



**SOUTH-WEST UNIVERSITY "NEOFIT RILSKI"**

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## **“Management and Marketing” Department ECTS Information Package**

**Major: Business management and entrepreneurship**

**Master Program: Human Resources Management in Business**

**Education and qualification degree: Master**

The training is intended for graduates of "Bachelor"/"Master" qualifications in professional fields 3.7. Administration and management, 3.8. Economics and 3.9. Tourism.

### **I. GENERAL PRESENTATION OF THE PROGRAMME.**

This qualification characteristic reflects the scope and level of professional knowledge and skills that graduates of the specialty must acquire, as well as the areas of their future professional realization. The pragmatically organized curriculum is tailored to the requirements of the modern labor market and aims to prepare competitive, highly qualified human resources management specialists for the needs of the business.

### **II. PURPOSE OF PREPARATION:**

The training for acquiring a professional qualification in "Human Resources Management in Business" in the educational and qualification degree "Master" is carried out within the framework of professional direction 3.7. Administration and management. The purpose of the training is to prepare specialists with knowledge and competence to build a professional approach to working with people in organizations, their training and development. Specialists who have completed a specialty "Human Resources Management in Business" acquire in-depth theoretical knowledge and practical skills related to the set, selection, motivation, career development of human resources in the business, as well as conflict management and change in organizations. The training of students in this specialty includes compulsory specialized training and elective disciplines. Prerequisites and opportunities are created when using the entire arsenal of knowledge.

### **III. KNOWLEDGE, SKILLS AND COMPETENCES ACQUIRED UNDER THE NATIONAL QUALIFICATIONS FRAMEWORK**

#### **1. Knowledge**

- Possesses and uses detailed, theoretical and specific practical knowledge in the field of the set, selection, motivation and development of human resources in the business.
- Possesses advanced and in-depth theoretical and factual knowledge related to the latest advances in human resources management.
- Independently interprets the acquired knowledge, linking them to the application of facts and through critical perception, understanding and expression of theories and principles.

#### **2. Skills**

- Possesses skills for handling specialized terminology for the set, selection, motivation and development of human resources in the business.
- Possesses the skills to handle information sources.
- Is able to find, extract and collect information from various sources in the scientific literature.
- Synthesizes and evaluates and processes information in its self-preparation.

- Correctly selects and applies the methods and means in the field of the set, selection, motivation and development of human resources in the business.
- Is able to create scientific text on own and to shape it into scientific developments with clearly defined goals, tasks, methodological apparatus, results and conclusions of the study.
- Is able to prepare presentations with which to present the results of his research and development.
- Possesses the skills to solve and overcome problems, conditioned by the lack of sufficient secondary information, targeted scientific developments on the issues of the set, selection, motivation and development of human resources in the business, difficulties in raising primary information, etc.
- Apply professional knowledge and practical experience through new, non-standard approaches and well-reasoned solutions.
- Applies logical thinking and exhibits innovation and creative approach in solving non-standard tasks.

## **COMPETENCES**

### **1. Independence and responsibility**

- Has the ability to interpret different scientific opinions in the field of the set, selection, motivation and development of human resources in the business by formulating his views.
- Creates and interprets new knowledge in the field of the set, selection, motivation and development of human resources in the business through own research or other scientific activity.
- Takes responsibility for managing executive teams and resources, including in extreme situations in the operation of sites and in the management of structures.
- Exhibit creative thinking and practical skills in developing and implementing human resources projects, taking into account the influence of many factors.
- Teamwork leader and professional training of others.
- Has the ability to manage complex professional activities, including teams and resources.
- Assumes responsibilities in decision-making in complex conditions, with the influence of various interacting and difficult to predict factors.
- Exhibits creativity and initiative in management activities.
- Assesses the need to train others in order to increase team efficiency.

### **2. Competences for learning**

- Possesses the capacity to select, assimilate and apply the necessary knowledge when using primary and secondary information.
- Critically assesses the degree of its preparation and compliance of its knowledge with the necessary for the profession.
- Determines its educational needs for advanced training and / or retraining.
- Consistently evaluates his own qualification by assessing the knowledge and skills acquired so far and plans the need to expand and update his professional qualification.

### **3. Communication and social competences**

- Analyzes ideas, expresses problems and offers solutions in a professional environment to equals and superiors, as well as to non-specialists.
- Formulates convincing opinions using qualitative and quantitative facts, arguments and criteria.
- Explains his views on private and global issues, evaluates and accepts the arguments of his interlocutors.
- Expresses attitude and understanding on issues using methods based on qualitative and quantitative descriptions and assessments.
- Demonstrates a broad personal worldview, showing understanding, commitment and solidarity with others.
- Has the necessary capacity to present to the public the results of its development and research in the field of the set, selection, motivation and development of human resources in the business.

### **4. Professional competences**

- Collects, classifies, evaluates and interprets data from the field of the set, selection, motivation and development of human resources in the business in order to solve specific tasks.
- Collects, processes and analyzes data to optimization or final solutions or innovative ideas.
- It is capable of preparing and conducting independent research.
- Has the competence to choose the appropriate research approaches and methods.
- Has the capacity to select and present scientific information to an audience.
- Finds solutions to cases of a social, moral and ethical nature, especially when working in a team and in training.
- Apply the acquired knowledge and skills in new or unknown conditions.
- Exhibits the ability to analyze in a broader or interdisciplinary context.

- Uses new strategic approaches.
- Forms and expresses own opinion on problems of a public and ethical nature, arising in the learning process.

#### **V. AREAS OF PROFESSIONAL REALIZATION.**

Graduates of the Master's Program "Human Resources Management in Business" receive specialized training, allowing them to work according to the List of positions in the National Classification of Occupations and Positions (2011) as:

- 121 Managers in business services and administrative activities
- 1212 Human resources managers
- 12126001 Manager, human resources
- 12126002 Human Resources Manager
- 12126003 Head, Human Resources Department
- 12126004 Head, Human Resources Sector
- 12126005 Labor leader, organization and effectiveness
- 12126006 Head, recruitment
- 12126007 Manager, Health and safety at work
- 2424 Staff training and development specialists
- 24246001 Expert, training and qualification
- 24246002 Specialist, training and development
- 24246003 Labor force development specialist
- 24246004 Training promoter

The qualification characteristic of the specialty "Business Management and Entrepreneurship" for the "Master" degree in "Human resources Management in Business" is a basic 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 the degrees of Master, Bachelor and Specialist and the regulations of the SWU of Neofit Rilski.

**STRUCTURE OF CURRICULUM**

PROFESSIONAL DIRECTION: 3.7. ADMINISTRATION AND MANAGEMENT

MAJOR: BUSINESS MANAGEMENT AND ENTREPRENEURSHIP

MASTER PROGRAM: **HUMAN RESOURCES MANAGEMENT IN BUSINESS**

PROFESSIONAL QUALIFICATION: MASTER IN HUMAN RESOURCES MANAGEMENT IN BUSINESS

EDUCATION AND QUALIFICATION DEGREE: MASTER

FORM OF EDUCATION: FULL TIME AND PART TIME

<b>First year</b>			
First semester	ECTS credits	Second semester	ECTS credits
1. Human resources recruitment and selection	5.0	1. Contemporary models of Remuneration	5.0
2. Organization and operational management of the human resources	5.0	2. Negotiation and Social Security	5.0
3. Talent management	5.0	3. Labour-security Relations and Opportunities for Realizing	5.0
4. Motivation and stimulation of human resources	5.0		
5. Selective course – I group	5.0	State exam or Defense of a Master Thesis	15.0
6. Selective course – II group	5.0		
<b>Selective courses (students choose two courses)</b>			
<b><u>Elective courses – I group</u></b>			
1. Human resources management and competitiveness	5.0		
2. The self concept in human resources management	5.0		
3. Career management and development	5.0		
4. Management consulting in human resources management	5.0		
<b><u>Elective courses – II group</u></b>			
1. Management of conflicts	5.0		
2. Team management	5.0		
3. Employment relations and negotiation	5.0		
4. Organizational culture and etiquette	5.0		
	Total 30		Total 30

**TOTAL FOR 1 ACADEMIC YEAR: 60 CREDITS**

## DESCRIPTION OF ACADEMIC COURSES

**Major: Business Management and Entrepreneurship**  
**Master Program: Human resources management in business**  
**Education and qualification degree: Master**

### HUMAN RESOURCES RECRUITMENT AND SELECTION

**ECTS credits:** 5.0

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

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

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Organization and operational management of human resources" is for students to gain in-depth knowledge and acquire practical skills in this subject area. Sources for raising human resources.

**Course contents:**

Nature and goals of HR recruitment. Stages of the human resources recruitment process. Determining the requirements for the candidates. Methods for raising human resources. Preliminary evaluation of candidates by documents. Nature and goals of human resources selection. Stages of the human resources selection process. Methods of human resources selection. Electronic systems for human resources recruitment and selection. Management of the human resources recruitment and selection process.

**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.

### ORGANIZATION AND OPERATIONAL MANAGEMENT OF THE HUMAN RESOURCES

**ECTS credits:** 5.0

**Course hours per week:** 31 + 1s

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

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Organization and operational management of the human resources" is for students to gain in-depth knowledge and acquire practical skills in this subject area.

**Course contents:**

Analysis and design of the positions system in the enterprise. Determining the enterprise needs for human resources (HR). Organization of working hours and breaks in the enterprise. HR training. HR assessment. Healthy and safe working conditions. Effectiveness of the HR use. International quality standards for HR.

**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.

### TALENT MANAGEMENT

**ECTS credits:** 5.0

**Course hours per week:** 31 + 1s

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

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

Talent Management is a new problem for Bulgaria in the field of human resources management. Discussed are many theoretical concepts of leading researchers and specialists known consulting companies from different countries. Brings the essence of the role and conceptual apparatus of management talent. Talent management is seen as a function of management of the company bearing its own significance and play an important role. The emphasis is on that talent management is not just part of human resource management, and new concept art and perspective, providing career development of the most important employees of the company - talents that need to be identified, trained, developed and retention. Study are specific "profile" of talent and programs for talent management, including strategies and stages of construction, implementation and management, and difficulties arising during 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 ruler-talent.

**Contents of the Course:**

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

**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.

## MOTIVATION AND STIMULATION OF HUMAN RESOURCES

**ECTS credits:** 5.0

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

**Semester:** 1

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course is for students to acquire knowledge and skills in the material taught, forming a clear idea and belief in them that the current regulations in the field of motivation and management of human resources, respectively. of the principles, practical approaches and methodological tools set in the specific normative documents at national and company level are effective and real tool for achieving and synchronizing the interests, motivation and behavior of the hired labor force with the goals and requirements of the economic and social politics. The aim of the course is for students to gain basic knowledge of motivation and stimulation of human resources, which will serve as a basis for the study of other, more private management sciences. Expected results: To create skills for practical application of management strategies, policies, methods and tools.

**Course contents:**

The essence of motivation. Historical overview of the individual psychological schools. Mechanism for building motivational strategies. Relationship between "strategy" and "structure". The theory of Skinner, Lutas, Hertsberg and Maslow. Maslow's pyramid and its application in management. Procedural motivational models. Vroom's theory of expectations, Festinger's theory of social comparisons, and the theory of fixing influence. Behaviorism. Skinner's theory. Holbright's motivational model. Remuneration systems for employees and management staff

**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.

## HUMAN RESOURCES MANAGEMENT AND COMPETITIVENESS

**ECTS credits:** 5.0

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

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

**Type of exam:** written

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

**Type of exam:** written

**Semester: 1****Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Human resources management and competitiveness" is for students to gain in-depth knowledge and acquire practical skills in this subject area.

**Course contents:**

Prerequisites for creating value in HRM. External business realities. External key stakeholders. Value-creating HRM systems and practices aimed at the selection, hiring, training and development of human resources. Value-creating HRM systems and practices aimed at increasing labor productivity. Value-creating HRM systems and practices aimed at optimizing information flows and work processes. Development of HRM strategies. Organization of HRM structural units. Functions of HRM employees. Competences of HRM employees. Training of HRM specialists. Prerequisites for HRM transformation.

**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.

### THE SELF CONCEPT IN HUMAN RESOURCES MANAGEMENT

**ECTS credits: 5.0**

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

**Semester: 1**

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

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

**Type of exam:** written

**Annotation**

This course aims to further develop the theoretical knowledge gained in the field of marketing by giving them practical orientation and completeness. The program provides consideration of the main issues of self-presentation and personal branding as a basis for building a successful career.

**Contents of the course**

The concept of "self marketing" - definition, role and types. Self marketing as a process. Self marketing and human resource management. Self marketing methods. Personal career branding. Creating self-confidence. Self marketing and image building. Self-presentation. Ability to conduct business negotiations. Practical implementation of self-marketing in the process of job search.

**Teaching and assessment**

Teaching is 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 and during the implementation of the current control. The results achieved by the set tasks and tests are of great importance.

### CAREER MANAGEMENT AND DEVELOPMENT

**ECTS credits: 5**

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

**Semester: 1**

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

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

**Type of exam:** written

**Annotation:**

The course "Career Management and Development" clarifies the importance of career management in modern organizations. The main issues related to the essence of career planning, the goals of career management, the technology of career planning at the individual and organizational level, etc. are considered. The aim is for students to gain in-depth knowledge and acquire practical skills in this subject area.

**Contents of the Course:**

The essence of career development. Motivation for career development - concept, types, meaning. Concepts and theories for career development. Human resource management and career development. Analysis of the career development system in Bulgaria. Career development management in a business environment. Analysis and

assessment of career development needs. Staff training and development. Concepts for career development through on-the-job training. Current trends in career development. Need for career management. The essence of career management. Types of careers. Career management goals. Career planning. Organizational career management. Career efficiency and management development.

**Teaching and assessment:**

Teaching is 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 and during the implementation of the current control. The results achieved by the set tasks and tests are of great importance.

## MANAGEMENT CONSULTING IN HUMAN RESOURCES MANAGEMENT

**ECTS credits: 5**

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

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

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

**Exam type:** written

**Annotation:**

The course "Management Consulting in Human Resource Management" is a natural and logical continuation of thematically related courses in disciplines taught in the Bachelor's degree in Professional field: Administration and Management, majoring in Business Management and Entrepreneurship. Management consulting has long been seen as a useful professional service that helps managers analyze and solve practical problems facing their organizations; to improve organizational performance, draw on other managers and organizations' experience, and take advantage of new business opportunities. With this in mind, the course of lectures on the course aims to upgrade students' knowledge and skills in human resource management, in terms of the consulting activities. In today's conditions, management consulting has become an attractive profession. New business, social and technological trends are emerging at the present stage, opening more opportunities for business organizations. The demand for professional consulting services is growing. We are witnessing the restructuring of the business and the expansion of the companies' product portfolio, which imposes the need for specialists with specific professional competencies. This deficit is successfully filled by companies offering professional management consulting.

**Course contents:**

Emergence and development of consulting. Nature, role and importance of management consulting. The consultant-client relationship. Consulting and change. Consulting and culture. Professional consulting and ethics in consulting services. Consultation process. Consulting in corporate and strategic management. Information technology consulting. Consulting in financial management. Consulting in marketing and logistics management. Consulting in e-business. Consulting in operational management. Consulting in human resources management. Consulting in the management and development of SMEs. Public sector consulting. Development of the consulting profession.

**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.

## MANAGEMENT OF CONFLICTS

**ECTS credits: 5.0**

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

**Semester: 1**

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

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

**Type of exam:** written

**Annotation:**

The objective of the subject of Conflict Management is to extend the knowledge of students on the issues related to the occurrence and resolution of conflicts and on that basis to contribute to their complex multi-functional training. The major problems to be solved throughout the implementation of syllabus are: to extend students'



training and knowledge on the essence, reasons of occurrence and manners of resolution of conflicts within the company; to establish sound knowledge and skills of conflict management upon changes and crisis situations.

**Contents of the Course:**

General theoretical overview of conflicts – occurrence, essence, types of conflicts. Reasons of conflict occurrence. Major contradictions within the company. Conflict resolution models. Management of conflicts and change Resistance to change. Overcoming the resistance Management of conflicts and crises Leader's qualities in conflict resolution Leader's role in conflict resolution Conflicts and corporate culture

**Teaching and assessment**

Teaching is 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 and during the implementation of the current control. The results achieved by the set tasks and tests are of great importance.

## TEAM MANAGEMENT

**ECTS credits:** 5

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

**Semester:** 1

**Methodical guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course is for students to gain in-depth knowledge of the general problems of teamwork, taking into account the achievements of modern theory and the requirements of practice. An effective team has certain characteristics that allow its members to work more efficiently and productively. An effective team develops ways to share leadership roles and ways to share responsibility. The team develops a specific goal and performs specific work that the members carry out together.

**Contents of the Course:**

Management process - characteristics and features. Organizational and structural support of the management process. Management and management teams - types of teams, need for teams, choice between working group and team. The human factor in the organization - leadership and teams. Personal and social activity - motivation. Team work and problem situations in management. Role of the manager in management. Approaches to team design. Criteria for evaluating the effectiveness of teams. Strategies in management and behavior of the leader. Main difficulties in teamwork and overcoming. Basic steps in selecting and leading a team. Basics of teamwork. Communication between the leader and team members. Building authority in front of employees. Stages of team development. Social models for team roles and the role of team manager. Setting team goals and allocating tasks. Team motivation. Teambuilding as an opportunity to build collective values. Activities and practices in team building - types.

**Teaching and assessment:**

Teaching is 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 serious importance.

## EMPLOYMENT RELATIONS AND NEGOTIATION

**ECTS credits:** 5

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

**Semester:** 1

**Methodical guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Employment relations and negotiation" is for students to gain in-depth knowledge and acquire practical skills in this subject area. Labor relations in the organization are the relations that are created in the labor process between the employees and the employers. In general, the diversity of relationships in the labor process can be represented in two major groups: collective labor relations and individual labor relations. Labor relations also include the management of the work environment in which the labor process takes place. This is one of the areas of human resource management, which aims to reconcile the interests of the organization with the interests of staff, to reduce dissatisfaction and conflicts in the field of labor, to create an appropriate climate for cooperation and productivity.

**Contents of the Course:**

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

**Type of exam:** written

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

**Type of exam:** written

Collective labor relations. Normative basis of collective bargaining. Principles of collective bargaining. Functions of collective bargaining. Subject of the collective labor agreement. Procedures for concluding a collective labor agreement. Collective bargaining agreements. Rules for collective bargaining. Tactics for collective bargaining. Concluding and entering a collective labor agreement. Term of validity and amendment of a collective labor agreement. Structural model and content of a collective labor agreement. Control and reporting on the implementation of a collective labor agreement. Development and dissemination of collective bargaining.

**Teaching and assessment:**

Teaching is 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 serious importance.

## ORGANIZATIONAL CULTURE AND ETIQUETTE

**ECTS credits:** 5.0

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

**Semester:** 1

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Organizational Culture and Etiquette" is for students to acquire new knowledge and skills for applying ethical standards in making quality professional decisions; to understand the essence of organizational culture and to clarify the basics of effective behavior in a business environment. Knowledge of managerial business etiquette and the principles on which the organizational culture is built will provide clear guidelines for choosing acceptable behavior in problematic business situations. Business etiquette provides an opportunity to develop optimal and lasting relationships with partners, based on the social aspects of organizational ethics.

**Contents of the Course:**

Organizational culture. The socio-cultural role of organizational culture and business etiquette in society. Organizational culture and organizational behavior. Structure and levels of organizational culture. Factors influencing the peculiarities of the organizational culture. The strength of the influence of organizational culture on the behavior of people in the organization. Principles and methods for forming and maintaining the organizational culture. Creating an appropriate system for managing motivation and staff development. Forming the image of the organization. The influence of organizational culture on organizational efficiency. Business etiquette - emergence and development. The differences between classic etiquette and business etiquette. The business card. History of the business card. Preparing and using the business card. Business correspondence. The business letter. Netetiket. Telephone business etiquette. Mobile communications in business communication. Basic principles and means of business etiquette. The business talk.

Negotiations. Principles in conducting business negotiations. Tactics and techniques of business negotiations. International business negotiations. Typical negotiation mistakes. Public speeches. Report. Presentation. Personal business communication. Business acquaintances. Clarify and apply the rules of business appearance. Speech etiquette. Non-verbal communication in business communication. International nonverbal communication.

**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.

## REMUNERATION MANAGEMENT

**ECTS credits:** 5

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

**Semester:** 2

**Methodical guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Remuneration Management" is for students to gain in-depth knowledge and acquire practical skills in this subject area. In the management of human resources, remuneration is extremely important

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

**Type of exam:** written

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

**Type of exam:** written

for the results of work and for the success of the organization. It predetermines the competitiveness of the activity, motivates the employees, occupies a central place in the regulation of labor relations and linking the goals of the organization with the interests of its employees. Remuneration management is defined as an activity related to determining fair remuneration of human resources in accordance with their contribution to achieving the goals of the organization.

**Contents of the Course:**

Objectives and strategies of remuneration management. Remuneration management policies. Principles of remuneration management. Problems in the development of the company's remuneration policy. Remuneration management mechanisms. Elements of the remuneration system. Remuneration systems. Additional salaries. Systems of incentive supplements to the salary. The motivating power of remuneration, in their monetary and non-monetary forms. Wage management practices.

**Teaching and assessment:**

Teaching is 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 during the seminars are assessed during the implementation of the current control, and the results achieved by the set tasks and tests are of great importance.

## SOCIAL SECURITY

**ECTS credits:** 5.0

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

**Semester:** 2

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

The objectives of the course "Social Security" are for students to gain in-depth knowledge in the field of social and health insurance.

**Course contents:**

Social security system. Elements of the social security system in Bulgaria. Models of social security systems. State social insurance system. Insured persons, insurance contributions, insurance income. Benefits in the state social security system. Comparative analysis of the social security system in Bulgaria and the social security systems of the EU and other developed countries. Mandatory pension insurance. Additional mandatory pension insurance. Voluntary pension insurance. Models of pension insurance systems. Additional voluntary insurance for unemployment and / or professional qualification. Comparative analysis of the pension insurance system in Bulgaria and the pension insurance systems in the EU and other developed countries. European regulations and recommendations regarding the development of the pension insurance systems of the member states. The essence of health insurance. Models of health insurance systems. Comparative analysis of the health insurance system in Bulgaria and the health insurance systems in the EU and other developed countries. European regulations and recommendations regarding the development of the health insurance systems of the member states.

**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.

## PSYCHOLOGY OF MANAGEMENT

**ECTS credits:** 5.0

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

**Semester:** 2

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**Annotation:**

students to get acquainted with the basic schools in psychological science and their applicability in the theory of management. The object / subject, subject and stages of the development of the psychology of management, its basic methods, functions, laws and regularities are considered in detail. Special attention is paid to the personality and its potential in the management system, as motivation is considered here as a factor for personality management, self-esteem, levels of expectations and frustration in work, etc. Particular emphasis is

**Course hours per week:** 3l + 2s

**Type of exam:** written

**Course hours per week:** 3l + 2s

**Type of exam:** written

placed on the personality of the subordinate as an object / subject of management and the impact on his behavior and activities. An important point is the characteristic of the process of adaptation of subordinates to the conditions of the organization. The emotional-volitional sphere of the personality in the process of management and the psychophysiological bases of the management are specially considered (functional states; requirements for the maintenance of working capacity; relaxation, etc.); stress and will in the management process. Important attention is paid to interpersonal communication in management, including the perception of physical appearance and functional features of personality and communication on a non-verbal level.

**Contents of the Course:**

Psychology of management: object, subject, origin and development. Psychology of entrepreneurial activity. Basic methods, functions, laws and laws of management psychology. Theories and practice of management. Basic management cultures: characteristics and features. Psychological theories of management. The personality and its potential in the management system. The personality of the subordinate. Psychology of management of his behavior and activity. Emotional-volitional sphere of the personality in the process of management. Psychophysiological bases of management: functional states and requirements for maintaining working capacity. Psychology of managerial influence in the activity of the manager. Management of the socio-psychological climate of the organization. Management communication as communication.

**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.