



COURSE DESCRIPTION

Critical thinking, problem solving and managerial decision making
Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field	Business Administration
1.5. Level of study	Bachelor's degree
1.6. Degree 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. Emanuel-Emil Săvan, PhD				
2.3. Seminar coordinator	Lect. Emanuel-Emil Săvan, PhD				
2.4. Year of study	3	2.5. Semester	6	2.6. Type of assessment	Colloquium
2.7. Course status	Elective		2.8. Course type	Specialised subject (DD)	

3. Total estimated time (hours per semester of teaching activities)

3.1. Number of hours per week	3	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	1
3.4. Total of hours in the curriculum	42	of which: 3.5. course	28	3.6. seminar/laboratory	14
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					7
Additional research in the library, on subject-specific electronic platforms, and on-site					7
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					7
Tutoring (professional guidance)					2
Examinations					2
Other activities					8
3.7. Total hours of individual study (IS) and self-taught activities (ST)				33	
3.8. Total hours per semester				75	
3.9. Number of credits				3	

4. Prerequisites (where applicable)

4.1. curriculum-related	–
4.2 skills-related	–

5. Specific conditions (where applicable)

5.1. course-related	• Students should keep their mobile phones switched off during lectures and seminars. • Students should contribute through brief comments or specific questions and read the materials assigned by the instructor.
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5.2. seminar/laboratory-related	• Dates set for all assessments during the semester are fixed; missing them means forfeiting the corresponding points.
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6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC2	Providing assistance for running a company or an organisation as a whole
Transversal competencies	
Competency code	Competency
TC1	Implementing the principles, norms and values of professional ethics in one's own rigorous, efficient and responsible work strategy

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and understanding	Specific academic skills
PC2	17. The graduate demonstrates the possession of a set of general knowledge on how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relations with companies operating in various sectors.	17. 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.
TC1	17. The graduate demonstrates the possession of a set of general knowledge on how to plan and manage human, material, and financial resources, how to motivate employees and monitor activities, as well as how to manage customer relations with companies operating in various sectors.	17. 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.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The student explains the principles of critical thinking and their role in organisational problem solving and decision making.
2. The student identifies major cognitive biases and explains how they can influence the evaluation of information and managerial decisions.
3. The student describes frameworks and models for analysing problems, generating alternatives and making decisions under risk and uncertainty.
4. The student explains the ethical, group, negotiation and communication aspects of managerial decision making.
Specific academic skills
1. The student analyses complex business problems using quantitative and qualitative data and identifies assumptions, limitations and possible biases.
2. The student generates and evaluates alternatives, applies multicriteria decision methods and justifies a chosen solution.
3. The student formulates, communicates and defends responsible managerial decisions through case studies, simulations and group work.

8. Contents

8.1. Course	Teaching and learning methods	Remarks
Course introduction, assessment methods, and critical thinking and problem solving in management	Interactive lecture	1 lecture
Understanding and identifying cognitive biases that can affect decision making	Interactive lecture and multimedia materials	1 lecture
Analysing complex business problems using frameworks and models	Interactive lecture and exercises	1 lecture
Creativity and innovation in problem solving	Interactive lecture and exercises	1 lecture
Analysing quantitative and qualitative data for decision making	Interactive lecture and exercises	1 lecture
Decision making under uncertainty and risk	Interactive lecture and exercises	1 lecture
Ethical considerations in managerial decision making	Interactive lecture and discussion	1 lecture
Group decision making and collaboration	Interactive lecture and discussion	1 lecture
Negotiation skills for effective decision making	Interactive lecture and exercises	1 lecture
Communication strategies for presenting and justifying decisions	Interactive lecture and exercises	1 lecture
Developing and implementing decision-making processes	Interactive lecture and exercises	1 lecture
Challenges in managerial decision making: time constraints, limited resources and conflicting interests	Interactive lecture and case studies	1 lecture
Case studies of successful and unsuccessful managerial decisions	Case study analysis and discussion	1 lecture
Review and integration of concepts	Interactive lecture	1 lecture
Bibliography		
1. Bassham, G., Irwin, W., Nardone, H. and 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. and 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. and Barry, B. (2015), Negotiation, McGraw-Hill Education. 7. Sproull, L. and 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. and 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. and Heath, D. (2013), Decisive: How to Make Better Choices in Life and Work, Random House.		
8.2. Seminar / laboratory	Teaching and learning methods	Remarks
Introduction and data analysis	Exercises and applications	1 seminar
Multicriteria decision making (MCDM)	Exercises and applications	1 seminar
Decision-making simulations	Simulation	1 seminar
Group decision making	Case study and discussion	1 seminar
Challenges in managerial decision making	Case study and discussion	1 seminar
Case-study-based test	Test	1 seminar
Final assessment simulation	Review and simulation	1 seminar
Bibliography		

1. Bassham, G., Irwin, W., Nardone, H. and Wallace, J. M. (2019), Critical Thinking: A Student's Introduction, McGraw-Hill Education.
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4. Amabile, T. M. (1998), How to Kill Creativity, Harvard Business Review, 76(5), 76–87.
5. Tversky, A. and 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. and Barry, B. (2015), Negotiation, McGraw-Hill Education.
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9. Evaluation

- The assessment rules also apply in resit sessions. Assessment components completed during the semester cannot be repeated or made up during examination sessions.
To add the points earned during the semester, students must achieve a minimum grade of 5 (five) in the final written assessment.

Type of activity	9.1. Evaluation criteria	9.2. Evaluation methods	9.3. Percentage in the final grade
9.4. Course	• Understanding and explaining the fundamental concepts, theories and methods of critical thinking, problem solving and managerial decision making. • Accuracy and completeness of knowledge. • Logical coherence. • Appropriate specialist terminology.	Written assessment (during the examination session) The final paper contains multiple-choice and open-ended questions. The seminar grade counts only if the student obtains at least 5 out of 10 in the final written assessment.	50%
9.5. Seminar / laboratory	• Understanding the topics covered in lectures and seminars. • Individual preparation and a responsible approach to problems. • Correct application of methods in practical exercises.	Individual portfolio (assessed during the semester) Students take an active part in case discussions and seminar exercises.	50%
9.6. Minimum standard for passing			
• A minimum grade of 5 (five) in the written assessment is required before points earned during the semester can be added. • Students must understand fundamental critical-thinking concepts, identify cognitive biases and apply problem-analysis and decision-making methods to concrete situations.			

10. SDG labels (Sustainable Development Goals)

		Sustainable Development Generic Label						
								
			X					
								No label applies
			X					

Date of entry:

22.05.26

Signature of course coordinator

Lect. Emanuel-Emil Săvan, PhD

Signature of seminar coordinator

Lect. Emanuel-Emil Săvan, PhD

Date of approval in the department:

27.05.26

Signature of the head of department

Assoc. Prof. Marius BOTA, PhD