

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF MARKETING**

---

---

Adopted by the FC: record №12/29.04.2024

Adopted by the DC: record №10/15.04.2024

ACCEPTED BY:

Dean:

(Assoc. Prof. Dobrin Dobrev, PhD)

## SYLLABUS

**SUBJECT: PROBLEM SOLVING FOR BUSINESS**

**DEGREE PROGRAMME: International Business (in English); BACHELOR'S DEGREE**

**YEAR OF STUDY: 4; SEMESTER: 8**

**TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours**

**CREDITS: 6**

### DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 30	2 2
EXTRACURRICULAR	120	-

Prepared by:

1. ....  
(Assoc. Prof. Evgeniya Tonkova, PhD)

2. ....  
(Prof. Bistra Vasileva, PhD)

Head of department

of Marketing: .....

(Assoc. Prof. Vladimir Zhechev, PhD)

## **I. ANNOTATION**

*The course “Problem Solving for Business” as a part of students’ education in International business focuses on problem solving theory and methodology.*

*Specifically, the course goal and objectives are:*

- *Introduction in problem identification and problem solving;*
- *Enhancing students’ problem solving and decision making abilities by learning problem definitions, problem model design and alternative decision making;*
- *Presenting specific characteristics of the business problem and problem structure;*
- *Expanding students’ understanding and knowledge of the specific business problem solving strategies and techniques;*
- *Developing expertise in the direct and transferable effects in connection with the problem solving methods.*
- *Complete a team project intended to practice new problem solving skills and demonstrate accomplishments through team efforts or actions.*

*The course, developed in 7 units allows students to obtain knowledge and build fundamental research and management skills in correspondence with the contemporary marketing, ethics, corporate social responsibility and the law.*

*By course completion, students should:*

- 1/ Understand the problem solving theory, methodology and process;*
- 2/ Apply the multidisciplinary approach in problem solving;*
- 3/ Learn and apply decision making process on the basis of analyzing business problems;*
- 4/ Provide specific applications in problem solving based on case study.*

*The course covers several key competences, according to the Recommendation of the Council of the European Union of 22 May 2018. - language literacy; multilingual competence; mathematical competence and competence in the field of exact sciences, digital competence, personal competence and entrepreneurial competence.*

## **II. THEMATIC CONTENT**

No.	TITLE OF UNITS AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>THEME 1. FOCUS ON PROBLEM SOLVING: THEORY, METHODOLOGY AND PRACTICES</b>		<b>4</b>	<b>4</b>	
1.	Theoretical frameworks of problem solving			
2.	Introduction in methodology of problem solving			
3.	Contemporary practices in problem solving for business			
<b>THEME 2. PROBLEM – DEFINITIONS, CHARACTERISTICS AND TYPES</b>		<b>3</b>	<b>4</b>	
1.	Problem - definitions			
2.	Problem – specific characteristics			
3.	Problem - classifications			
<b>Theme 3. PROCESS OF PROBLEM SOLUTION DESIGN</b>		<b>3</b>	<b>4</b>	
1.	Identifying problem			
2.	Specifying problem			
3.	Hypothesis design			
4.	Diagnostic design			
5.	Problem solving decisions			
6.	Implementation			

7.	Audit			
<b>Theme 4. PROBLEM CONCEPTUAL MODEL DESIGN</b>		<b>5</b>	<b>4</b>	
1.	Inputs			
2.	Transformations			
3.	Outputs			
4.	Variable selection			
5.	Problem Structure			
<b>Theme 5. HYPOTHESIS DESIGN</b>		<b>5</b>	<b>4</b>	
1.	Environmental focus			
2.	Intra company focus			
3.	Integrity focus			
<b>Theme 6. DIAGNOSTIC DESIGN TOOLS</b>		<b>5</b>	<b>5</b>	
1.	Statistical tools			
2.	Management tools			
3.	Marketing tools			
4.	Financial tools			
5.	Market tools			
<b>Theme 7. Problem Solving Decisions</b>		<b>5</b>	<b>5</b>	
1.	Decision design			
2.	Alternative decisions			
3.	Implementation specifics			
4.	Direct and transferable effect audit			
		<b>Total:</b>	<b>30</b>	<b>30</b>

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Course project	1	20
1.2.	Case study/studies	1	20
1.3.	Test	1	20
<b>Total midterm control:</b>		<b>3</b>	<b>60</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	1	60
<b>Total final term control:</b>		<b>1</b>	<b>60</b>
<b>Total for all types of control:</b>		<b>4</b>	<b>120</b>

### **IV. LITERATURE**

#### **REQUIRED (BASIC) LITERATURE:**

1. Aken, J., Berends, H. and Hans van der Bij. Problem Solving in Organizations. A Methodological Handbook for Business and Management Students, Cambridge University Press, 2 ed., 2012.

#### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. Anderson, D. et al, Statistics for Business and Economics / David R. Anderson et al . - 3. ed. . - New York : Cengage Learning, 2014 .
2. Beachboard, John & Aytes, Kregg. (2013). An Introduction to Business Problem-Solving and Decision-Making. 015-027. 10.28945/1832.
3. Brightman, Harvey et al. Statistics for Business Problem Solving : [Учебник за студенти] / Harvey Brightman, Howard Schneider . - 2. ed . - Cincinnati, Ohio : South-Western Publ., 1985.
4. Newman, V., Problem Solving for Results / Victor Newman.-Hampshire: Gower, 1995.