

Welcome to Developing Workplace Critical Thinking (DWC) **BMSK5001**

Amare Desta

[PhD, MEd, MSc, LCGI, BSc (Hons)]

Professor of Information & Knowledge Management

Email: a.desta@uwtsd.ac.uk

Psychological contract for Professionals!

RIGHTS

- Effective and engaging lectures
- Supportive seminars
- Submission of draft assignment (one occasion)
- Formative feedback (one occasion)

RESPONSIBILITIES

- Attendance
- Punctuality
- Silence & Phones off
- No in & out except emergency
- Full engagement
- Full participation

Aim session

- To discuss the outline of the module content
 - Module descriptor
 - Assessment descriptor
- To discuss the workplace and change
- To discuss management theories
- To discuss logic (reasoning)

Developing Workplace Critical Thinking

Assessment (100%)

Within this module, the assessment requires the student

- To identify and agree a specific organisational context in which they can apply critical thinking and evaluation in the context of beliefs, attitudes, value systems and management theories.
- The specific organisational context should be sufficiently complex so as to allow the student to demonstrate the application of an appropriate level of workplace critical thinking and
- To conduct an evaluation of the agreed scenario.
- Relevant management theories must be identified, making clear why they are relevant to the student's role.

The famed playwright and author George Bernard Shaw,

"Progress is impossible without change, and those who cannot change their minds cannot change anything."

Although Shaw perfectly expresses how important change is, his quote doesn't acknowledge how hard it is to carry out.

The workplace

Local business, example

As a result of a significant funding cut from Central Government, a local Careers Advisory Service for young people not in education or training (NEET) has been required to reduce the time that it is able to allocate to each client and rely more heavily on other forms of electronic rather than face-to-face communication.

Using the various exercises identifying the value systems evidenced by the existing workforce, comprised mainly of retired volunteers,

- Critically analyse the way in which this change of approach might be managed.
- Prepare a report for your Senior Manager outlining your critical thinking and the application of appropriate management theories to support your proposal.
- The learning should be related to either their current organisation, or if not currently working within an organisation, they may complete this task in relation to an organisation with which they are familiar. This could include experience working in a voluntary capacity.

Atlassian –software, example

- Atlassian decided it was time to overhaul its performance management strategy. The company had determined the traditional ratings-based biannual performance review system wasn't achieving the intended results. Because reviews were infrequent, employees dreaded them. And since numeric ratings of performance determined whether a worker got bonus, undue attention was heaped on whether someone was a "four" or "five" — a relatively arbitrary difference.

Children's hospital Ontario, example

- The Canadian government made it a priority for patients to have integrated electronic medical records (EMRs). It encouraged health care providers to use EMRs. The Children's Hospital of Eastern Ontario (CHEO) made the switch. CHEO chose Epic, an ambulatory medical care software provider, to help them go paperless.

Workplace context and change

- Beliefs
- Attitudes
- Values
- Emotions

- own – differences- interpretation-logic

Management theories

- I. Management theories are implemented to
 - help increase organizational productivity and service quality
- II. Not many managers use a single theory or concept when implementing strategies in the workplace
- III. Commonly a combination of a number of theories, depending on the workplace, purpose and workforce.

The Evolution of Management Theories

- 1) Management principles help to manage employees more effectively
- 2) Management theories have evolved from an emphasis on authority and structure to a focus on employees
- 3) Management theories originated with "scientific" and "bureaucratic" management (hierarchies)
 - Measurement, procedures and routines as the basis for operations

The Evolution of Management Theories

- 4) Human relations" movement, companies started emphasizing individual workers.
- 5) Theories evolved acknowledge that corporate culture can be a contributor to performance.
 - Where a sense of belonging to a group for your company is developed, one can manage the business for improved financial performance and return on investment.
 - To work well with a positive corporate culture as a manager, one has to work through the culture and not try to control it.
 - A positive corporate culture takes care of a lot of informal exchange of information and behavioral norms

Management theories

Enhance productivity

- Human Relations,
 - Managing actions regard Group dynamics, Teamwork, Social systems
- Scientific Management,
 - Managing actions follow scientific method rather than rely on brilliant captain of industry
- Contingency Theory,
 - Managing actions based on aspects important to that current situation
- Systems Theory,
 - Managing actions recognize how different systems affect a worker
- Bureaucratic Management
 - Managing actions follow a set of principles of an “ideal bureaucracy”

Management theories

- Contemporary management theories, including *system theory, contingency theory and chaos theory*, focus on the whole organization, with employees as a key part of the system

Discussion

- Various causes can induce change e.g.
 - competition, reorganizations, cost cutting,
- Actual changes in the workplace
 - Organisation, management, strategies, systems, staffing, processes

Discussion

- Select one of the examples of change in the workplace
- Discuss in groups of max 5
 - What are your beliefs
 - What would be your attitude
 - What do you value
 - What emotions would surface

What is logic

- Logic is concerned with the principles of correct reasoning
- Where there is a specific relation of logical support between the assumptions of the inference (=connection 1st statement to 2nd statement) and its conclusion.

Logic consist of 2 types of reasoning:

- Inductive reasoning starts with a conclusion
- Deductive reasoning starts with a premise

Logic consist of 2 types of reasoning:

- Inductive reasoning moves from specific instances into a generalized conclusion.
- Deductive reasoning moves from generalized principles that are known to be true to a true and specific conclusion.

Inductive examples:

- $\frac{2}{3}$ of the students at this college receive student aid. Therefore, two-thirds of all college students receive student aid.
- The chair in the living room is red. The chair in the dining room is red. The chair in the bedroom is red. Therefore, all chairs in the house are red.
- The cost of goods was \$1.00. The cost of labor to manufacture the time was \$.50. The sales price of the item was \$5.00; Therefore, the item always provides a good profit.

Inductive examples:

Workplace

- A production manager examines cases of injuries on the line and discerns that many injuries occurred towards the end of long shifts. The manager proposes moving from 10-hour to 8-hour shifts based on this observation.
- A recruiter conducts a study of recent hires who have achieved success and stayed on with the organization. She finds that they graduated from three local colleges, so she decides to focus recruiting efforts on those schools.

Thus,

- Inductive reasoning deals with probability, and generally goes from the particular to a universal.
- Inductive reasoning allows for the possibility that the conclusion is false, even if all of the premises are true
- Deductive reasoning deals with certainty, and goes from the universal to a particular."

Deductive examples:

- Premise: Socrates is a man, and all men are mortal.
Conclusion: Socrates is mortal
- Premise: This dog always barks when someone is at the door, and the dog didn't bark.
Conclusion: There's no one at the door.
- Premise: Sam goes wherever Ben goes, and Ben went to the library.
Conclusion: Sam also went to the library.

Deductive examples

Workplace

1. A consumer products firm believes that professional women are overloaded with family and work responsibilities and strapped for time. Therefore, they advertising that their hair coloring product can be applied in less time than their competition's hair coloring product.
2. Human Resources has identified public speaking skills as an important qualifier for a particular position. They decide to require candidates to make an oral presentation on a predetermined topic as a part of their second interview.
3. Management is committed to professional development for staff members and mandates that a formal professional development plan is incorporated into all performance reviews.

Deductive examples

Workplace

4. A liquor store owner identifies a trend that customers are buying more bourbon than other types of alcohol. The store owner then allocates prime ad space to bourbon and offers related discounts.

5. A food products company spots a trend that consumers favor organic products, so they increase the size of the lettering for the word "Organic" when redesigning their packaging.

Thus,

- Employees who accept established premises and formulate approaches to their work based on those premises (or standards) are using their deductive reasoning skills.
- Overall, these employees are guided by the philosophy, policies, and procedures embraced by their organization.
- In their day-to-day activity, these employees are guided by their knowledge of the job, company, and industry (including the most recent industry trends) as they make decisions and solve problems.

Harvard Referencing

- Study TSD University guide on Moodle
- Note everything you consult
- Record reference details before making notes
- Reference diagrams, tables etc
- Paraphrase to demonstrate understanding
- Become familiar with how referencing works by reading books and journals
- Use information from a variety of reputable, academic sources

Questions

Sources

- Dochy, F; Gijbels, D; Segers, M; Van den Bossche, P. (2011) Theories of Learning for the Workplace: Building blocks for training and professional development programs.
- Brookfield. S. (2012) Teaching for critical thinking : tools and techniques to help students question their assumptions.
- Jensen, K., (2017) Changes That May Occur in the Workplace That May Affect Employees on <http://smallbusiness.chron.com/changes-may-occur-workplace-may-affect-employees-18601.html>
- Root, G. (2017) Examples of Organization Change on <http://smallbusiness.chron.com/examples-organization-change-11694.html>
- Markgraf, B., (2017) The Evolution of Management Theories on <https://yourbusiness.azcentral.com/evolution-management-theories-17356.html>