

Annex No. 3		First Cycle Studies Course Programme			
1.	Course Title	Managerial Decision Making and Problem-Solving			
2.	Code	MGT 260			
3.	Study programme	Management and Entrepreneurship			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Ss. Cyril and Methodius University in Skopje Faculty of Economics - Skopje Chair of Management			
5.	Level (first, second, third cycle)	First cycle			
6.	Academic year / semester	2022-2023 3 rd (summer semester)	7.	Number of ECTS credits	7.5
8.	Professor	Prof. Nikola Levkov, PhD			
9.	Preconditions for enrolment	None			
10.	<p>Course Objectives (Competencies):</p> <p>After taking this course, students should be able to:</p> <ol style="list-style-type: none"> 1) become familiar with the basic theories of decision making 2) become aware and to avoid cognitive traps and biases in managerial decision making 3) overcome bad habits in decision making 4) develop skills for critical thinking, problem formulation, and problem solving 5) use creative techniques for problem-solving and decision making 6) understand the different styles of managerial decision making 7) apply quantitative, qualitative, and analytical decision-making methods 8) know when to use individual or group decision making 9) understand the strengths and weaknesses of individual and group decision making 10) to understand the importance of ethics and fairness in managerial decision making 				
11.	<p>Course content:</p> <ol style="list-style-type: none"> 1) Problems in hard and soft organizational reality 2) Change, entropy, and organizational problems 3) Causes, symptoms of problems, and wicked problems 4) Process of problem-solving and decision making 5) Management levels and managerial decisions 6) Individual and group managerial decision making 7) Bad habits and cognitive biases in decision making 8) The role of creativity in problem-solving and decision making 9) Quantitative, qualitative, and analytical tools in decision making 				
12.	Learning methods: Interactive lectures, group project, case studies, readings and discussions, business simulations, guest speakers.				
13.	Total hours	7.5 ECTS x 30 classes = 225 classes			
14.	Allocation of hours per activity	60+40+30+20+15+60= 225 classes			
15.	Types of teaching activates	15.1	Interactive lectures	60 classes	
		15.2	Group project	40 classes	
		15.3	Case studies	30 classes	
16.	Other types of activities	16.1.	Business simulations	20 classes	
		16.2.	Readings and discussion	15 classes	
		16.3	Homework	60 classes	

17.	Grading method: 60+20+15+5=100					
	points					
	17.1.	Tests (written exam)			60%	
	17.2.	Group project			20%	
	17.3	Case studies and business simulations			15%	
17.4	Readings and discussions			5%		
18.	Grading scale		less than 50 points	5 (five) (F)		
			from 51 to 60 points	6 (six) (E)		
			from 61 to 70 points	7 (seven) (D)		
			from 71 to 80 points	8 (eight) (C)		
			from 81 to 90 points	9 (nine) (B)		
			from 91 to 100 points	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realized activities from points 15 and 16			
20.	Language		Macedonian (or English)			
21.	Evaluation method		Internal evaluation and survey			
22.	Literature					
	22.1.	Compulsory literature				
		No.	Author	Title	Publisher	Year
		1.	Max H. Bazerman Don A. Moore	<i>Judgment in Managerial Decision Making</i>	Wiley	2012
		2.	Blagoja Gjorgijovski	<i>Decision making theory (Book 1)</i>	Faculty of Economics-Skopje	2002
			Blagoja Gjorgijovski	<i>Decision making theory (Book 2)</i>	Faculty of Economics-Skopje	2002
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Ryan Watkins, Maurya West Meiers, Yusra Laila Visser	<i>A Guide to Assessing Needs Essential Tools for Collecting Information, Making Decisions, and Achieving Development Results</i>	International Bank for Reconstruction and Development / International Development Association or The World Bank	2012

