



## SYLLABUS

### Critical thinking, problem solving, and managerial decision making

Academic year 2025-2026

#### 1. Information regarding the program

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	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 /Bachelor in Economic Studies
1.7. Form of education	Full time

#### 2. Information regarding the discipline

2.1. Name of the discipline		Critical thinking, problem solving, and managerial decision making				Discipline code		ILE0097			
2.2. Course coordinator			Lect. Univ. Dr. Emanuel-Emil Savan								
2.3. Seminar coordinator			Lect. Univ. Dr. Emanuel-Emil Savan								
2.4. Year of study		3	2.5. Semester		6	2.6. Type of evaluation		C	2.7. Discipline regime		Optional

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

3.1. Hours per week	3	of which: 3.2 course	2	3.3 seminar/laboratory	1
3.4. Total hours in the curriculum	42	of which: 3.5 course	28	3.6 seminar/laboratory	14
<b>Time allotment for individual study (ID) and self-study activities (SA)</b>					<b>hours</b>
Learning using manual, course support, bibliography, course notes (SA)					7
Additional documentation (in libraries, on electronic platforms, field documentation)					7
Preparation for seminars/labs, homework, papers, portfolios and essays					7
Tutorship					2
Evaluations					2
Other activities:					8
<b>3.7. Total individual study hours</b>					<b>33</b>
<b>3.8. Total hours per semester</b>					<b>75</b>
<b>3.9. Number of ECTS credits</b>					<b>3</b>

#### 4. Prerequisites (if necessary)

4.1. curriculum	-
4.2. competencies	-

#### 5. Conditions (if necessary)

5.1. for the course	Students will attend lectures and seminars whit mobile closed. 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	The deadlines for the seminar tasks are jointly established with the students. Deferrals are not accepted.



### 6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none"><li>C2.4. Constructive criticism assessment of explaining and/or solving a problem related to the functioning of a company/organization.</li></ul>
Transversal competencies	<ul style="list-style-type: none"><li>CT1. Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work;</li></ul>

### 6.2. Learning outcomes

Knowledge	<ul style="list-style-type: none"><li>The graduate demonstrates the possession of a set of general knowledge on how to plan and manage activities.</li><li>Understand the principles of critical thinking and how to apply them in managerial decision making.</li><li>Develop analytical skills to identify and assess complex business problems and generate viable solutions.</li></ul>
Skills	<ul style="list-style-type: none"><li>The graduate is able to analyse the organisational environment so that the business can adapt to the requirements and challenges they identified; the graduate can recommend appropriate strategies, techniques, and methods for solving management problems related to its core functions.</li><li>Build decision-making models and when to use them in different situations.</li></ul>
Responsibility and autonomy:	<ul style="list-style-type: none"><li>The graduate is able to make decisions according to their position and to take responsibility towards higher hierarchical levels.</li><li>Gain an understanding of the importance of ethical decision making in a managerial role and apply ethical frameworks to real-world situations.</li></ul>



## 7. Objectives of the discipline (outcome of the acquired competencies)

<b>7.1 General objective of the discipline</b>	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.
<b>7.2 Specific objective of the discipline</b>	<ul style="list-style-type: none"> <li>• Understand the principles of critical thinking and how to apply them in managerial decision making.</li> <li>• Develop analytical skills to identify and assess complex business problems and generate viable solutions.</li> <li>• Learn various problem-solving techniques and apply them in a managerial context.</li> <li>• Understand different decision-making models and when to use them in different situations.</li> <li>• Develop the ability to evaluate information and identify potential biases in data sources.</li> <li>• Improve the ability to communicate effectively and justify decisions to stakeholders.</li> <li>• Gain an understanding of the importance of ethical decision making in a managerial role and apply ethical frameworks to real-world situations.</li> </ul>

## 8. Content

8.1 Course	Teaching methods	Remarks
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
<b>Bibliography</b> 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.		
11. Heath, C., & Heath, D. (2013). Decisive: How to make better choices in life and work. Random House.		
8.2 Seminar / laboratory	Metode de predare	Observații
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		
1. Bassham, G., Irwin, W., Nardone, H., & Wallace, J. M. (2019). Critical thinking: A student's introduction. McGraw-Hill Education.		
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## 9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program

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

## 10. Evaluation

- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written/oral).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	The ability to support their opinions and to provide relevant arguments Active participation to group discussions by formulating personal opinions. Ability to use appropriate concepts, methods and specific procedures	<b>Written exam (in the exam session period)</b> multiple choice questions and open ended questions. 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.	50%
10.5 Seminar/laboratory	Learning and understanding of issues dealt with at course and seminar; Ability to explain and use the correct concepts, strategies and tests of critical thinking through;	<b>Exercise based assignment (evaluated through the semester)</b>	50%
10.6 Minimum standard of performance			
<ul style="list-style-type: none"> <li>• Understand the basic concepts</li> <li>• Apply the knowledge to specific case studies</li> </ul>			

## 11. Labels ODD (Sustainable Development Goals)<sup>1</sup>



	General label for Sustainable Development
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<sup>1</sup> Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for Sustainable Development – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.



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TRADITIO ET EXCELLENTIA

FACULTATEA DE  
**BUSINESS**  
IN PARTNERSHIP

**Date:**  
03.04.2025

**Signature of course coordinator**  
Lect. Univ. Dr. Emanuel-Emil Savan

**Signature of seminar coordinator**  
Lect. Univ. Dr. Emanuel-Emil Savan

**Date of approval:**  
10.04.2025

**Signature of the head of department**  
Conf. Univ. Dr. Marius Bota