



**ЮГОЗАПАДЕН УНИВЕРСИТЕТ "НЕОФИТ РИЛСКИ"**

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## **"Management and Marketing" Department ECTS Information Package**

### **Business Management Major**

### **Education and qualification degree: Master**

#### **PURPOSE OF PREPARATION:**

Training in "Business Management" master degree aims to prepare specialists for professional appearance as managers, experts, consultants in all parts of the business and non-profit sector, as well as researchers and professionals in management in universities, research institutes, development units, etc.

Graduates can work as:

- Directors / managers / all levels of government;
- Functional specialists in all branches of the management hierarchy, experts / councilors / of the senior management in the business organizations' sectors, consultants and experts in management and organizational development specialist companies and research organizations, specialists in management and administration in local and state government structures and other management positions.

#### **COMPETENCIES OBTAINED BY STUDENTS:**

1. Knowledge and skills in wider economy, social and managerial aspects that enrich and elaborate the basis obtained in this direction from the completed degree "Bachelor";
2. Profound meet and master current problems in international aspects of business management including:
  - European economy, management in a global environment, international business and marketing, international markets, international public finance;
  - Strategic management of the company and its organizational change,. stock and innovation policy;
  - Topical issues of employment security relations.
3. Ability to acquire integrated application of knowledge;
4. Develop business management programs;
5. Prepare a comprehensive financial and economic analysis;
6. Processe, systematize, analyze and display the leading trends in business practice;

7. Make strategic and tactical management decisions consistent with the requirements of the market.

Jobs that graduates may exert:

1. Directors and Vice directors in companies and organizations;
2. Administrative managers in companies - leaders in business services and administrative activities; leaders in policy and strategic planning executives and sales and marketing
3. Team Leaders
4. Analysts - efficiency of the business, market research , etc.
5. Key experts and experts - logistics, financial and economic analyzes, social security, marketing, international cooperation, policy prices, advertising, marketing, sales, European integration, business, business development, engineering , etc.
6. Managers - finance, sales, marketing, market research , etc.
7. Consultants – business activity.
8. Analysts
9. Managers of enterprises and organizations.

Qualificational characteristics of the "Business Management" for the degree "Master" professional qualification "Master in Business Administration" is a key document that determines the development of the curriculum and programs. It is consistent with the Higher Education Act, the Ordinance on the state requirements for acquiring degree "Master," "Bachelor", "Specialist" and SWU "Neofit Rilski" regulations.

**CURRICULUM STRUCTURE**  
**PROFESSIONAL DIRECTION: ADMINISTRATION AND MANAGEMENT**  
**SUBJECT: BUSINESS MANAGEMENT**  
**EDUCATIONAL AND QUALIFICATION DEGREE: MASTER**  
**MASTER PROGRAMME: BUSINESS MANAGEMENT**  
**PROFESSIONAL QUALIFICATION: MASTER ON BUSINESS MANAGEMENT**  
**FORM OF TRAINING: REGULAR AND BY CORRESPONDENCE**

<b>First year</b>			
First semester	ECTS credits	Second semester	ECTS credits
1. Microeconomics	6.0	1. Macroeconomics	6.0
2. Calculus	6.0	2. Business Planning and Control	3.0
3. Theories of economics	3.0	3. Statistics	6.0
4. Economic History	3.0	4. Prices and pricing policy	3.0
5. Fundamentals of Management	3.0	5. Labour Economics	3.0
6. Finance	3.0	6. Accounting	6.0
7. Marketing	3.0	7. Selective course	3.0
8. Selective course	3.0		
<b>Selective courses (students choose two courses)</b>		<b>Selective courses (students choose two courses)</b>	
1. Organizational behaviour	3.0	1. Social Policy and Social Security	3.0
2. International business	3.0	2. Quantitative methods in the management	3.0
3. Entrepreneurship	3.0	3. Innovation and Innovation Policy	3.0
4. Human resources management	3.0	4. Talent Management	
	Total 30		Total 30
<b>Second year</b>			
First semester	ECTS credits	Second semester	ECTS credits
1. European economy	3.0	1. Management of expenses of the enterprise	3.0
2. Management of the organization change	3.0	2. Strategic marketing	3.0
3. Strategic management	7.5	3. Company ethics	3.0
4. Leadership and leadership competencies	7.5	4. Management in global environment	3.0
5. Stock and sales policy	4.5	5. Selective course	3.0
6. Selective course	4.5	State exam or defence of diploma thesis	15.0
<b>Selective courses (students choose one course)</b>		<b>Selective courses (students choose one course)</b>	
1. Management of small business	4.5	1. Communication policy	3.0
2. Management accounting	4.5	2. Digital marketing	3.0
3. Strategic planning	4.5	3. Project management	3.0
	Total 30		Total 30

**TOTAL FOR 2 ACADEMIC YEARS: 120 CREDITS**

**DESCRIPTION OF ACEDMIC COURSES**  
**Subject: Business Management**  
**Professional Qualification: Master on Business Management**  
**Education and qualification degree: Master**

**MICROECONOMICS**

**ECTS credits:** 6

**Form of assessment:** on-going assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course is designed primarily for the analysis of the main aspects of the theory and practice of democratic market economy type. It clarifies the basic methodological formulations and provides an overview of economic laws, valid for the entire line of business / those having universal significance /. The aim is to justify the idea that the entire business as a direct or indirect connection with the major issues of supply and demand, "strong" and "weak" pulse of the market on "balance" the efficiency and profitability of implementation of specific planning, reporting mandatory conditions ensuring economic development entities in the long term, etc.

**Course contents:**

Need, purpose, and key aspects of developing and managing projects. Nature and basic characteristics of the financial analysis of projects. Stages and key areas of financial analysis of projects. Basic financial concepts. Time value of money. Compounded and discounted cash flows. Annuities. Criteria and methods of financial analysis and project evaluation. Static methods for financial analysis of projects. Dynamic methods of financial analysis of projects. Choice between alternative projects. Methods for selecting between two or more projects. Essence of the risk in developing and managing projects. Approaches and methods of analysis and risk assessment.

**Teaching and assessment:**

Teaching is in the form of lectures and seminars. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions.

**Course hours per week:** 21 +2s

**Exam type:** written

**CALCULUS**

**ECTS credits:** 6

**Form of assessment:** on-going control and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course provides basic knowledge about systems of linear equations, functions – limits, derivatives and exploration, integrals, ordinary differential equations. Variations, combinations and permutations are studied to understand the basics of probability theory, quantitative methods and mathematical statistics.

**Course contents:**

Multitudes и images; Real numbers; Combinatory; Mathematical induction; Determinants; Linear equation systems; Polynomials; Coordinate systems; Straight line in a plane; Lines in a plane; Infinite number sequences; Functions of one real variable; Continuous functions; Derivatives and differentials of a function; Basic theorems in differentiating; Function exploration; Indefinite integral; Definite integral; Geometrical applications of definite integrals; Approximate calculation of integrals; Ordinary differential equations; Elements of probability theory.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Hours per week:** 21 + 2s

**Type of exam:** written

## THEORIES OF ECONOMICS

**ECTS credits:** 3

**Form of assesment:** on-going assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotaion:**

The course has been worked out according to the state requirements for preparing students at economic subjects. The course allowed sufficient information to be received, regarding the reasons, that have caused the appearance, development and the withering away of different economic ideas, for their essence. The main tasks to be done by training this subject are as follows: Enlarging the knowledge of economics. Getting acquainted to the knowledge of economics, having played a leading role in the theory of economics in different periods of the human history. Getting acquainted to the methodological bases of the contemporary theory of economics.

**Course contents:**

Economic ideas in till capitalist formations; Mercantism; Phisiocretical school; Burgeois classical, political economy; Simon de Sismondi; Jean-Baptiste Say; Thomas Robert Malthus; Historical school; Utopic socialism; Marx`s political economy; Subjective scool; Institutionalism; John Cainse; Neoliberalism; Econometry; Theoreticians of the economic dynamics; Monetarism.

**Teaching and assesment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Course hours per week:** 21 +0s

**Exam type:** written

## ECONOMIC HISTORY

**ECTS credits:** 3

**Form of assesment:** on-going assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotaion:**

The course in Economic History is part of general economic background of students in economics. Special attention is paid to the peculiarities of the economic development of the Mediterranean civilizations and economic systems in Europe from Antiquity and the Middle Ages to the formation and development of modern market economy. Against this background, in comparison, is considered the economic development of the ancient empires of the East, with their fiscal centralism and the dominant role of the imperial bureaucracy, ignoring economic individualism and competitive business.

**Course contents:**

Subject and periods of the Economic History; Economic systems in the Antiquity; The Greco-Roman economy in the Antiquity; The economic systems in the Middle ages;The general transformation in Western Europe-character and parameters;The industrial revolution and the industrialization of West Europe and North America;Industralization of Eastern Europe, the Russian empire and Japan; Establishing modern market relations in Bulgarian territories during the Revival;Bulgarian Economy from the Liberation until the beginning of the Wars (1878-1912); Concentration of production and capitals at the end of XIX and the first decades of the XX century; Reasons for Concentration; Establishing monopolies; World Economy after the First World War; Bulgarian Economy after the First World War; The Totalitarian economic systems between the two World War-comparative characterization; World Economy after the Second World War- general characterization; Bulgarian Economy after the Second World War. Imposing the totalitarian model.

**Teaching and assesment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Course hours per week:** 21 +0s

**Exam type:** written

## FUNDAMENTALS OF MANAGEMENT

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 1**

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

Emphasis upon the theory combined with its practice applied character and the difference between the experience of the world leading companies and this country governing practice. The program corresponds most directly with more specific management sciences like Personal Management, Industrial Management, Innovative Management, etc. and the programs like Marketing, Microeconomics, and Macroeconomics. The purpose of the academic discipline is to give the students fundamental knowledge on the theory of management providing the base for studying other, more specific management sciences. **Expected results:** To create skills for practical application of management strategies, policies, methods and tools.

**Course contents:**

The essence of management. Historical survey. The main schools and trends. Comparative analysis between American, Western-European and Japanese schools of management. Strategic management. Essence and types of strategies. Environment – essence, indicators. Algorithm and construction of a strategy. Strategy, goals and a company mission. Company's culture. Strategic planning – essence, stages, and algorithm. Methods of a strategic analysis. Matrix of BCG and "General Electric". Diversification and competitive strategy. Creation of management structures. Types of OMS. Recommendation about their creation. Mechanism of taking management decisions. Expert evaluations. Taking a group decision. Recruitment policy of the firm. Essence and forms. Motives, stimuli, and needs. Maslow's pyramid. Solving of labor conflicts. Nature of leadership activity. Styles of leadership. Leadership and power. Characteristics of a manager. Negotiations conduct. Profile of foreign partners.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## FINANCE

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course is aimed to transmit to the students the basic knowledge about the state fiscal and budget policy. The material includes a reasonable compromise between theoretical and practical information. The course is aimed at letting the students: (i) to consider the particularities of the state finance system; (ii) to acquire new basic knowledge and skills for organizing and managing of the public finances; (iii) to be aware of the methods for planning and regulating in the state fiscal and budget sphere, as well as of the applicable organization structures in this regard; (iv) to apply the existing techniques for generation of innovative and creative ideas in the tax policy; (v) to be able to identify, evaluate and avert and limit the risk that accompany the management of the public finances.

**Course contents:**

Money. Public (fiscal) finances. Consolidated State Budget. Budget Processing. Fiscal Decentralization. Taxes. Tax System and Tax Policy. Direct Taxation of the Property. Direct Income Taxation. Indirect Taxation. Excise Duties. Customs Duties and Customs Duty Policy. Value Added Tax. The Non Tax Revenues in the State Budget. Social Insurance. Budget Deficit and its Financing. Tax and Finance Controlling. International Public Finances

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and

help students draw their own conclusions. In training priority is given to practical and independent work by students.

## MARKETING

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course aims to meet the needs of students' knowledge of methods of economic management in a market economy. In the training process will be obtained sufficient information about methods and approaches on how to properly solve the problems of production and realization of production companies, how to quickly adapt to the needs and market changes, why is differentiated from potential users and others. The course is consistent with the current workload, it allows to learn the nature, role, facilities and marketing.

**Course contents:**

Occurrence, role and concepts of marketing; Marketing environment; Methodological and information provision and use of market research; Marketing programs; Research on markets and consumer needs; Marketing Strategies; Market segmentation and product positioning; Marketing services; Goods such as marketing tool; Distribution as a marketing tool; Prices as marketing tool; Penetration of goods as marketing tool; Planning and control of marketing activities.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Hours per week: 21 + 0s**

**Type of exam: written**

## ORGANIZATIONAL BEHAVIOUR

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the training course is the students to acquire knowledge about the organization and how it operates, what are the needs of the people and how it can be organized, in a way that its own goals to be achieved in the best possible way and in the same time the human needs to be fulfilled in the best way. Students should expand their knowledge to the functioning and development of the organization, for the rules which determine how people work together, to learn about the psychology of the organizational behavior. Knowing the theory of the organizations and their objectives, the acquired knowledge about the rules under which they work will give students the necessary preparation for implementation in practice.

**Course contents:**

Organizational behaviour as a scientific area and academic discipline- nature, objectives levels of analysis approaches. Founding concepts of organizational behaviour - for the nature of a human being, for the nature of the organization. Individual employment behavior – individual differences, dynamics of individual differences. Motivation. respect. commitment. Reasons and motivation in the area of organizational behaviour. motivation models. Types of motivation to work – attitude, involvement, commitment. Organizational theories. Groups in the organizations. nature. Organizational roles. status and socialization. Formal groups and structure. Nonformal groups and structures, non formal organizations. Image of organization. Organizational culture. forms. functions of organizational culture. Establishment and development of organizational culture. Interpersonal behaviour in the group. nature, types, problems. Interpersonal dynamics in the group. authority, rule, organizational policy. Conflicts, types of conflicts, conflict situations. Strategies for conflict management. Guidance and leadership. nature and differences. concepts for guidance and leadership. Quality of working process. stress and its management. counseling. Group dynamic. the group as an effective team. Change management

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and

help students draw their own conclusions. In training priority is given to practical and independent work by students.

## INTERNATIONAL BUSINESS

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The subject of International Business is of a particular significance with regard to the students majoring Business Administration for its exceptionally important role in the field of foreign trade exchange and other forms of international cooperation for the development of the business of the company and of Bulgarian economy. This subject offers the students a specialized training of practical nature. The major attention is focused on the technology of performance of the various types of foreign economic operations studying in sequence the phases of their preparation, conclusion and implementation. A special stress is put on the traditional foreign trade transactions based on the principles of international deal of sale and purchase: brokerage operations, re-export operations, exchange and barter deals, leasing, transactions on organized exchange markets. Some more complex and non-traditional foreign economic operations taking a significant place in the companies' international business shall be studied, too.

**Course contents:**

Foreign economic activities of the companies in the circumstances of liberalization of international trade, European economic integration and harmonization of legislation within the EU. International sales deals. International sales contract. Brokerage operations – re-sale, commission, consignment, commercial agency. Re-export. Deals for foreign resources processing. International trade exchanges. Barter. International leasing. Stock and commodity exchange operations. Auction. Tender procedures. International production cooperation. Joint ventures and Consortia. International engineering. International leasing agreement. International franchising.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Hours per week:** 21 + 0s

**Type of exam:** written

## ENTREPRENEURSHIP

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course has been developed according to the general objectives of the subject "Business Management". It is aimed at revealing the nature, content management and organization of entrepreneurial business in a market economy. The goal of the course is to give students a thorough knowledge of theoretical and practical problems of entrepreneurship and to explore basic approaches to its realization in the contemporary conditions. The main tasks that should be solved in the implementation of the curriculum are: Understanding the theoretical foundations and development of economic theory of entrepreneurship. Understanding the nature and characteristics of entrepreneurship, its role in solving economic problems and the necessary economic conditions and institutional preconditions for its development. Understanding the problems and approaches to organization and management of entrepreneurial businesses.

**Course contents:**

The economic theory of entrepreneurship. Entrepreneurship in economic theory until J. Schumpeter. Entrepreneurship in economic theory by J. Schumpeter. Entrepreneurship in modern economic theory. Definition of entrepreneurship. Essential characteristics of entrepreneurs and entrepreneurship. Reasons for entrepreneurial businesses. The role of entrepreneurship for economic and social development. Entrepreneurial economy - nature and characteristics. Economic conditions for enterprise development. Role of the State to create an entrepreneurial environment. Entrepreneurship in Small Business - nature and characteristics. Entrepreneurship

**Hours per week:** 21 + 0s

**Type of exam:** written



in the corporate business - characteristic. Institutional preconditions for development of entrepreneurship and small business in the U.S. and EU countries. Development of entrepreneurship and small and medium businesses in Bulgaria. State policy to support entrepreneurship and small and medium business. Entrepreneurial businesses in a globalized world - problems and approaches to evaluation and factors for increasing competitiveness. Major business decisions for the realization of economic activity. Innovation in entrepreneurial activity - nature and importance. Sources of innovation. Evaluation of a new idea. Entrepreneurial analysis and assessment of economic resources (factors of production) and optimizing their use. The risk in entrepreneurial activity. Analysis and risk assessment. Entrepreneurial strategies - types, content and application areas. Entrepreneurial alliances - nature, meaning, organization and management (subcontractors chains, entrepreneurial networks, clusters, franchising). Information support of entrepreneurial activity. Information as a resource. Information System.

#### **Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

### **HUMAN RESOURCES MANAGEMENT**

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Students will become familiar with current thinking, practical approaches and tools for human resources management. During the training they will receive sufficient information about the assumptions that underlie the theory of human capital and the mechanisms for the full utilization of human resources. They will differentiate into specific methodology and technology for application to various systems, programs and tools. Special attention will be given to motivation and mobility. Students will learn about the importance of context and the management team in developing and implementing systems for managing human resources. The course is consistent with the current workload and allows to learn the nature, role, tools and management capabilities of this extraordinary resource on any system. The aim of the course is to equip students with knowledge and skills in teaching and to raise their clear vision and belief that human resource management is a modern concept and offers a system of tools to achieve the company's goals for economic prosperity of each system modern world.

**Course contents:**

Human Resources - Definitions, problem areas and management projections. Labor market. Quality and cost of labor. Occurrence and genesis of the theory and practice of human resource management. Contemporary dimensions and policies. Management entities and structure of human resources - levels, factors and trends. Motivation, motivational strategies and models. Mobility of human resources - factors and management approaches. Company policies, systems and programs for human resources management. Industrial relations and regulations. Human resources needs. Recruitment, selection and introduction of new human resource. System for training and skill development. System Evaluation and attestation. Labor productivity and payment system. System safety and health.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

### **MACROECONOMICS**

**ECTS credits: 6**

**Form of assessment:** on-going control and exam

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

**Hours per week: 21 + 2s**

**Type of exam: written**

The purpose of the course in macroeconomics is to give students a thorough understanding of the principles of economics that apply to an economic system as a whole. It places particular emphasis on the study of national income and price-level determination, and also develops students' familiarity with economic performance measures, the financial sector, stabilization policies, economic growth, and international economics. A macroeconomics course introduces students to fundamental economic concepts such as scarcity and opportunity costs. Students understand the distinction between absolute and comparative advantage, and apply the principle of comparative advantage to determine the basis on which mutually advantageous trade can take place between individuals and/or countries, and to identify comparative advantage from differences in opportunity costs. Other basic concepts that are explored include the functions performed by an economic system, and the way the tools of supply and demand are used to analyze the workings of a free market economy. The course should also introduce the concept of the business cycle to give students an overview of economic fluctuations and to highlight the dynamics of unemployment, inflation, and economic growth. Coverage of these concepts provides students with the foundation for a thorough understanding of macroeconomic concepts and issues.

**Course contents:**

Basic Economic Concepts. Macroeconomic issues. Sectors, subjects. Open and closed economy. Fluctuations in economic development. Aggregate economic activity. Goals and tools of macroeconomic activity. Comparative advantage, specialization and exchange. Measurement of Economic Performance. National income accounts. Circular flow. Components of gross domestic product. Real versus nominal. Scarcity, choice, and opportunity costs. Production possibilities curve. Demand, supply, and market equilibrium. Business cycle, unemployment, inflation, growth. Inflation measurement and adjustment. Unemployment, definition and measurement. National Income and Price Determination. Determinants of aggregate demand. Multiplier and crowding-out effects. Aggregate supply. Short-run and long-run analyses. Sticky versus flexible wages and prices. Determinants of aggregate supply. Macroeconomic equilibrium. Real output and price level. Short and long run. Actual versus full-employment output. Business cycle and economic fluctuations. Money, banking, and financial markets. Definition of financial assets: money, stocks, bonds. Time value of money (present and future value). Banks and creation of money. Money demand. Money market and the equilibrium nominal interest rate. Central bank and control of the money supply. Fiscal and monetary policies. Demand-side effects. Supply-side effects. Policy mix. Government deficits and debt. Economic Growth, definition, determinants. Investment in human capital. Investment in physical capital. Research and development, and technological progress. Growth policy. Open Economy: International Trade and Finance. Balance of payments accounts. Balance of trade. Current account. Financial account (formerly known as capital account). Foreign exchange market. Demand for and supply of foreign exchange. Exchange rate determination. Currency appreciation and depreciation. Imports, exports, and financial capital flows. Relationships between international and domestic financial and goods markets.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## **BUSINESS PLANNING AND CONTROL**

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 2

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The planning is defined as a core function of the management company in the theoretical studies and the summaries of the practice. This necessitates studying this course. The training course includes themes which are considered theoretical, methodological and methodical issues and problems of the planning, of the theory and the practice of the forecasting, the programming and the designing. Reveals the essence/nature and content of corporate planning process, the principles of corporate planning and the characteristics of the various plans. Consistent approaches are considered, methods, indicators and technology planning of various activities company. Emphasis on analytical methods and the characteristics of individual company strategies and functional sections of complex corporate plan (CCP) – marketing, planning for innovation, production, investment in capital construction, anchor of the material, human and financial resources. Addressed and the problems of organization, regulation and control. The purpose of the course is to equip students with knowledge

**Hours per week:** 21 + 0s

**Type of exam:** written

and skills studied matter and form in them a clear vision and persuasion that business planning and control as key management functions required possession of advanced planning culture and capacity to reasonably determine the company` goals, objectives, strategies and effective tactical instruments.

**Course contents:**

General characteristic of company planning – essence, content, principles. Possibilities, requirements and problems to corporate planning in the terms of European integration. Strategic corporate planning in the terms of European integration. Definition of strategies development company with accounting possibilities and requirements of the European market and the general and structural policies. Types of strategies. Evaluation and selection of strategies. Medium-term and current company plans. Functional sections. Consistency and technology elaboration. Marketing. Marketing research. Forecasts for end-user prices and consumer demand. Pricing grid. Determining the optimum size of manufacture of the product. Planning for innovation. Recruitment and selection of ideas for creating new product. Design new products and creating and testing a prototype. Production and realization of new product. Production planning. Production program – indicators, composition production and scheme elaboration. Production capacities – nature, use and methodology for determination. Balance production capacity. Planning for capital construction. Planning and defining objects, volume and structure of capital investments. Amortization plan and planning balances of material and immaterial fixed assets. Balance of production and sales of produce. Planning of material resources. Determination of material needs. Costing of materials. Indicators the degree of utilization of material resources. Inventory management. Human resources planning (staff). Determining the needs of staff. Determining of the funds for salaries staff. Financial plan. Planning of incomes and expenses of activity the company. Determination of financial result of sales. Planning of total incomes and expenses and determining the total financial result. Planning balance sheet of assets and liabilities company. Investment business plan – nature, purpose. Stages of preparation, economic evaluation, presentation. Control – nature, role, types, process control. Audit of the company. Prerequisites for effective control.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## STATISTICS

**ECTS credits: 6**

**Form of assessment:** on-going control and exam

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course "Statistics" was developed in accordance with the general objectives of the subject "Finance". The course explains the statistical learning process as the information and its responsible role for information security management. It reveals the essence and specific application of statistical methods in economic practice. Seminars and workshops covering various thematic units decomposed into tasks and subtasks.

**Course contents:**

Statistics - scientific knowledge and practice.; Statistical study; Basic terminology and symbolism of the statistical approach; Statistical monitoring; Statistical group, statistical tables and series; Statistical graphs; Statistical analyzes; Statistical values; Averages; Statistical dispersion; Empirical statistical distributions; Theoretical distributions; Statistical inference; Representative / sample / study; Statistical study of addictions; Statistical study of development; . Indices

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## PRICES AND PRICING POLICY

**ECTS credits: 3**

**Form of assessment:** on-going control and exam

**Semester: 2**

**Hours per week: 21 + 0s**

**Type of exam:** written

**Methodological guidance:**

Department of Management and Marketing  
Faculty of Economics

**Annotation:**

The course is consistent with the current workload in the specialty curriculum. The course "Prices and Price Policy" is included in the fundamental block compulsory courses, the aim is to lay solid foundations on which the future will build on knowledge of students in specific disciplines included in the upper courses of the specialty. The course is built on recent advances in theory and practice in the liberalized and the government regulated prices.

**Course contents:**

Prices as a category of commodity production; Theory prices. Features prices. Pricing factors; Price system; The relationship between prices and the financial and banking instruments; Policy prices; Company policies on prices; National and supranational regulation of prices; Methods of formation and forecasting prices; Liberalization of prices in Bulgaria; State regulation of prices in Bulgaria; Price Control in Bulgaria; Prices and Living Standards

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## LABOUR ECONOMICS

**ECTS credits: 3****Form of assessment:** on-going control and exam**Semester: 2****Methodological guidance:**

Department of Management and Marketing  
Faculty of Economics

**Annotation:**

Labor economics labor considered as a system of social relations. This basic laws, principles, approaches and practical mechanisms to influence policy makers and encouraging employees in the course of their economic development. Labor economics is the science of dialectics and the efficiency of labor in connection with the systematic improvement of productivity, quality and competitiveness, combined with the implementation of modern and progressive forms and payment systems. Here, contemporary forms of remuneration, are combined with the need to create conditions for social protection of employees from the legal requirement to ensure healthy and safe working conditions, the application of rational, healthy and economically sound organization based on aesthetic and leading corporate culture, optimal separation and organization of social and individual work. Labor economics is closely related to detecting the state of population and labor resources, taking into account the needs of the application of modern industrial relations as a condition and prerequisite for achieving the unification of different interests and achieve "social peace", a higher standard of living observing and reporting requirements to ensure the maximum level of employment and population distribution by region and country as a whole.

**Course contents:**

Labor process and contemporary legal regulation; Reproduction of population and human resources; Labour Market and product characteristics of the workforce; Employment and unemployment; Value and cost of labor; Factors determining the level and dynamics of wages; Approaches, mechanisms and systems to determine their remuneration; Social protection of the workforce; Minimum wage; Social Security; Health and safety at work; Work organization and labor standards; Management, use and motivation of the workforce; Efficiency and quality of work; Modern industrial relations; Collective agreement.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## ACCOUNTING

**ECTS credits: 6****Form of assessment:** on-going control and exam**Hours per week: 31 + 1s****Type of exam:** written

**Semester: 2****Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Accounting aims at giving the students comprehensive knowledge on theoretical bases and methodological approaches in the line of the registration, producing and preparing reporting information by the businesses and presenting it in their financial statements. Hence, the main stress is put on the necessity of a good knowledge and understanding of the internal logics, structure and contents of the elements of the annual financial report, on the comprehensive acquaintance with the mechanisms of reporting accounting objects. This will make clear for and help future economists, analytics and managers how to use in their activities structured accounting information, origin of which they could control and check for fair presentation and compliance with accounting standards by themselves. Lectured material, illustrative examples, prepared cases and practical tasks aim at consolidating the knowledge received in the frame of the course, and pushing the students in enlarging and developing it individually through real application in their practical work. The discipline is basic in teaching of specialist graduating the university as an economist with high qualification. Categories learnt in the course are significant for the disciplines, connected with Business planning, financial management, Taxation, Finance and tax control, internal audit. It is a base for further tuition in special accounting disciplines as Financial accounting, International financial reporting standards, Financial statements, Managerial accounting.

**Course contents:**

Introduction to accounting. Principals of accounting and documentary evidence. Assets. Sources (capital and liabilities). Business transaction. Revenue and cost. Recording the effects of the business transaction into the balance sheet and income statement. Account. Chart of accounts and verification of the fair recordings in the accounts. Accounting entry. Reporting depreciated assets. Depreciation of long-term assets. Reporting inventories. Reporting cost and revenues and determining the financial result. Stock-taking. Forms of accounting

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**SOCIAL POLICY AND SOCIAL SECURITY****ECTS credits: 3****Form of assessment:** on-going control and exam**Semester: 2****Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course aims to provide systematic knowledge about the basic issues of social policy and social security. The aim is to clarify the basic issues related to the nature of social policy approaches and methods for its implementation, as well as related theoretical discussions. The course is aimed at mastering the principles of social policy and public forms of realization.

**Course contents:**

Subject and method of science to social policy. Demographic processes and population policy. Human rights and social policy. Lifestyle. Calculation parameters of living. The State and Social Policy. Social policy in pre-hoda. Modelat of social policy in the country. Social issues of economic destabilization. Poverty as a social phenomenon. Measures of poverty. Corporate social responsibility. Investing in human capital - the criterion culture. Conflicts in social policy. System of state social security (SSS). Advantages and disadvantages of the system of state social insurance. Benefits in the Social Security system. Welfare.

**Teaching and assessment:**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**Hours per week: 21 + 0s****Type of exam:** written

## QUANTITATIVE METHODS IN THE MANAGEMENT

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 2

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

This course provides knowledge for the application of mathematical models in the design, research and forecasting economic processes. The course presents opportunities for the use of quantitative methods in preparing and making decisions about the management of economic processes. The aim of the course is to provide basic knowledge and skills about the nature and application of quantitative methods in economics. Main tasks: 1. Students receive theoretical and practical knowledge and skills to solve management problems using quantitative methods. 2. Students learn the basic principles of operations research and decision-making.

**Course contents:**

Meaning and application areas of quantitative methods. Nature and common task of linear programming. Graphically solve. Transport task. General formulation and model. Dynamic programming. Essence. Principle of optimality. Application of dynamic programming. Theory of solutions. General Characteristic and tools for assessment of the decisions. Modeling of stocks. General formulation of tasks for management stocks. Types of models. Theory of queuing. Queuing systems. Application of theory in economic processes. Production functions. General model and features. Types of production functions. Allocation of resources. Production planning. Formulation of the problem and models. Investments and investment decisions. Evaluation of investment decisions using qualitative methods. Theories and models of investment. Investment and risk. Evaluation of firms investing.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## INNOVATIONS AND INNOVATION POLICY

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 2

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The discipline "Innovations and Innovation Development" has the objective to introduce basic knowledge in the field of innovations and innovation policy to the students. Innovation activity cannot be regarded independently from the remaining processes, both on macroeconomic and microeconomic levels, and in the context of the area of European research development. The objective of this discipline is students to have systematic knowledge and develop skills in this exceptionally important field of modern economics. The application of integrated approach to innovations, specific economic characteristics, strategies for implementation of innovation work, innovation activities and barriers to innovations, the European practices in innovation work and others are analyzed. The material is selected according to the envisaged number of teaching hours and the characteristics of this specialty, and from the theoretical and applied material reasonable priority is given to the practical side of the examination topics. Texts, cases and practical tasks are developed to confirm the knowledge acquired from the lecture courses, elaborate on it and seek a way to establish it in practice.

**Course contents:**

Introduction, objective and tasks of this discipline. Innovations and innovation policy successful management – a strategic task in modern economic conditions. Innovations – a key issue of modern economy strategies and policy development. Modern meaning and content. Role of innovations and innovation policy in entrepreneurial activity. Innovation process. Innovation process stages. Classification of innovations: Classification signs – types of innovations. Innovation activity implementation strategies. Innovation strategies of enterprises: Main strategies of product innovation. Main strategies for technological, organizational and managerial innovation. Risk capital. Innovation networks – new paradigm for knowledge formation and diffusion and innovations. Innovation networks and firm position. Formation of technological knowledge in economic process. Smart

**Hours per week:** 21 + 0s

**Type of exam:** written

**Hours per week:** 21 + 0s

**Type of exam:** written

networks and innovations. Innovator's characteristics. Innovation activity and barriers to innovations. Overcoming of barriers to innovations. Information needs and innovation processes of "modern economics". Innovation and intellectual property. International co-operation in the field of intellectual property. Copyright and similar rights. Industrial intellectual property. Patents and similar terms. Industrial design, trade marks and geographical designations. Technology licensing and transfer. New trends in intellectual property development. Innovations and innovation activity trends management. Innovation management and firm behaviour implementation. Innovation culture and innovation policy. Innovation activity and major barriers to innovations in Bulgaria. Organization of innovation infrastructure in Bulgaria: Technological Centres and Business and Technological Parks. Development of European research field. Transfer of technologies. European Strategy for surmounting barriers to innovations in Europe. European Union Innovation Programmes.

#### **Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

### **TALENT MANAGEMENT**

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 2

#### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

#### **Annotation:**

Talent Management is a new problem for Bulgaria in the field of human resource management. Deals with the many theoretical concepts of leading researchers and specialists, known consulting companies from different countries. Brings the nature, role and conceptual apparatus of management talent. Talent management is seen as a function of company management, supporting self-important and fulfilling role. The emphasis is on that talent management is not just part of human resource management and a new modern and promising concept, providing career development of the most important for company employees - talents that need to be identified, trained, developed and retained. Students study the specific "profile" of talent and programs for talent management, including strategies and stages of development, implementation and management, and difficulties arising in the implementation of a modern program management talent. Attention is drawn to the main factors influencing the management of talent. Studied as coaching and mentoring and the manager - talent.

#### **Course contents:**

Nature and etymology of the term "talent". Evaluation of talent. Segmentation of human resources. Assessment center. His role, competencies and use in management practice. Its advantages over alternative methods assessment process to identify talent within the organization. Methods for identification of talent. Matrix 'potential - job performance. " Competency model. Functional areas of work of the manager. Identification of development needs. Building a profile of the position. Filing of talent. Main factors influencing the management of talent. Program management talent. Monitoring the effectiveness. Coaching as a style of management within the organization. Nature, definition and opportunities for implementation. Measuring the effectiveness of the process. Mentoring - Principles - Implementing requirements tools. Phases of mentoring and mentoring systems. Cascade system of mentoring. to senior management Overcoming the shortage of talent. Approaches and methods in an effective strategy for retaining key employees in the organization

#### **Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

### **EUROPEAN ECONOMY**

**ECTS credits:** 3

**Form of assessment:** on-going control and exam

**Semester:** 3

#### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Hours per week:** 21 + 0s

**Type of exam:** written

**Annotation:**

The course of European Economic Co-operation aims to introduce to the students the conditions, the beginning and the development of the European integration, led to the creation of the European Union. The main principles of the European Economic Community are considered and the European Union, the stages of integration, the basic institutions of the European Economic Community and the European Union, the basic politics and structures of the European Community.

**Course contents:**

Conditions and terms for the European integration. The first steps of the European economic co-operation. Basic stages for European integration. The countries- members of the EU – time frames for entry, problems and successes. Institutions and organs of the European Union. The means of decision-making in the EU. Economic and monetary union – establishment, principles and development. The basic politics of the European Union. Structural and regional politics of the European Union. European Union as a world factor in the World Economy. Concepts for the future of the European Union.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## MANAGEMENT OF THE ORGANIZATION CHANGE

**ECTS credits: 3****Hours per week: 21 + 0s****Form of assessment:** on-going control and exam**Type of exam:** written**Semester: 3****Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Lectures on the course "Management of the organization change" has been developed in accordance with the general objectives of the subject "Business administration". The aim of the course " Management of the organization change " is to give students a thorough knowledge of the general problems of management of the organization change. The main tasks to be solved in the implementation of the curriculum are: 1. Understanding the nature of the organization change. 2. Understanding the management of the organization change. 3. Learning to adapt to the organization change.

**Course contents:**

The need for organization change. Reasons for organization change. Types of organization change. Trends in the organization changes. Conditions and factors limiting changes. Resistance to organization change. Stages of managing of the organization change. Managing of the organization change through planning. Determination through control of the organization change. Characterization of controlling as a management system for organization change. Construction of a controlling system for managing of the organization change. Prediction of the organization change. Adaptation to organization change as a management function. Types of adaptation. Adaptation as a change in human behavior. Nature and causes of failure in organization change. Organization changes that characterize adaptation failure. Strategies for survival in case of failure. Bankruptcy and the change in "social value" of the company.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## STRATEGIC MANAGEMENT

**ECTS credits: 7.5****Hours per week: 31 + 2s****Form of assessment:** on-going control and exam**Type of exam:** written**Semester: 3****Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**



Emphasis upon the theory combined with its practice applied character and the difference between the experience of the world leading companies and this country governing practice. The program corresponds most directly to more specific management sciences like Personal Management, Industrial Management, Innovative Management, etc. and the programs like Marketing, Microeconomics, and Macroeconomics.

**Course contents:**

Essence of management. Analysis of the management changes in the 60s of the XX century. The coming of strategic management. Essence of strategic management. Strategy and goals. Hierarchy of goals. Algorithm of creating a strategy. The role of the environment. Screenplay analysis. Method of segmentation. Project and choice of a strategy. Mission of an organization. Tools for creating a strategy; portfolio analysis, matrix of Boston consulting group, “ General Electric” matrix, Ansoff matrix. Diversification strategy. Essence of the diversification. Types of diversification strategies and mechanism for their creation. Competitive strategy, analysis and profile of the competitors. Forms of the competitive fight and mechanism for creating competitive strategy. Strategy and firm culture. Essence of management structures. Organization as a system; common pattern and its characteristics. Structure, connection, goals, and behavior. Organizational planning. Types of management structures (fundamental concepts – group of management, level of management, scale of control, delegation, etc.). Functional management structure – essence, creation, contradictions. Divisional management structure. Vertical and horizontal integration. Diversification and division of labor. Role of leadership. Role of leadership in creating a strategy and a management structure.

**Teaching and assessment:**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## LEADERSHIP AND LEADERSHIP COMPETENCIES

**ECTS credits: 3**

**Form of assessment:** on-going assessment and exam

**Semester: 3**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

In structural attitude the discipline “Leadership and leadership competencies” comprises the basic theoretic-methodological and applied knowledges for leadership, leadership competencies and leadership styles.

Knowledges and skills for elaboration a conception for development of the leadership qualities of the modern leader are building which is very important with a view of their future realization.

**Course contents:**

The essence of leadership. Leadership and needs. Specifics of organizational leadership. Approaches in the study of leadership - personalistic, behavioral, situational and contemporary directions. Management and leadership. Similarities and differences between the leader and the manager. Leadership styles. Leadership qualities and skills. Image of the leader. Approaches to forming the image of the leader. Model for development of leadership competencies of the leader.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. The seminars further discuss the theory taught in the lectures. The ongoing assessment by tests during the seminars is crucial for the students’ assessment.

**Course hours per week: 31 +2s**

**Exam type: written**

## STOCK AND SALES POLICY

**ECTS credits: 4.5**

**Form of assessment:** on-going control and exam

**Semester: 3**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

**Hours per week: 21 + 1s**

**Type of exam: written**

The course "Commodity and sales policy" is a prerequisite for enriching the social and economic culture of the students, providing the opportunity to use the entire arsenal of knowledge acquired during their training in the specialty. The course provides opportunity for training of logical thought, giving the opportunity to generate new ideas, and encourages students to appreciate the benefits of unconventional thinking. The course has a key role in the formation of the system of scientific knowledge and skills necessary for the professional - manager. Based on the general and specific knowledge obtained in the general course in the basics of marketing, training appears to be a logical extension and upgrading of knowledge, along with the acquisition of new knowledge, development of skills and habits that will have a high practical value for students their future.

**Course contents:**

Goods such as elements of the marketing mix. Formation of a company policy of stock. Procedure for the formation of stock policy. Innovation policy company. Formation of innovation strategy. Organization of innovation activity. Process of creating a new product. Marketing strategy for new products. Design, packaging and marking of new products. Methods to assess consumer preferences for alternatives a new product. Marketing and scientific and technical policy

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## MANAGEMENT OF SMALL BUSINESS

**ECTS credits: 4.5**

**Hours per week: 21 + 1s**

**Form of assessment:** on-going control and exam

**Type of exam:** written

**Semester: 3**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course includes basic management problems of small business. Students gain knowledge about the management process in small enterprises and to learn basic approaches to its realization in contemporary conditions. Main tasks: 1. Understanding the nature and role of small businesses and theoretical foundations of his management. 2. Understanding the problems and approaches to organization and management of small businesses.

**Course contents:**

Characteristics of SMEs. Role of small business for socio-economic development. Necessary economic conditions and institutional prerequisites for its successful operation. Need small business management. Nature and characteristics of the management process in small firms. Current and strategic management - nature, specificity, advantages. Need for strategic management of small businesses. Concepts of strategic management of small businesses. Approaches to the development of corporate strategies. Analysis, assessment and approaches for optimal use of resources of the business. Analysis and evaluation of the impact of external factors. Approaches to analysis of the internal state of small business. Functional Analysis. Evaluation of competitiveness. Defining the mission and goals of the SME business. Development and selection of strategies - criteria and requirements. Types of strategies. Business Planning for SMEs - nature, extent and types of business plans. Structure of the business plan. Develop a business plan - stages. Management of small business marketing Production management. Management of material resources. Control of production. Finance Management Company. Sources of financing for small businesses. Investment management of small business. Investment plan. Methods for evaluation of investment projects. Managing innovation in small business. Innovative planning. Human Resource Management in Small Business. Organizing a Small Business - positioning, organizational and management structure and organization of work processes. Information as a basic resource for small businesses. Sources of information. Information management system. Risk management in small business. Types of risk. Approaches to management.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## MANAGEMENT ACCOUNTING

**ECTS credits: 4.5**

**Form of assessment:** on-going control and exam

**Semester: 3**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

This syllabus aims at teaching students on ways and procedures of creating and purposeful use of accounting information for internal needs of entity in making efficient and effective management decisions. Thus, it widens their knowledge about other accounting subjects, oriented mostly to external users of reporting information. Management accounting as an applied discipline offers specific approaches and methods of usage, assessment and interpretation of accounting information, reported in annual and interim financial statements, of initiating, processing and using of supplementary reporting information to satisfy the operational needs of the entity's management. In the course are discussed topics of assessment and analysis of financial position of an entity by calculating of liquidity, capital return, solvency, etc., of the nature and classes of expenses, and determination of unit production and full cost of finished goods and services through various methods of allocation of indirect expenses, of preparing annual budgets, reporting and analyzing their implementation. Especially a stress is made on advantages and disadvantages of different applied traditional and modern approaches, methods and calculating procedures used in decision making process.

**Course contents:**

Emerging, characteristics, role and significance of the Management accounting. Stages in its development. Annual financial statements as a structured source of information for the financial position of an entity. Instruments and techniques for processing and using reporting information. Nature and significance of the entity's liquidity. Working capital, working capital ratio, liquidity ratios. Factors determining the liquidity level: inventory turnover ratio, accounts receivable collection period, average creditors settlement period, cash reserves. Return on capital ratios. Solvency. Debt-to-equity ratios. Characteristics of cost accounting. Nature and classification of expenses. Determining the unit cost. Planned and actual cost. Peculiarities of allocation of indirect expenses - basis and norm of allocation. Stages in allocation of indirect expenses. Approaches and methods of allocation of indirect expenses in the servicing cost centres. Methods of calculating the cost: order system, operational system, service system. Methods of calculating the cost of joint products and complements. Calculating the cost of activity - ABC method. Applying the cost-volume-profit model. Economic and accounting model. Advantages and limitations of the accounting model. Budgeting process - characteristics and peculiarities. Stages and prerequisites of budgeting process. Information sources in budgeting process. Models of budgetin: zero budget, normative budget, extrapolation model, etc. Budget lines. Preparing an opening balance. Master budget and planning the profit/loss for the budget period. Cash flow budgets and determining of the entity's liquidity. Annual and monthly budgets. Preparing the ending balance sheet. Reporting the implementation of the budget. Variance analysis report.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## STRATEGIC PLANNING

**ECTS credits: 4.5**

**Form of assessment:** on-going control and exam

**Semester: 3**

**Methodological guidance:**

Department: Finance and accounting

Faculty of Economics

**Annotation:**

During twentieth century business planning developed and became a basic function of in-company management. This was caused by uncertainty and dynamic changes of external environment where a company operates and by managers realizing the significance of planning for setting proper objectives, development strategies and effectively using resources.

**Contents of the course**

**Hours per week: 21 + 1s**

**Type of exam: written**

**Hours per week: 21 + 1s**

**Type of exam: written**

Developing e business strategy – techniques and stages. Defining a business mission. Analyzing and prognosticating external environment. Analyzing and evaluating in-company environment. Setting objectives. Choosing a strategy for accomplishing objectives. Implementing the strategy. Methods of strategic analysis. Types of strategies. Growth, cut-down and liquidation strategies. Market-segmentation-based strategies. Innovation strategies. Product concentration and diversification. Product-market strategy. Price-communication cost strategies. Technological strategies. Strategies to enter international market – export, joint ventures, subsidiaries, strategic alliances etc. Global and country-adapted marketing. Country-segment-product strategy.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## MANAGEMENT OF EXPENSES OF THE ENTERPRISE

**ECTS credits: 3**

**Form of assesment:** on-going assessment and exam

**Semester: 4**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotaion:**

Lectures on the course "Management of expenses of the enterprise" has been developed in accordance with the general objectives of the subject "Project Management". The aim of the course "Management of expenses of the enterprise" is to give students a thorough knowledge of the general problems of management of expenses of the enterprise. The main tasks to be solved in the implementation of the curriculum are: 1. Acquiring knowledge about the fundamental problems of organization costs. 2. Acquiring knowledge about key issues related to methods for determining the cost of production. 3. Acquiring knowledge about the major problems associated with systems for determining the cost of production.

**Course contents:**

Expenses of the enterprise. Methods for estimating the inventories of the enterprise. Labour costs and pay systems work in the enterprise. Allocation of expenses of the enterprise. Method of cost absorption. Method of direct cost. Cost of workload and batch. Cost of contract. Cost of processes. Cost and related byproducts.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## STRATEGIC MARKETING

**ECTS credits: 3**

**Form of assesment:** on-going assessment and exam

**Semester: 4**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotaion:**

Lectures "Strategic Marketing" was developed in accordance with the general objectives of the subject "Business Management". Structurally covers basic theoretical and methodological and practical knowledge about the strategic role of marketing elements of business strategy, marketing their incarnations, marketing strategies for entering new markets, marketing strategies for emerging markets, marketing strategies for mature markets, marketing strategies declining markets and strategic marketing plan. The aim of the course is to expand students' knowledge-graduate training on a regular basis on marketing strategy and strategic marketing plan and on this basis to contribute to the acquisition of complex multifunctional training without duplicating the key issues covered in other courses and mainly on "Marketing", "Marketing Research" and "Business Planning and Control".

**Course contents:**

Nature, elements and characteristics of the marketing environment of the firm Influence of marketing environment on the organization of the firms strategic role of marketing. Corporate, marketing and business

strategies. Competitive factors affecting the market orientation of the firm. Strategic momentum. Elements of corporate business strategies. Mission, corporate goals, objectives of business units overall development strategy, planning based on the amount and sources of synergy. Business strategies and their marketing incarnations. Strategic decisions at the business unit. Elements of alternative business strategies. Changing strategies at different stages in the product life cycle. Business strategies for global competition. Marketing strategies and life cycle curve. Characteristics and phases of the product life cycle. Product development. Variable scope and evolution of the industry. Marketing strategies for entering new markets. Aims to develop a new product. Problems with strategies for entering new markets. Components of the marketing strategy to fill a niche market. Components of the marketing strategy of "skimming the cream". Marketing strategies for emerging markets. Opportunities and Risks of Emerging Markets. Marketing strategies market leader in a growing market. Problems in mature markets. Problems weakening markets. Marketing strategies for mature markets. Strategies to maintain the share of this market. Strategies to increase sales volume. Enhanced penetration strategy. Market expansion strategy. Marketing strategies for a declining market strategic marketing plan. General structure of the strategic marketing plan. Content of the strategic marketing plan.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**COMPANY ETHICS**

**ECTS credits:** 3

**Course hours per week:** 21 +1s

**Form of assesment:** on-going assessment and exam

**Exam type:** written

**Semester:** 4

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotaion:**

The aim of the training course provides knowledge and skills for developing interpersonal, collegial, professional and social contacts, as well as advanced knowledge of company culture. Studying “The Company Ethics” is useful and necessary in view of the dynamics of professional business relationships. The training course aims students to learn about modern issues of communication, about corporate ethics, with their social and situational determinants, and to facilitate the practical implementation of ethical standards and achieve higher levels in the culture of communication. **Expected results:** To acquire knowledge and to create skills for practical application of the knowledge about company ethics. The object of is the behaviour of the organization and the factors which determine it

**Course contents:**

Nature and development of ethics. Main ethical categories. The essence of morality. Moral challenges of present. The nature and structure of business ethics. Applied Ethics. Business ethics as applied ethics. Cultural and theoretical conditions for the formation of business ethics. Ethical principles in business. Application of ethical principles in management practice. Ethics and business organization. Moral aspects of the company activity. Ethics in advertising. Moral conflicts in business and their solution. Ethical codes in the professions and business. Moral aspects of the company. Company culture. Nature, functions. Management of company policy and ethics. Communication culture - nature and role in modern business. Morality in a Market Economy. Morals of the Bulgarian entrepreneur.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**MANAGEMENT IN GLOBAL ENVIRONMENT**

**ECTS credits:** 3

**Course hours per week:** 21 +1s

**Form of assesment:** on-going assessment and exam

**Exam type:** written

**Semester:** 4

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The objective of the subject of Management in Global Environment is to extend the post-graduate students' knowledge in the issues of management in global environment and thus to contribute to their complex multi-functional training. The major problems to be solved in the implementation of the syllabus are: to extend the training and knowledge of students majoring Business Administration on the issues of management in global environment, in the circumstances of exceptional dynamics in the development of world economy, as well as of the separate countries; to clarify the specificity of the object and subject, and of the methods of management applied with regard to the foreign economic activities; to make the transition to a detailed clarification of the international parameters of function-oriented management at a company level.

**Course contents:**

Internationalization and globalization of business activities and modern management. Economic and management theories of the company. Major features of management in a global environment. Management in global environment at the prospect of modern theories of transnational and global capital. Theoretical conceptions of cultural impact on the corporate management. Strategic planning in international business. Strategic analysis and competitive advantages. Strategic analysis and international environment. Risk and types of risk. Organizational provision of international business planning. International corporate strategies. Corporate strategies based on the manner of entering the market. Organization and influence of cultural factor

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

**COMMUNICATION POLICY****ECTS credits: 3**

Form of assesment: on-going assessment and exam

**Semester: 4****Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Course hours per week:** 2l +1s

**Exam type:** written

**Annotation:**

Course "Communication Policy" aims to deepen students' knowledge of the role, nature and specificities of communication in the implementation and management of the corporation. In view of this, the main lines of communication policy (public relations, advertising policy, sales promotion, personal selling and sponsorship, etc.) are considered, depending on the nature and specific activities of the various corporations (eg, selling product just on the EU market or other markets), their organizational and management structures, etc.. When considering the role and nature of international business communication in a number of Bulgarian researchers justify the conclusion that in a market economy despite economic difficulties and limited export opportunities, foreign economic activity of Bulgarian companies have intensified promotional communications in foreign markets. They provide for their preparation and implementation to take account not only the nature of the business and the goods or services, but also the status and characteristics of the markets where advertising communications conducted (economic, cultural, demographic and dr.usloviya, competition, etc. ). Overseas communications and impacts on potential buyers abroad, when properly prepared, planned, organized and implemented, contribute to the development of production and trade, to increase the effectiveness of international business.

**Course contents:**

Communication in marketing - nature, role, tasks and objectives. Communication strategy and key elements of the communication policy. Public Relations (PR) Origin, development, nature and functions of advertising. Types of advertising organization advertising. Major players in the advertising process motivation object and purpose of advertising. Developing the Creative Guidelines, stages and methods of marketing and advertising research preparation and planning promotional communications process of the campaign. Main channels for advertising. Organization and implementation of campaign advertising constants - a trademark, appellation of origin and others. Printed media to disseminate advertising. Advertising in the press. Specialized printed advertising media Direct Advertising - nature, types and requirements Advertising via electronic emitter means - radio and television advertising, advertising InternetDrugi means to distribute advertising. Movie ads. Outdoor and transport advertising. Advertising at point of sales. International trade fairs, exhibitions, shows and more. Packaging and promotional packaging and other promotional tools Sales promotion Personal selling and sponsoring.

**Teaching and assessment**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.

## DIGITAL MARKETING

**ECTS credits:** 3

**Form of assessment:** on-going assessment and exam

**Semester:** 4

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The entry of new technologies more and more aggressively into the socio-economic life has imposed new forms of manifestation and application of marketing. The use of information technology gives new dimensions to the business and opens wide opportunities for entering new markets and the successful promotion of companies and brands. Digital marketing allows companies to skillfully defend their market positions by resisting competitive attacks. The new reality, as a consequence of the IT revolution, requires a much different approach to consumers and their way of life. Along with the traditional forms used by companies to influence the audience, today digital marketing is becoming more and more intensive, allowing a stronger advertising presence with a clear provocation addressed to consumers. This is what requires a better knowledge of it, as it will expand the opportunities and competitive qualities of students in their professional development.

**Course contents:**

Introduction to digital marketing. Building an internet marketing strategy. Technology of conducting marketing research in an online environment. Web development and design. Email marketing. Online advertising. Basic advertising formats. Affiliate Marketing. Search engine marketing (SEM). Social media marketing.

**Teaching and assessment**

The training in the discipline is carried out in the form of lectures and seminars. The course ends with an exam. Priority in the training is given to the practical and independent work of the students. The knowledge, skills and competence are assessed during the seminars, during the implementation of the current control, and the results achieved by the set tasks and tests are of great importance.

**Course hours per week:** 21 +1s

**Exam type:** written

## PROJECT MANAGEMENT

**ECTS credits:** 3

**Form of assessment:** on-going assessment and exam

**Semester:** 4

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The training program includes general problems of development projects applying for EU programs. Students to gain knowledge of effective project development and management process of their creation and implementation. Main tasks: 1. Understanding the nature, character, composition and role of the development projects of the organization. 2. Acquisition of knowledge and skills to develop projects. 3. Understanding the organization of the project, its monitoring and control, reporting and evaluation.

**Course contents:**

Nature of project management. Definition of project. Purpose of the project. Types of projects. Identification of the project. Identifying the problems. Analysis of the problems. Recruitment and selection of projects. Components of the evaluation process. Modeling projects. Basic and components of the project. Name field and priorities. Geographical range and performance. Creating a project team. Organizational and project planning. Determination of activities. Preparation of schedules. Resource Management Project. Types of resources. Allocation of resources. Risks of the project. Preparation of project proposal. Application form, nature and elements. Method logical framework. Financing of the project. Sources of funding. Compilation project budget. Types of budgets. Budget management. Assessment of the proposal. Definition of the evaluation. Criteria for evaluation. Evaluation mechanism. Principles of the selection process. Monitoring and control of the project. Management of the project. Reporting to the project. Strategy for completion or continuation of the project after

**Course hours per week:** 21 +1s

**Exam type:** written

its finalization. Evaluation of the project. Definition of the evaluation. Types of assessments. Analysis of the project.

**Teaching and assessment:**

Teaching is in the form of lectures. At the beginning of each lecture a short introduction is provided to ease the transition from one topic to another. New topics are discussed with students to achieve continuity of training and help students draw their own conclusions. In training priority is given to practical and independent work by students.