MGMT305

Problem Solving: Critical and Strategic Thinking

S1 Day 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Unit Convenor
Joseph McIvor
joseph.mcivor@mq.edu.au
Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

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

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Report	30%	No	Week 7
Video + Annotated Bibliography	40%	No	Week 10
Individual Essay	30%	No	Week 13

Individual Report

Due: **Week 7**
Weighting: **30%**

I**ndividual Report Assessment Summary Task Description** Students are required to submit a report presenting possible solutions to a problem-solving scenario. This is an individual assignment. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 1,500 words **Inherent Task Requirements** N/A **Late Submission**
Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20%). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 the ability to critique arguments/ information

Video + Annotated Bibliography

Due: **Week 10**
Weighting: **40%**

Video + Annotated Bibliography Assessment Summary Task Description 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. Individual performance will be assessed through a combination of peer assessment and an annotated bibliography of around 500 words, excluding references. **Type of Collaboration** Group & Individual **Submission** Video essay submitted in-class in Week 10. Annotated Bibliography submitted online via Turnitin link on iLearn **Format** Video essay + Annotated bibliography. Please refer to the iLearn Unit page **Length** 10 mins video per group + 500 words annotated bibliography per student **Inherent Task Requirements** N/A **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** of the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20%). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 Essay

Due: **Week 13**
Weighting: **30%**

Individual Essay Assessment Summary Task Description 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 to be developed by the student themselves. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 1,500 words **Inherent Task Requirements** N/A **Late Submission** Late tasks must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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 the ability to critique arguments/ information

Delivery and Resources

Required text	• There is NO prescribed text for this unit, but various readings and other materials will be made available via iLearn
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	• This unit is comprised of weekly seminar classes comprising a **three hour duration** of lecture content, activities and exercises • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	

Unit Schedule

Week	Seminar Topic
1	Introduction to critical thinking and problem solving
2	Dealing with information and evidence
3	Identification and Analysis of Stakeholders
4	Design Thinking: Identifying problems and developing solutions
5	Analysing Leadership and Leaders
6	Managing Change
7	Understanding Organisational Culture
Recess	**2 weeks recess**
8	Understanding Motivation
9	Essay and skills workshop: Writing persuasive arguments
10	Flexibility, Inequality and The Changing Nature of Work
11	Controversies in Gender Politics
12	The nexus of environment and economy

13	Looking into an uncertain future: AI, Automation and the 'Fourth Industrial Revolution'

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 published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@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 Report
- Video + Annotated Bibliography
- Individual Essay

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 Report
- Video + Annotated Bibliography
- Individual Essay

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 Report

- Video + Annotated Bibliography
- Individual Essay

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 Report
- Video + Annotated Bibliography
- Individual Essay

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