MGMT305

Problem Solving: Critical and Strategic Thinking

S1 Day 2016

Dept of Marketing and Management

Contents

General Information

Unit convenor and teaching staff
Lecturer
David Rooney
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Monday 4pm to 5pm of teaching weeks
Consultation Hours

Deborah Howlett
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Credit points
3

Prerequisites
Admission to BBusLeadCom and (42cp including MGMT202)

Corequisites

Co-badged status

Unit description
In this unit students will be examining the skills and techniques for problem solving, critical decision making and strategic thinking, all to be utilised within an organisational context. Students will learn to be strategic thinkers in that the actions they undertake today will yield the best possible outcomes in the future for themselves and their organisations. Students will learn to make sense of a complex world and transform the way they think, behave and interact with others as a leader and individual. This unit will develop the students into becoming strategic thinkers and problem solvers both in an informal and formal context.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

1. Conduct comprehensive self-analysis 2. Critically and strategically analyse business issues. 3. Develop creative solutions to business challenges. 4. Demonstrate

communication skills relevant to an appropriate professional environment. 5. Demonstrate an awareness of the role of ethical behaviour in businesses.

General Assessment Information

All written assignments or written components of assignments must be submitted online through Turnitin.

All assignments are due by midday (noon) on the Friday of the due teaching week.

Assignments are to be your (or your group's) independent AND original work. Written assignments will be formal in style, include appropriate source citation and reference lists and use a standard 12-point font. You may use section headings in essays if you wish.

Please put a word count on the front page of your assignment and ensure that you reference appropriately using the APA style.

No extensions will be granted. Late tasks will be accepted up to 120 hours after the submission deadline. There will be a deduction of 10% from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Disruption to Studies is made and approved.

Students *may be required* to discuss their knowledge of assignment content with their lecturer or tutor to verify student authorship.

Marking guide

Grade	Description of Grade
Fail	Falls short of satisfying most requirements for Pass. There is missing or partial or superficial or faulty understanding and application of the fundamental concepts in the field of study; missing, undeveloped, inappropriate or confusing argumentation; incomplete, confusing or lacking communication of ideas in ways that give little attention to the conventions of the discipline.
Pass	Satisfies all of the basic learning requirements for the course, such as knowledge of fundamental concepts and performance of basic skills (such as basic writing, research and referencing skills, skills in providing direct evidence for claims, application of theory, and analytical writing skills); demonstrates sufficient quality of performance to be considered satisfactory or adequate in the course. Mistakes in execution of skills and grasp of fundamental concepts are frequently and consistently observable.
Credit	Demonstrates ability to use and apply fundamental concepts and skills of the course, going beyond mere replication of content knowledge or skill (such as basic writing, research and referencing skills, skills in providing direct evidence for claims, application of theory, critical thinking, and analytical writing skills) to show understanding of key ideas, awareness of their relevance, some use of analytical skills, and some originality or insight. Demonstrates sufficient quality of performance to be considered good or effective in the course. Poor execution of skills and grasp of fundamental concepts are often observable.

Distinction	Demonstrates awareness and understanding of deeper and subtler aspects of the course, such as ability to identify and debate critical issues or problems, ability to solve non-routine problems, ability to adapt and apply ideas to new situations, and ability to invent and evaluate new ideas. Demonstrates mastery of basic skills (such as basic writing, research and referencing skills, skills in providing direct evidence for claims, application of theory, critical thinking , and analytical writing skills). Demonstrates sufficient quality of performance to be considered very good or very effective in the course. Very Good execution of skills and grasp of fundamental concepts are mostly observable.
High Distinction	Demonstrates imagination, insight, originality or flair in relation to relevant learning objectives; and the work is interesting or surprising or exciting or challenging or erudite. Excellent execution of basic skills (such as basic writing, research and referencing skills, skills in providing direct evidence for claims, application of theory, critical thinking, and analytical writing), and excellent knowledge of fundamental concepts are uniformly observable. Demonstrates sufficient quality of performance to be considered outstanding or excellent or first-rate.

Assessment Tasks

Name	Weighting	Due
1. Individual assignment A	30%	Week 6
2. Group assignment	30%	Week 10
3. Individual assignment B	40%	Week 13

1. Individual assignment A

Due: **Week 6**
Weighting: **30%**

What does the latest research say about the best methods for critical and creative problem solving?

This is a standard research essay requiring you to source appropriate academic literature and present in a formal academic style. The length of the assignment is short to encourage you to be clear, succinct, and to the point.

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2. Group assignment

Due: **Week 10**
Weighting: **30%**

Each group must find an organisation with an apparently insoluble problem and offer to solve it

for them as a co-creation process.

As a member of a small (3 person) group you can produce an insightful piece that communicates a solution to the problem. The work can take the form of animation or digital video using genres such as drama, documentary, investigative news reports, and so on. You should aim for the best quality production you can with the resources you have.

On successful completion you will be able to:

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3. Individual assignment B

Due: **Week 13**
Weighting: **40%**

The purpose of this assignment is for you to reflect on the concepts, frameworks, and models as encountered in the course as well as your experience. The essay should provide analyse and critique of your development though the semester. The essay should demonstrate your insights that will inform strategies you might use to improve your problem solving performance. Special consideration should be given to how you now make *new* sense of your experience and develop fresh insights into the dynamics involved in your decision-making performance.

Select 3 or 4 key insights that were particularly salient for you and build your essay around these. It is particularly important that you provide evidence to support your argument.

Some additional advice on how to proceed

Use the readings that provoke insights for you in making sense of your team experience. It is not expected that you read everything. There is a word limit for you to write your reflections. This means you should focus your attention on key insights that were prompted by your reading.

The course text is only a starting point for reading and you need to dig deeper into research to look for additional sources. This means that you will have to do your own research.

The essay should have the following elements:

- A brief introduction that includes a discussion of the group and its context
- A discussion of your key insights using examples from your experience to demonstrate your learning and application of the ideas drawn from the readings
- A discussion of your learning from the group experience, drawing again on insights gained from the readings
- A concluding summary

Students *may be required* to discuss their knowledge of assignment content with their lecturer or

tutor to verify student authorship.

On successful completion you will be able to:

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Delivery and Resources

This unit uses the Wisdom Studio Model. Classes (or studios) will run as a single three hour block each teaching week. The focus of the studio is creatively doing problem solving and actively developing relevant skills and knowledge.

A number of digital tools for collaborative problem solving will be used during studio time. It will assist you to bring a laptop or tablet to the studio and to download the chrome web browser. You will use a number of free Chrome Apps (some of which are also available as iPad/tablet apps) such as Lucidchart (educational version), Smartsheets, and Mindmeister.

http://timetables.mq.edu.au

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

New Assessment Policy in effect from Session 2 2016 http://mq.edu.au/policy/docs/assessment/policy_2016.html. For more information visit http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/

Assessment Policy prior to Session 2 2016 http://mq.edu.au/policy/docs/assessment/policy.html

Grading Policy prior to Session 2 2016 http://mq.edu.au/policy/docs/grading/policy.html

Grade Appeal Policy http://mq.edu.au/policy/docs/gradeappeal/policy.html

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of

Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Learning outcome

- 1. Conduct comprehensive self-analysis 2. Critically and strategically analyse business issues. 3. Develop creative solutions to business challenges. 4. Demonstrate communication skills relevant to an appropriate professional environment. 5. Demonstrate an awareness of the role of ethical behaviour in businesses.

Assessment tasks

- 1. Individual assignment A
- 2. Group assignment
- 3. Individual assignment B

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcome

- 1. Conduct comprehensive self-analysis 2. Critically and strategically analyse business issues. 3. Develop creative solutions to business challenges. 4. Demonstrate communication skills relevant to an appropriate professional environment. 5. Demonstrate an awareness of the role of ethical behaviour in businesses.

Assessment tasks

- 1. Individual assignment A
- 2. Group assignment
- 3. Individual assignment B

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcome

- 1. Conduct comprehensive self-analysis 2. Critically and strategically analyse business issues. 3. Develop creative solutions to business challenges. 4. Demonstrate communication skills relevant to an appropriate professional environment. 5. Demonstrate an awareness of the role of ethical behaviour in businesses.

Assessment tasks

- 1. Individual assignment A
- 2. Group assignment
- 3. Individual assignment B

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcome

- 1. Conduct comprehensive self-analysis 2. Critically and strategically analyse business issues. 3. Develop creative solutions to business challenges. 4. Demonstrate communication skills relevant to an appropriate professional environment. 5. Demonstrate an awareness of the role of ethical behaviour in businesses.

Assessment tasks

- 1. Individual assignment A
- 2. Group assignment
- 3. Individual assignment B

Research & Practice, Global contexts & Sustainability

This unit draws on extensive research from sources outside the textbook. Students will be provided with stretch readings for every week that will allow them to considerably expand their knowledge of OB.

Conducting research independently is strongly encouraged for this unit and is rewarded. This unit will give you extensive practice in applying theoretical knowledge on case studies. Issues of global concern sustainability are integrated throughout the unit, with sustainability explicitly discussed in class. However you must keep in mind that this unit is very much driven by student activities and it is therefore one of your responsibilities to raise issues related to research,

sustainability and and global context.