



Syllabus Academic year 2024-2025

1. Information regarding the programme

1.1. Higher education institution	Babeș-Bolyai University
1.2. Faculty	Faculty of Business
1.3. Department	Hospitality services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme / Qualification	Business Administration

2. Information regarding the course

2.1. Name of the course	Critical thinking, problem solving, and managerial decision making						
2.2. Code	ILE 0097						
2.3. Course coordinator	Lecturer Dr. Emanuel-Emil Savan						
2.4. Seminar coordinator	Lecturer Dr. Emanuel-Emil Savan						
2.5. Year of study	3	2.6. Semester	2	2.7. Type of evaluation	E	2.8. Type of course	Optional Course

3. Total estimated time (hours/semester of didactic activities)

3.1. Hours per week	3	Of which: 3.2. lecture	2	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	42	Of which: 3.5. lecture	28	3.6. seminar/laboratory	14
Time allotment:					hours
Learning using manual, course support, bibliography, course notes					40
Additional documentation (in libraries, on electronic platforms, field documentation)					16
Preparation for seminars/labs, homework, papers, portfolios and essays					16
Tutorship					2
Evaluations					2
Other activities: Study for the final exam					8
3.7. Total individual study hours					84
3.8. Total hours per semester					126
3.9. Number of ECTS credits					3

4. Prerequisites (if necessary)

4.1. curriculum	Not the case
4.2. competencies	Not the case

5. Conditions (if necessary)



5.1. for the course	<ul style="list-style-type: none"> • Students will attend lectures and seminars with mobiles switched off. • Students are expected to contribute to course through short interventions or specific questions. They are also required to go through the materials given by the teacher.
5.2. for the seminar /lab activities	<ul style="list-style-type: none"> • The date for the assignments is fixed. Deferral is accepted only on extreme mitigating circumstances.

6. Specific competencies acquired

Professional competencies	C2.4. Constructive criticism assessment of explaining and/or solving a problem related to the functioning of a company/organization.
Transversal competencies	CT1. Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work;

7. Objectives of the course (outcome of the acquired competencies)

7.1. General objective of the course	To develop the students' abilities to analyze complex business problems, think critically and creatively, make effective decisions, and apply problem-solving techniques in various managerial contexts.
7.2. Specific objective of the course	<ul style="list-style-type: none"> • Understand the principles of critical thinking and how to apply them in managerial decision making. • Develop analytical skills to identify and assess complex business problems and generate viable solutions. • Learn various problem-solving techniques and apply them in a managerial context. • Understand different decision-making models and when to use them in different situations. • Develop the ability to evaluate information and identify potential biases in data sources. • Improve the ability to communicate effectively and justify decisions to stakeholders.



	<ul style="list-style-type: none"> Gain an understanding of the importance of ethical decision making in a managerial role and apply ethical frameworks to real-world situations.
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8. Contents

<i>8.1. Course</i>	<i>Teaching method</i>	<i>Remarks (Schedule)</i>
Introduction to critical thinking and problem solving in a managerial context	Interactive lecture	1 Courses
Understanding and identifying different types of biases that may impact decision making	Interactive lecture	1 Courses
Analysis of complex business problems using frameworks and models	Interactive lecture	1 Courses
Creativity and innovation in problem solving	Interactive lecture	1 Courses
Quantitative and qualitative data analysis for decision making	Interactive lecture	1 Course
Decision making under uncertainty and risk	Interactive lecture	1 Course
Ethical considerations in managerial decision making	Interactive lecture	1 Course
Group decision making and collaboration	Interactive lecture	1 Courses
Negotiation skills for effective decision making	Interactive lecture	1 Course
Communication strategies for presenting and justifying decisions	Interactive lecture	1 Course
Developing and implementing decision-making processes	Interactive lecture	1 Course
Addressing challenges in managerial decision making such as time constraints, resource limitations, and conflicting interests.	Interactive lecture	1 Course
Case studies of successful and unsuccessful managerial decision making	Interactive lecture	1 Courses
Revision	Interactive lecture	1 Course
Bibliography	<ol style="list-style-type: none"> Bassham, G., Irwin, W., Nardone, H., & Wallace, J. M. (2019). Critical thinking: A student's introduction. McGraw-Hill Education. Kahneman, D. (2011). Thinking, fast and slow. Macmillan. Porter, M. E. (1998). Competitive advantage: creating and sustaining superior performance. Free Press. Amabile, T. M. (1998). How to kill creativity. Harvard Business Review, 76(5), 76-87. Tversky, A., & Kahneman, D. (1992). Advances in prospect theory: Cumulative representation of uncertainty. Journal of Risk and Uncertainty, 5(4), 297-323. 	



	<ol style="list-style-type: none"> 6. Lewicki, R. J., Saunders, D. M., & Barry, B. (2015). Negotiation. McGraw-Hill Education. 7. Sproull, L., & Kiesler, S. (1991). Connections: New ways of working in the networked organization. MIT press. 8. Bazerman, M. H. (2004). Judgment in managerial decision making. John Wiley & Sons. 9. Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business analysis and valuation: using financial statements. Cengage Learning. 10. Wren, D. A. (2005). The history of management thought. John Wiley & Sons. 11. Heath, C., & Heath, D. (2013). Decisive: How to make better choices in life and work. Random House.
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8.2. Seminar / laboratory	Teaching method	Remarks (Schedule)
Introduction + Data Analysis	Exercises	1 Seminar
MCDM	Exercises	1 Seminar
Simulation	Exercises	1 Seminar
Group decision making	Case studies	1 Seminar
Addressing challenges in managerial decision	Case studies	1 Seminar
Case study TEST	Test	1 Seminar
Exam simulation	Revision	1 Seminar

Bibliography	<ol style="list-style-type: none"> 1. Bassham, G., Irwin, W., Nardone, H., & Wallace, J. M. (2019). Critical thinking: A student's introduction. McGraw-Hill Education. 2. Kahneman, D. (2011). Thinking, fast and slow. Macmillan. 3. Porter, M. E. (1998). Competitive advantage: creating and sustaining superior performance. Free Press. 4. Amabile, T. M. (1998). How to kill creativity. Harvard Business Review, 76(5), 76-87. 5. Tversky, A., & Kahneman, D. (1992). Advances in prospect theory: Cumulative representation of uncertainty. Journal of Risk and Uncertainty, 5(4), 297-323. 6. Lewicki, R. J., Saunders, D. M., & Barry, B. (2015). Negotiation. McGraw-Hill Education. 7. Sproull, L., & Kiesler, S. (1991). Connections: New ways of working in the networked organization. MIT press. 8. Bazerman, M. H. (2004). Judgment in managerial decision making. John Wiley & Sons. 9. Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business analysis and valuation: using financial statements. Cengage Learning. 10. Wren, D. A. (2005). The history of management thought. John Wiley & Sons. 1. Heath, C., & Heath, D. (2013). Decisive: How to make better choices in life and work. Random House.
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9. Corroborating the content of the course with the expectations of the epistemic community, professional associations and representative employers within the field of the program



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- The discipline is always renewed considering the novelties in the field: new standards and practices concerning operations management at international level. Organizational improvement and the usage of operations' management tools is presented considering the newest and the most relevant cases from international and local practice.



10. Evaluation

<i>Type of activity</i>	<i>10.1 Evaluation criteria</i>	<i>10.2 Evaluation method</i>	<i>10.3 Share of final grade</i>
10.4. Course	The ability to support their opinions and to provide relevant arguments	The final exam will consist of multiple-choice questions and open questions. In order to consider the grade from the seminar, students have to score at least 5 (five) at the final exam (25% out of 50% of allotted points). Passing grade for the course cannot be obtained if the exam is not passed (5 out of 10).	50 % EXAM
	Active participation to group discussions by formulating personal opinions.		
	Ability to use appropriate concepts, methods and specific procedures		
10.5. Seminar/lab activities	Learning and understanding of issues dealt with at course and seminar;	Students are obliged to actively take part in all classes, involve in case study and exercise discussions during seminars.	50% Exercise-based assignment
	Ability to explain and use the correct concepts, strategies and tests of critical thinking through;		
10.6. Minimum performance standards			
<ul style="list-style-type: none"> ➤ In order to calculate the final grade by adding up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam. ➤ Understanding the basic concepts and main issues related to: operations management, production management, procurement and inventory management, logistics, supply chain management, quality 			

Date

Course coordinator

Seminar coordinator

23.04.2024

**Lecturer
Dr. Emanuel-Emil Savan**

**Lecturer
Dr. Emanuel-Emil Savan**

Date of approval

Head of department

22.05.2024

Assoc. prof Marius Bota, PhD