MGMT305

Problem Solving: Critical and Strategic Thinking

S1 Evening 2018

Archive (Pre-2019) - Dept of Marketing and Management

Contents

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General Information

Unit convenor and teaching staff
Unit Leader
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Sessional Staff area, 4ER222 (formerly E4A 222)
Monday 4-5pm or after class on teaching weeks, by appointment at other times.

Moderator
Senia Kalfa
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4ER412 (formerly E4A 412)
N/A

Credit points
3

Prerequisites
Admission to BBusLeadCom and ((42cp at 100 level or above) 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 used in 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 as strategic thinkers and problem solvers.

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:

Describe the process for problem solving and understand the differences between various problem solving styles

Interpret, analyse, synthesise and evaluate a variety of viewpoints/ interpretations of a professional situation

Develop the ability to critique arguments/ information

Develop analysis collaboratively within a group

General Assessment Information

1. MGMT 305 seminars will NOT be recorded.

2. Attendance will be taken at each seminar.

3. Students are required to individually research and write their response to the problem-solving report and the self-reflective report. These are not collaborative exercises and must be the sole work of the individual student.

4. Students MAY be required to discuss their submitted report content with the Lecturer to ensure student authorship.

5. Teamwork is a component of this unit and failure to join a team, is at the detriment of the student. No student can undertake the group assessment task as an individual.

6. Students will need to note the different submission requirements for each assessment

7. In the event of a misadventure impacting your ability to submit an assessment, you will need to apply for Special Consideration, as no extensions will be granted allowing students to submit an assessment task late. This is highlighted within the Assessment Task Section for each assessment.

8. All students will undertake a peer assessment on the contribution of team members in the group assignment.

Task	Weight	Due date	Linked learning outcomes	Linked graduate capabilities	Brief description
Individual essay	30%	April 9th 2018 4pm	1,2,3	1, 2, 3,8	1,500 word essay excluding bibliography
Group Assignment	40%	May 21st 2018, 4pm	1,2, 4	1,2,3,8	10 minute video essay + supporting documents
Individual report	30%	June 4th 2018 4pm	1,2, 3	1, 2, 3,8	1,500 word report excluding bibliography

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual essay	30%	No	9th April 2018, 4pm
Group assignment	40%	No	Week 11 (21/05/2018, 4pm)
Individual report	30%	No	June 4th 2018, 4pm (Week 13)

Individual essay

Due: **9th April 2018, 4pm**
Weighting: **30%**

Students are required to submit a 1,500 word essay, excluding bibliography, which makes use of the relevant literature to address a specific issue or question. The issue/question, marking criteria and a rubric will be made available on iLearn and questions on this assessment will be answered in the seminar.

Submission Details:

The essay is to be submitted through Turnitin on iLearn on Monday **9th April 2018, 4pm (Week 7).**

Late Submission:

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 Special Consideration is made and approved. No submission will be accepted after grades have been posted.

On successful completion you will be able to:
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Group assignment

Due: **Week 11 (21/05/2018, 4pm)**
Weighting: **40%**

Each group must choose an organisation with an apparently insoluble problem. As a member of a group you can produce an insightful video 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.

Half of the mark for this assessment will be assigned to individual performance. That is, 20% allocated to the mark of the group as a whole, and 20% to the performance of the individual, for a total of 40%. Marking criteria and a rubric will be made available on iLearn and questions on this assessment will be answered in the lecture.

Submission details:

Supporting documents are be submitted through Turnitin on iLearn by Monday 21st of May at 4pm. Hard copies of the video essay and supporting documents are to be submitted to the lecturer in class.

A Turnitin originality report and assessment marking sheet will be attached to each report upon submission.

Late Submission:

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 Special Consideration is made and approved. No submission will be accepted after grades have been posted.

On successful completion you will be able to:
- Describe the process for problem solving and understand the differences between various problem solving styles
- Interpret, analyse, synthesise and evaluate a variety of viewpoints/ interpretations of a professional situation
- Develop analysis collaboratively within a group

Individual report

Due: **June 4th 2018, 4pm (Week 13)**
Weighting: **30%**

Students are required to submit a 1,500 word report, excluding bibliography, presenting possible solutions to a problem-solving scenario. Marking criteria and a rubric will be made available on iLearn and questions on this assessment will be answered in the lecture. This is an individual assignment whose purpose is for you to make use of the concepts, frameworks, and models as encountered in the course.

Submission details:

The report is to be submitted through Turnitin on iLearn on Monday 4th of June by 4pm. Marking criteria and a rubric will be made available on iLearn and questions on this assessment will be answered in the lecture.

Late Submission:

No extensions will be granted. There will be a deduction of 10% of the total available marks made 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 Special Consideration is made and approved. No submission will be accepted after grades have been posted.

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Delivery and Resources

1. This unit is comprised of weekly seminar classes comprising a three hour duration of lecture content, activities and exercises.

2. The class is held every Monday 6-9pm 11 Wallys Walk, 120 tutorial room (see http://timetables.mq.edu.au)

3. Attendance will be taken in the class. Attendance at class will allow the student to gain the maximum benefit, as will be the expected interaction within the class environment

4. To pass this course, students need to achieve an overall grade of 50%.

5. Students are expected to have read prescribed material before class, join in discussion and attempt all assessments. Reflection is critical to integrating unit material. Therefore, active participation in discussions and exercises is of utmost importance not only to the participating student but to the whole class.

6. Staff will respond to emails within 48 hours. Staff will not respond to emails on weekends or public holidays.

7. Students are expected to arrive on time and not leave until class ends.

8. Mobile phones are to be set on silent during class. Texting or other mobile phone activity during class is distracting to the student concerned, the lecturer and other students and is strictly forbidden. Students violating this requirement will be asked to leave the class.

9. Students checking their social media accounts during class may be asked to leave the class.

10. Photography as well as audio/video recording of classes by students is not permitted.

Required and Recommended Texts and/or Materials Prescribed Text There is NO prescribed text for this unit, but various readings and other materials will be made available via E-Reserve.

Technology Used and Required Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/MQ/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students. If you have difficulties logging on to iLearn, please contact the university's technical support staff. Do not contact the lecturer as he is not be able to help you with technical queries. Students are expected to check their university email account and contact the teaching staff through it. Gmail, hotmail and other personal email accounts are often blocked through the university's spam filter; communicating through those risks that your query will not be answered.

Unit Web Page The web page for this unit can be found at: iLearn http://ilearn.mq.edu.au

Unit Schedule

Topics that will be covered in this unit include heuristics, axiology, mindfulness, design thinking

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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

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 outcomes

- Describe the process for problem solving and understand the differences between various problem solving styles
- Develop analysis collaboratively within a group

Assessment tasks

- Individual essay
- Group assignment
- Individual report

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Describe the process for problem solving and understand the differences between various problem solving styles
- Interpret, analyse, synthesise and evaluate a variety of viewpoints/ interpretations of a professional situation
- Develop the ability to critique arguments/ information

Assessment tasks

- Individual essay
- Group assignment
- Individual report

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 outcomes

- Describe the process for problem solving and understand the differences between various problem solving styles
- Interpret, analyse, synthesise and evaluate a variety of viewpoints/ interpretations of a professional situation
- Develop the ability to critique arguments/ information

Assessment tasks

- Individual essay
- Group assignment
- Individual report

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 outcomes

- Describe the process for problem solving and understand the differences between various problem solving styles
- Interpret, analyse, synthesise and evaluate a variety of viewpoints/ interpretations of a professional situation
- Develop the ability to critique arguments/ information
- Develop analysis collaboratively within a group

Assessment tasks

- Individual essay
- Group assignment
- Individual report

Changes from Previous Offering

The Program Learning Outcomes have been added to this iteration of the unit guide.

Global Context & Sustainability

The topic areas of global contexts and sustainability are underpinned in this unit by both

the lecture content and readings assigned and uploaded on iLearn. The focus is centred around the leadership applications of sustainability within the context of problem solving & critical thinking, and the importance of leaders operating and understanding the global context.

Students are expected within their assessment task to acknowledge these concepts (if applicable) and apply them accordingly.

Program Learning Outcomes

This unit supports the development of Program Learning Outcomes (PLO) for degree(s) delivered by the Faculty of Business & Economics. PLOs describe the educational outcomes by a degree and what you should be able to know, understand and do by the end of your degree.

This unit's learning outcomes and assessment contribute to the following BBLC PLOs:

PLO 4: Apply power and influencing techniques within organisations

PLO 6: Critically and strategically analyse business issues.

PLO 8: Demonstrate effective oral communication in a business environment

PLO 9: Demonstrate effective written communication in a business environment

Research & Practice

This unit draws on research from a variety of sources. Students are encouraged to conduct their own independent research on topics relevant to the course. Lectures and tutorials will include regular discussions about current practice as well as theoretical application. Students can utilise a range of websites, journals and texts in conducting their own research