# NWU - Principles of Management

# Learning Activity #1: Exploring the Development of Managerial Intuition

This learning activity is designed to give you added exposure to

and benefit from exploring ideas in and beyond the textbook.

**Content Instructions:**

Your textbook covers “intuition” as a model for decision-making and suggests that intuition and rationality are complementary and that managers should “develop the courage to use intuition when making decisions” (Kinicki & Williams, 2018, p. 209). The text even offers five guidelines for developing intuitive awareness. **\*Please notice the correct parenthetical citation format for a quote from your textbook.**

It is my thinking that we cannot help but use our intuition as we are hard-wired for it, and if we are indeed, going to use it, we should at least try to develop it so that we can be as effective as possible when we do use it. The fact is, if you dig deep enough, you will uncover adamant research that announces unequivocally that either side of the issue is correct. So on this one, you must make your own decision.

Take a few moments to think about intuition as a decision-making adjunct. Explore some articles about it. I’ve listed a few below. You may want to find your own. One issue that may be relevant is that how you define intuition may influence how you see it. As always, **cite your sources and provide a reference list.** After you’ve spent some time exploring the concept, move on to the questions below. Note that links open in a new window.

[Sloan Review Article on Intuition and Decision-Making](https://sloanreview.mit.edu/article/intuitive-decision-making/)

Address in case you need it: <http://sloanreview.mit.edu/article/intuitive-decision-making/>

[Intuition, NeuroScience, and Decision-Making](http://www.triarchypress.net/uploads/1/4/0/0/14002490/intuition-neuroscience-decision-making-and-learningx.pdf)

Address in case you need it: <http://www.triarchypress.net/uploads/1/4/0/0/14002490/intuition-neuroscience-decision-making-and-learningx.pdf>

AND I suggest that you find some sources of your own, too. Be sure to put what you cite in the paper on the Reference page**. USE/INCLUDE AT LEAST ONE SOURCE THAT YOU FOUND ON YOUR OWN.**

***Questions to copy and paste into your paper. Read the questions carefully and answer each below the question. Be sure to include a citation to give credit to your sources whenever you refer to someone else’s work, then also include the reference page:***

1. Do you use your intuition in the general process of life? Have you ever used it related to a managerial or business decision? Explain.
2. What if you were told NOT to use your intuition as a manager. Ever. Do you think it would be possible to avoid it?
3. Think back to some of your best decisions....what model did you use? Rational? Intuitive? Combination? Explain.
4. When should you question and when should you trust your intuition? Explain. Be sure to give credit/cite your sources if you use other people’s ideas.
5. What was the most remarkable idea that you encountered in your search regarding the use of intuition in business? (Requires a citation.)
6. What was the most remarkable idea that you encountered in your search regarding *developing* your intuition for business or management? (Requires a citation.)
7. Do you intentionally develop your own intuition? How? Or why not?
8. Is there anything else you’d like to add?

**Technical Guidelines and Format Instructions: Use as APA/Final checklist:**

* Copy and paste the questions with their numbers into your paper. Incorporate them into the plain double spacing. Indent each paragraph, beginning with the first, under each question.
* Not less than two, not more than three full pages double-spaced. Do not count the questions in your length. I remove the questions and make corrections in line spacing to check the length.
* 12-point font of Arial or Times New Roman.
* One inch margins, double space, indent paragraphs (**not** block paragraphs like this document). Be sure your writing/text comes to the one-inch margin and is not indented. This means your text will begin under the numbers, which are at one inch, not under the question text, which is indented. You will need to learn to manipulate your tabs and indexes.
* *No extra line space between* *paragraphs* (this is a formatting issue and is very important; the default on your computer is most likely wrong; get help changing it if you need to. See the document posted under Course Documents: *Help With Eliminating Extra Line Spaces*.
* No cover page or abstract necessary for this paper. My preference, not APA. You may do a cover page if you prefer, but if you do, you won’t put your name inside the paper.
* Name, date, and course title in upper right hand corner, *single spaced*. My preference, not APA. You may do a cover page if you prefer, but if you do, you won’t put your name inside the paper.
* Pay attention to sentence structure, grammar, punctuation, spelling, etc. These all count in your score.
* **Citations and reference page will be necessary for this paper. You will cite the sources that influenced your thinking and also put them on a correct APA reference page.** MINIMUM **TWO SOURCES. VISIT the WRITING FOLDER!**
* Here is a link for help with understanding the relationship between citations and the reference page in APA:

<https://blog.apastyle.org/apastyle/2017/09/references-versus-citations.html>

Link opens in new page.

**Follow instructions carefully and proof carefully**. **All** aspects of your writing will be counted toward your score. Your score will reflect the depth and breadth with which you considered and discussed the topic as well as the quality of your writing in terms of following content and format instructions, grammar, mechanics, sentence structure, organization, and inventiveness and originality of thought.

**DUE:  As listed on schedule**

**Submit as an attachment of a Word (.doc) document only.**

**Do not submit as text document, pdf, odt, or Google Docs.**

**Do not copy and paste into the text box in the submission folder**

**This assignment relates to the following course learning outcomes:**

1. Understand the fundamental theories and models of decision making, and how cultural

differences impact decision making and leadership styles across the world

1. Understand the process of planning and goal setting in an organizational context, and their

Significance

**And *may* relate to the NWU Code of Ethics:**

The community of students, faculty, and staff of Northwood University affirms this code of ethics as the behaviors that advance our shared values.

**Freedom:** We will exercise personal freedom while insuring others be immune from arbitrary interference on account of condition or circumstance, insuring that freedom will be constrained only by our responsibility for its consequences.

**Respect:** We will treat all others with consideration for their circumstances and with thoughtful regard for their value as human beings.

**Empathy:** We will endeavor to understand the feelings, thoughts and notions of others in order that compassion and fairness of our actions may result.

**Spirituality:** We will seek the spiritual development necessary for our happiness and growth and encourage an environment that supports this growth for all.

**Honesty:** We will embrace truthfulness, fairness, probity and demand the absence of fraud or deceit in ourselves and others with whom we act.

**Achievement:** We will exercise our skills to create high achievement and applaud the high achievement of others.

**Integrity:** In all our actions, we shall be guided by a code of behavior which reflects our values, unimpeded by circumstance, personal gain, public pressure or private temptation.

**Responsibility:** We will be accountable for the care and welfare of others and responsible for the intended and unintended consequences of our actions.