

ITEM CARD

Annex No. 1 to Regulation No. 3/07/2020
of 13 July 2020 *on the model card*
subject at the Higher School of Management
in Warsaw

I. GENERAL BASIC INFORMATION ABOUT THE SUBJECT (MODULE)										
ITEM NAME										
The art of problem solving and decision making										
Name of the organizational unit leading the course:	FACULTY OF MANAGEMENT AND TECHNICAL SCIENCES									
Name of the field of study, level of education:	Management I-cycle, part-time									
Learning profile:	General academic									
Name of the specialty:	-									
Type of learning module:	To choose from									
Year/Semester:	Year III semester 6									
Person coordinating the subject:	Paweł J. Dabrowski, PhD									
Prerequisites (resulting from the succession of items):	Lack									
II. FORMS OF CLASSES AND NUMBER OF HOURS										
	Lecture	Exercise	Seminar	Laboratory	Workshop	Project	Seminar	Consultation	Exam/Passing	Total hours
Full-time studies	30	10								40
Part-time studies	10	15								25
III. METHODS OF TEACHING ACTIVITIES										
Forms of classes			Didactic methods							
Lecture			SERVING METHODS, DISCUSSIONS, WORK WITH LITERATURE							
Exercise			Activating methods, problem tasks, case studies							
IV. OBJECTIVE LEARNING OUTCOMES IN RELATION TO LEARNING OUTCOMES FOR THE FIELD OF STUDY AND AREAS										
Lp.	Description of the learning outcomes in question							Directional effect reference		
Knowledge:										
1	The student knows and understands the effects and determinants of the process of solving problems and making decisions							P6S_WK ZO1_W06		
Abilities:										
1	The student is able to identify problems related to individual and group decision-making in conditions of uncertainty							P6S_UW ZO1_U01		
2	The student is able to design and implement activities related to effective decision-making using various analytical methods							P6S_UW ZO1_U03		
Social competences:										
1	He is ready to accept cultural diversity, negotiate and make rational and responsible decisions in the organization							ZO1_K08 P6S_KR, P6S_KO		
V. CURRICULAR CONTENT (LEARNING)										

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Lp.	Lecture/Exercises:	Reference to the learning outcomes in question
1.	Determinants of the problem-solving and decision-making process; the objectives of the subject,	ZO1_W06 ZO1_U01 ZO1_U03 ZO1_K08
2.	Psychological factors of problem-solving and decision-making: authorities, myths, mental inertia, delusions	
3.	Group factors of problem solving and decision-making: Nash experiment, groupthink and prevention methods. Effective communication in the group: feedback.	
4.	Organizational factors of problem-solving and decision-making: Millgram and Zimbardo experiments. The influence of organizational culture and structures on the process of problem solving and decision-making.	
5.	Heuristic methods: premises and concepts. Brainstorming, synectics, Phillips 666. Effective conduct of meetings and group work. The method of "Murderers' Conference". Simulation methods.	
6.	Analytical methods in problem solving and decision making:	
7.	PERT Critical Path Method and Goldrat's CPM Method.	
8.	Game theory.	
9.	The importance of a holistic approach to problem solving and decision-making.	
10.	Decision making in teal organizations: premises, processes and effects	
11.	Negotiation and mediation in problem solving	
12.	Manager's ethics in decision making and problem solving	
Lp.	Exercises/workshops:	Reference to the learning outcomes in question
1.	Analytical methods in problem solving and decision making:	ZO1_W06 ZO1_U01 ZO1_U03 ZO1_K08
2.	PERT Critical Path Method and Goldrat's CPM Method.	
3.	Game theory.	
4.	The importance of a holistic approach to problem solving and decision-making.	
5.	Decision making in teal organizations: premises, processes and effects	
6.	Negotiation and mediation in problem solving	
7.	Manager's ethics in decision making and problem solving	
8.	Holistic approach in problem solving	
9.	Effective communication in the group: feedback.	
10.	Conflict resolution in an international team	
11.	Communication in a virtual team	
12.	Informing about unethical behavior in the organization	
VI. METHODS OF ASSESSMENT OF LEARNING OUTCOMES		
Learning outcomes	Verification method	Form of classes in which EUS is verified (Learning outcome)
Knowledge:		
ZO1_W06	Test, design work	Lecture, exercises

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Abilities:				
ZO1_U01 ZO1_U03	Test, design work	Lecture/Tutorials		
Social competences:				
ZO1_K08	Test, design work	Lecture/Tutorials		
VII. CRITERIA FOR ASSESSING ACHIEVED LEARNING OUTCOMES				
Learning outcomes	Unsatisfactory assessment The student does not know and does not understand/cannot/is not ready:	Grade range 3.0-3.5 The student knows and understands / can / is ready:	Grade range 4.0-4.5 The student knows and understands / can / is ready:	Very good rating The student knows and understands / can / is ready:
For each of the learning outcomes defined for the module in knowledge, skills and competences	The student obtains less than 50% max. the number of points for a given effect	The student gets from 50 to 59% max. the number of points for a given effect	The student gets from 60 to 69% max. the number of points for a given effect	The student gets from 70 to 79% max. the number of points for a given effect
VIII. STUDENT'S WORKLOAD – NUMBER OF HOURS AND BALANCE OF ECTS CREDITS				
Type of activity ECTS	Student load			
	Studies Stationary	Part-time studies		
Participation in didactic activities (lectures, exercises, tutorials, project, laboratories, workshops, seminars) – SUM of hours – from point II	40	25		
Exam/Passing	1	1		
Participation in the consultation	1	1		
Project / Essay	8	8		
Independent preparation for didactic classes	10	15		
Preparing to pass a teaching class	15	25		
Total student workload (25h = 1 ECTS) TOTAL hours/ECTS	3 ECTS credits/ 75 hours	3 ECTS credits/ 75 hours		
Student load in classes in direct contact with the teacher	40	25		
Student load in practical classes				
Student load in practical vocational preparation classes				
Student load in research preparation classes	35	50		
IX. LITERATURE AND OTHER DIDACTIC MATERIALS				
Basic literature:				
– Dobrowolski K., Problem Solving is for people. Effective problem solving in every business, Onepress 2021				
Supplementary literature:				

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- [1] Dąbrowski P.J., Shaping the creative climate in the work team , *Organization Review*, (pdf)
- [2] Góralski A. (editor) *Task-Method-Solution* (7 issues)
- *Psychology of manager's thinking and action: problem solving, decision making, strategy creation* / Czesław Sławomir Nosal. - Cracow : AKADE Publishing House, cop. 2001.
- *Creative management : organization and manager of tomorrow, solving staffing problems* / Józef Penc. - Warsaw : Placet, 2000
- [1] Goldrat, E. M *Critical Chain*, Mint Books, Warsaw, 2009
- [2] Golembiewski, R.T. *Renewing Organizations*. Peacock Publ. Itasca, 1972.
- [3] Góralski, A. *Creative problem solving*. PWN, Warsaw, 1980
- [4] Mikołajewska, Z. *Organizational techniques in solving management problems*. PWN, Warsaw, 2001

Other teaching materials:

Kowalczyk M. *Goldrat's Critical Path Method in Project Management*. TEDx presentation, Youtube.