

Course Outline

Course Code : DOS4813
Course Title : Managerial Problem Solving
Semester : Semester 2, Academic Year 2025-2026
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Overview

Problem solving is an essential skill for managers and leaders who are frequently faced with complex challenges in a fast-changing world. These challenges are often not well-structured, lack sufficient information, and involve high levels of uncertainty and complexity. To become effective problem solvers, it is crucial for students to develop a problem-solving mindset and master a set of versatile tools.

This course introduces a systematic approach to identifying, structuring, and analyzing challenging problems in business contexts. We will emphasize:

1. Key thinking principles that help you gain insights for solving difficult problems.
2. Practical tools that are broadly applicable across a range of managerial challenges.

Prerequisite: DOS2703

Course Objectives

This course aims to enhance students' problem-solving and decision-making capabilities. It will enable students to:

- Think critically and creatively in problem solving.
- Develop generic problem-solving skills.
- Apply course concepts to real-world problems.

Assessment (tentative)

Assessment Components	Weightage
- Class participation	25%
- Individual assignments	50%
- Group project	25%

Topics (tentative)

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

Readings

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

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>