

MGT-487

**Complex problem solving in organizations**

Chevallier Arnaud

Cursus	Sem.	Type
Managmt, dur et tech	MA1	Obl.

Language of teaching	English
Credits	3
Withdrawal	Unauthorized
Session	Winter
Semester	Fall
Exam	During the semester
Workload	90h
Weeks	14
Hours	<b>1 weekly</b>
Courses	1.14 weekly
Number of positions	<b>40</b>
<b>It is not allowed to withdraw from this subject after the registration deadline.</b>	

**Remark**

Courses given on IMD Campus.

**Summary**

As a professional you will face unfamiliar challenges that you will need to overcome swiftly. In short, you'll need to think strategically. This course develops your strategic thinking by giving you a step-by-step process and actionable tools applicable to any complex challenge.

**Content**

This course enables you to improve your problem-solving skills throughout the entire journey, including:

- Framing, where you identify what the problem is
- Exploring, where you identify potential solutions and what matters to you and your stakeholders in solutions
- Deciding, where you select the solution that, overall, best meets your needs.

**Keywords**

strategy  
strategic thinking  
decision-making  
problem solving

**Learning Outcomes**

By the end of the course, the student must be able to:

- Establish a comprehensive problem-solving approach
- Restate the perceived problem in a synthetic frame
- Analyze the root causes of the problem and update the frame accordingly
- Construct a clear map of the set of potential solutions
- Structure the analysis of the potential solutions
- Decide which solution offers the best tradeoffs
- Synthesize the analysis in a compelling argument

**Transversal skills**

- Access and evaluate appropriate sources of information.
- Continue to work through difficulties or initial failure to find optimal solutions.
- Demonstrate a capacity for creativity.
- Demonstrate the capacity for critical thinking

### Teaching methods

This course uses a mix of flipped lectures (videos), class discussions, and projects

### Assessment methods

- Class participation, including contributions to help others (in your group and other groups) - 25% (individual)
- Quality of synthesis report - 40% (group)
- Final reflection on key learnings and action plan moving ahead - 35% (individual)

### Resources

#### Virtual desktop infrastructure (VDI)

No

#### Bibliography

Chevallier, A. and A. Enders (2022). Solvable - A Simple solution to complex problems. Harlow, England, Pearson.

#### Ressources en bibliothèque

- [Solvable / Chevallier](#)

#### Websites

- <http://clearerthinking.org>
- <http://powerful-problem-solving.com>