizing and applying appropriate problem solving methods,
   2. Gathering information pertinent to problem investigation,
   3. Assimilating information to draw appropriate conclusions.

1. Personal Responsibility – to include the ability to connect choices, action, and consequences to ethical decision-making by:

Evaluating choices and actions and relating consequences to decision-making.