

DESCRIPTION OF THE COURSE

GENERAL INFORMATION				
Course Holder	Izv. Prof. Dr. Sc. Robert Kopal			
The name of the college	Analytical Management 2: Problem Solving and Decision Making Techniques			
Study program	Professional Graduate Study of Business Management - MBA			
Status of the College	Mandatory			
Year	2 nd Year			
Doint value and method of teaching	ECTS coefficient of student workload	6		
	Number of hours (P+V+S)	28+28+14		

DESCRIPTION OF THE COURSE

1.1. *Objectives of the course*

Students are expected to develop:

a) General competencies:

- Adapt to the changes and demands of the work environment
- collaborate effectively in project teams
- apply the acquired knowledge and give their (analytical) contribution to solving complex problems and business decision-making.

(a) Specific competencies.

- identify key terms important for analysis and analytical management and their application in the business environment
- identify and overcome restrictive mindsets in the form of cognitive limitations and instinctive mental traits when solving complex business problems and making decisions
- test the advantages and disadvantages of using business analytical techniques in problem solving and business decision-making
- Solve complex business problems by applying problem-solving techniques and decision-making techniques in business decision-making.



1.2	2. Requirements for enrolment in the course
1.3	3. Expected learning outcomes for the course
Studen	ts should be able to:
1.	Critically assess the reasons for the introduction of analytical management in solving complex business challenges.
2.	Recommend ways to solve complex business problems using hypothesis generation and testing techniques.
3.	Argue an opinion in the practical solution of complex problems using challenger techniques.
4.	Argue opinion in practical problem solving by decomposition and visualization.
5.	Critically judge the practical application of a certain method of assessing cause and effect.
6.	Critically judge the practical application of scenario analysis and indicator validation techniques in the selection of alternative solutions.
1.4	4. Course content
Introdu	iction to the College
Introdu	iction to Analytical Management
	Reasons for the introduction of analytical management
Structu	red analytical techniques (case studies)
	Weighting
	Estimation of probability
	Probability Tree
	Tree and Utility Matrix
	Advanced Utility Analysis
	AHP - Analytical Hierarchical Process (Case Studies)
	AHP - Analytical Hierarchical Process (Case Studies)
Strateg	ic planning
	SWOT/TOWS
	PESTEL



Generation of hypotheses					
Simple hypotheses					
Multiple Hypothesis Generator					
Quadrant breakdown					
Hypothesis testing					
ACH - Analysis of Competing Hypotheses/Basic and Advanced Application					
Scenarios and indicators					
Simple scenarios					
Analysis of Alternative Futures					
Generate multiple scenarios					
Indicator Validator					
1.5. Types of teaching (put X)	 lectures seminars and workshops exercises Distance education Field Teaching 	 Independent tasks Multimedia & Network laboratory Mentoring work Other 			
1.6. Student obligations	1				
The obligations of students are prescribed in detail by the Statute, Study Regulations, and Student Oblig ATTENDANCE AT CLASSES: students are obliged to attend classes, actively follow lectures and exercises, the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study R through the Infoeduka digital office system. The minimum obligations are; Full-time students must attend at least 70% of the total number of classes to be eligible to sign	ations Guidelines. The key ob and participate constructive regulations. For each student,	ligations of students are: ly in classes, and in order to acquire their presence in class is recorded			
• Part-lime students need to attend at least 50% of the total number of classes to be engible to sign.					

PASSING EXAMS: in order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each



learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.

*FINAL EXAM – a student who has not met the conditions for passing the exam during the continuous examination of knowledge (has achieved a total of at least 54 points in the course and has met the lower point threshold of adoption of each learning outcome, i.e. a minimum of 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.

WRITTEN EXAM: the student is required to take a written exam that verifies the acquisition of theoretical concepts related to analytical management, problem solving and business decision-making, and which demonstrates the identification and definition of key terms, their connection and appropriate argumentation of a higher degree of complexity.

GROUP PROJECT: the student is obliged to participate in a group project that verifies the acquisition of the skill of applying analytical techniques of decomposition and visualization (ranking and probability estimation).

PRACTICAL WORK: the student is obliged to participate in solving practical tasks and exercises before and during classes with the aim of practicing the skills of applying the techniques of disputing and analyzing causes and consequences in solving specific business challenges.

*CONTINUOUS EXAMINATION: In order to make students progress more efficiently in class, continuous examinations are carried out (3 intermediate exams). In this way, students acquire smaller teaching units and master the subject material more easily.

1.7. Student Work Tracking (Add X to the appropriate tracking format)

Attending classes	х	Teaching activity		Seminar paper		Experimental work	
Written exam	х	Oral exam		Essay		Research	
Project	х	Continuous Assessment*		Report		Practical work	x
Portfolio							
1.8. Assessment and evaluation of students' work during classes and at the final exam							

Evaluation and evaluation of students' work during classes and at the final exam is carried out on the basis of the Regulations on Studying of the EFFECTUS University



of Applied Sciences.

Allocation of points according to the forms of student work monitoring

	Attending classes	Written exam	Project	Practical work	Altogether
11		16			16
12		16			16
13				16	16
14			16		16
15				16	16
16		16			16
OUT OF OUTCOME	4				4
ALTOGETHER	4	48	16	32	100



FORMS OF TRACKING	NAME OF LEARNING OUTCOMES	TEACHING METHOD	KNOWLEDGE ASSESSMENT METHOD	Maximum number of points
Written exam	OUTCOME 1 Critically assess the reasons for the introduction of analytical	lecture	Exam in the form of an essay on a	32
		Asking questions	given topic: the student is required to take a written exam that verifies the acquisition of theoretical concepts related to analytical management, problem solving and business decision- making, and which demonstrates the identification and definition of key terms, their connection and appropriate argumentation of a higher degree of complexity.	
	complex business challenges	discussion		
	OUTCOME 2 Recommend ways to solve complex business problems using hypothesis generation and testing techniques.	lecture		
		Open Questions		
Practical work	OUTCOME 3 Arguing an opinion in the practical solution of complex problems using	lecture		
		Guided training	Problem tasks: problem tasks test the ability to apply challenge techniques to solve specific business challenges	
	rejutation techniques	Rehearsal and feedback		32
Project	OUTCOME 4	Guided training	Group project: the student is obliged to	



			TOTAL POINTS	100
Attending classes	All outcomes	Lectures and exercises	Attendance records	4
whiten exam	indicator validation techniques in the selection of alternative solutions	Guided training	indicator estimation in strategic foresight.	
Written evam	practical application of scenario analysis and	Open Questions	cases and open problems: case analysis tests the ability to apply scenario analysis techniques and	
	OUTCOME 6 Critically judge the	lecture		32
Practical work	certain method of assessing cause and effect.	Rehearsal and feedback	analysis techniques in solving specific business challenges.	
	OUTCOME 5 Critically judge the practical application of a	Guided training	Problem tasks: problem tasks test the ability to apply cause-and-effect	
	Argue an opinion in practical problem solving by decomposition and visualization	Rehearsal and feedback	participate in a group project that verifies the acquisition of the skill of applying analytical techniques of decomposition and visualization (ranking and probability estimation).	



	1	1
Type of student workload	Student Load Hours	ECTS credits
Attending contact classes	70	2,33
Field Trips/Visits Outside the College	0	0
Independent study/research	35	1,17
Out-of-classroom preparation and preparation of seminars/presentations	15	0,50
Work on an out-of-classroom project assignment	15	0,50
Independent preparation for exams and exam time	30	1,0
Consultation activities	15	0,50
Other	0	0
TOTAL ECTS credits	180	6

RATING:

In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.



Grades are calculated based on the following distribution of points:

SCORE	RATING
0,00 – 53,90	Insufficient (1)
54,00 – 64,90	Sufficient (2)
65,00 – 79,90	Good (3)
80,00 – 89,90	Very good (4)
90.00 and more	Excellent (5)

Grading is carried out in a transparent manner by collecting points. The course is evaluated with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

CHALLENGE LEARNING OUTCOME - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity with which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the course. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved makes an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.



1.9. Required reading and number of copies in relation to the n	umber of students currently at	tending classes in the course					
Title	Number of copies	Number of students					
	5*						
Kopal, R. and Korkut, D. (2020). Analytical management. Effectus	*students receive	60					
University of Applied Sciences	compulsory literature in						
	permanent ownership						
1.10. Supplementary literature							
Bazerman, M. H., and Moore, D. A. (2012). Judgment in Managerial	Decision Making 8th Edition, V	/iley					
Richards J. Heuer, Randolph H. Pherson (2014). Structured Analytic 1	echniques for Intelligence Ana	ysis; 2nd Edition; CQ Press					
Horvat, Ð. and Kovačić, M. (2004). Management in Small Business, C	Horvat, Ð. and Kovačić, M. (2004). Management in Small Business, Cera-prom, Zagreb						
Kopal, R. and Korkut, D. (2011): Competitive Analysis 1: Structured a	Kopal, R. and Korkut, D. (2011): Competitive Analysis 1: Structured and Creative Analytical Techniques, Zagreb: Effectus and Comminus University College, d.o.o.						
1.11. Ways of quality monitoring that ensure the acquisition of outp	out knowledge, skills and comp	etencies					
analysis of exam results, achieved results, level of understanding and knowledge during exercises, practical tasks and group work,							
conducting a survey among students,							
• The evaluation of the teacher,							
• achieved results and level of knowledge presented during the preparation and defense of the final thesis (students who choose a graduate thesis in this course),							
analysis of the Quality Centre's reports and							
Feedback from students who have already graduated and their employers on the usefulness of the content of this course in the performance of the work they do.							