

## Module Outline

**Module Code** : DOS4813  
**Module Title** : Managerial Problem Solving  
**Semester** : Semester 2, Academic Year 2022-2023  
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### Overview

Problem solving is an essential skill for managers and leaders who are frequently faced with hard problems in a fast changing world. Those problems are often not well structured, lack sufficient information, and involve uncertainty and complexity. To become an effective problem solver, it is crucial for students to develop a problem solving mindset as well as a set of general problem solving tools. This course will introduce a systematic approach to identify, structure, and analyse challenging problems in business settings. We will emphasize (1) thinking principles that guide you to gain insights into solving difficult problems, and (2) practical tools that are broadly applicable to different kinds of managerial problems.

### Module Objectives

This module aims to help students become better problem solvers and decision makers. It will enable students to:

- (1) Think critically and creatively about problem solving
- (2) Develop generic problem solving skills
- (3) Apply the knowledge learned in this course to real life problems

### Assessment

Assessment Components	Weightage
- Class participation	25%
- Assignments / quizzes	50%
- Group project	25%

### Topics (tentative)

- A general framework of problem solving
- Understanding the problem
- Exploring solutions
- Collecting intelligence
- Making choices
- Avoiding pitfalls

### Readings

Cases and required reading materials will be distributed throughout the course. Supplementary readings will be recommended after class discussion.

### Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/ tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

### Additional guidance is available at:

- [Administrative Policies](#)
- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>