



**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 students who have completed a bachelor's / master's degree in professional fields other than 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>			
<b>First semestar</b>	<b>ECTS credits</b>	<b>Second semester</b>	<b>ECTS credits</b>
1. Economics 2. Business management 3. Marketing 4. International Business 5. Management decisions	6.0 6.0 6.0 6.0 6.0	1. Entrepreneurship 2. Business plannig and control 3. Labour economy 4. Pricing strategies 5. Elective courses I group	6.0 6.0 6.0 6.0 6.0
		<b>Elective courses (students choose one course from the group)</b>	
		<b>Elective courses – I group</b> 1. Business correspondence 2. Organization of the enterprise 3. Innovation and innovation policy 4. Management business etiquette	6.0 6.0 6.0 6.0
	<b>Total 30</b>		<b>Total 30</b>
<b>Second year</b>			
1. Human resources recruitment and selection 2. Organization and operational management of the human resources 3. Talent management 4. Motivation and stimulation of human resources 5. Selective course – II group 6. Selective course – III group	5.0 5.0 5.0 5.0 5.0 5.0	1. Contemporary models of Remuneration 2. Negotiation and Social Security 3. Labour-security Relations and Opportunities for Realizing  State exam or Defense of a Master Thesis	5.0 5.0 5.0  15.0
<b>Elective courses (students choose one course from each group)</b>			
<b>Elective courses – II group</b> 1. Human resources management and competitiveness 2. The self concept in human resources management 3. Career management and development 4. Management consulting in human resources management	5.0 5.0 5.0 5.0		
<b>Elective courses – III group</b> 1. Management of conflicts 2. Team management 3. Employment relations and negotiation 4. Organizational culture and etiquette	5.0 5.0 5.0 5.0		
	<b>Total 30</b>		<b>Total 30</b>

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

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

**ECONOMICS**

**ECTS credits: 6**

**Academic hours per week: 2l + 2s**

**Form of assessment: ongoing assessment and exam**

**Type of exam: written**

**Semester: 1**

**Methodological guidance:**

Department of Management and marketing

Faculty of Economics

**Annotation:**

The teaching Course helps the students-masters from the first Year, to understand and to think through the Contents, intermediate connections and the dependences between the different actors and institutions in the field of the economic theory. This must help them to get a correct orientation in many other fields of their theoretical and practical study. According Mansur Olsson the main target of the Microeconomic Theory is to research and to understand “ the behavior of the individuals and the bodies, involved in taking economic decisions regarding and in connection with their specific economic (and related) markets, so as also the intermediate connections, which every economic subject (body) must take into account in his economic (related) activity”.

**Contents of the course:**

Introduction to the theory of economics - subject, scope and objectives of the discipline. Role and placement of the market - market mechanism, demand, supply, market equilibrium, elasticity. Main macroeconomic problems - Economic activity in units of the performance. Economic objectives. Instruments of macroeconomic policy. Structuring and environment of the market - business entities and bodies. Measures of the macroeconomic activity - gross domestic product.

**Teaching and assessment**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

**BUSINESS MANAGEMENT**

**ECTS credits: 6**

**Academic hours per week: 2l + 2s**

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

**Type of exam: written**

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Taking into account that the students of Business Management and Entrepreneurship studied the first part, the purpose of the course is to be implemented in practice the knowledge gained from the first part. For this purpose, groups of 3-4 students are asked to develop a business plan based on the choice of a particular enterprise. The course takes place in the form of consultations offered periodically depending on the degree of preparedness of the group. Students receive exemplary embodiment at the latest consultation. On the basis of it they get acquainted with the business program's algorithm. Students had to put into practice the theoretical knowledge of the course "Fundamentals of Management" which is the aim of the course.

**Course contents:**

The course provides to perform analysis of the economic and legal structure of the selected company - subject of activity, type of capital and its structure, analysis of the owners, etc. Analyze the external environment, paying particular attention to consumers and competitors. Calculate the market share of the company based on the

outlined spatial limits of the market. Based on statistical analysis the rate of market growth is determined and it is presented into two groups - "large" and "small". Apply a matrix of BCG, "General Electric" and Ansof. Determine the most appropriate strategy depending on the matrix quadrant within the enterprise falls. Analyze the financial position of the company on the basis of a system of 30 economic indicators and tracking the trend of movement. Develops a system of three types of indicators. The prognosis is refracted through the prism of three variants of development pessimistic, optimistic and most likely. Make analysis of the management structure of the company and interaction with the formulated strategy. Calculate the critical mass of production and the "profit zone" and "area of loss" by giving specific recommendations for improving the system of previously calculated economic indicators over the past two years.

#### **Teaching and assessment**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## **MARKETING**

**ECTS credits: 6**

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

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

**Type of exam: written**

**Semester: 1**

#### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

#### **Annotation:**

This course aims to meet the need of students for knowledge of economic management methods in a market economy. The training process will provide sufficient information about the methods and approaches how to properly solve the problems of production and sales of companies, how to quickly adapt to the needs and changes in the market, why differentiate from potential consumers and more. The program provides for the consideration of key issues concerning the nature, role, means and possibilities of marketing. The aim is to further develop the acquired theoretical knowledge in the field of marketing and to give them practical orientation and completeness.

Along with the presentation of fundamental knowledge, skills for applying this knowledge in practice are formed. This determines the interdisciplinary nature of teaching and learning and the expected results that the acquired knowledge will support the study of both other disciplines and disciplines with economic and business orientation.

#### **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**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## **INTERNATIONAL BUSINESS**

**ECTS credits: 6**

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

**Form of assessment: ongoing assessment and exam**

**Type of exam: written**

**Semester: 1**

#### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

#### **Annotation:**

The course “International business” has substantially meaning for the students from the major “Business marketing and advertisement” because of the exclusively important role of the foreign trade exchange and the other forms of the international collaboration for the development of the business in the companies. In structural attitude it comprises the basic theoretic- methodological and applied knowledges concerning the basic group participants in the international business and the different forms for penetration of the international markets. Attention is detached in the deals of compensation principle, the license compact, the franchising and the direct foreign investments as a form of penetration of the international markets.

**Course contents:**

Participants in the international business. Ways for penetration in international market. Companies which initiate and accomplish international business. Brokers in international business. Promotive organizations in the international business. Export, main legs in the process of export. Forms of payment in the export and the import. Sources of financing of the foreign trades operations. Deals of compensation principle. License compact. Franchising. Direct foreign investments- content and main characteristics. Types of direct foreign investments. Motives of realization of direct foreign investments. International mixed enterprises.

**Teaching and assessment:**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## MANAGEMENT DECISIONS

**ECTS credits: 6**

**Form of assessment:** ongoing assessment and exam

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The objective of the course in Management Decisions is to extend the knowledge of the Business Administration students on the issues related to management decision-making and on that base to contribute to their complex multi-functional training. The major problems to be solved are: to learn the methods and models of choosing, making, implementing and control of management decisions; to provide general knowledge on the factors influencing the management decisions, risk and role of communication.

**Course contents:**

Content of the concept “management decision”. Classification of the management decisions. Structure of the process of taking management decisions. Principles of taking management decisions. Factors which have an influence on the process of taking management decisions. Preparation for elaboration of management decisions. Elaboration of alternative management decisions. Choice of solution. Performance and control on the performance of management decisions. Methods of taking management decisions. The leader in the process of taking management decisions. Style of taking management decisions. Information provision of the process of taking management decisions. Levels of support in the organization when taking decisions. The risk in taking management decisions- characteristic, assessment and limitation of management risk.

**Teaching and assessment**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## ENTREPRENEURSHIP

**ECTS credits: 6**

**Form of assessment:** ongoing assessment and exam

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

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

**Type of exam:** written

The course is aimed at revealing the nature, content, management and organization of entrepreneurial business in a market economy. The aim of the course is to provide students with in-depth knowledge of the theoretical and practical problems of entrepreneurship and explore basic approaches to its implementation in the current conditions. The main tasks that need to be included in the curriculum are: Understanding the theoretical foundations and development of the economic theory of entrepreneurship. Understanding the nature and characteristics of entrepreneurship and its role in solving socio-economic problems and the necessary economic conditions and institutional conditions for its development. Understanding the issues and approaches to organization and management of entrepreneurial business.

**Contents of the course:**

The economic theory of entrepreneurship. Entrepreneurship in economic theory taught by J. Schumpeter. Entrepreneurship in economic doctrine J. Schumpeter. Entrepreneurship in modern economic theory. Definition of entrepreneurship. Defining characteristics of entrepreneurs and entrepreneurship. Reasons for entrepreneurial businesses. Components of motivation of entrepreneurial behavior. Role of entrepreneurship for economic and social development. Entrepreneurial economy. Economic conditions for the development of entrepreneurship. Role of the state to create an entrepreneurial environment. Entrepreneurship in small business. Entrepreneurship in the enterprise. Institutional conditions for the development of entrepreneurship and small business in the U.S. and EU countries. Entrepreneurship and SMEs in Bulgaria. Government policy to support entrepreneurship and small and medium business. Entrepreneurial business in a globalized world - problems and approaches to evaluation of factors for increasing competitiveness. Major business decisions for the realization of economic activity. Innovation in entrepreneurial activity - nature and importance. Sources of innovation. Evaluating the new idea. Entrepreneurial analysis and evaluation of the economic resources and optimization of their use. The risk in the entrepreneurship activity. Spheres of manifestation. Analysis and risk assessment. Entrepreneurial strategies - types, content and application areas. Entrepreneurial associations - nature, meaning, organization and management. Information support of entrepreneurial activity . Information as a resource. Information system.

**Teaching and assessment:**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## **BUSINESS PLANNING AND CONTROL**

**ECTS credits: 6**

**Forms of assessment:** ongoing assessment and exam

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The necessity of studying the discipline "Business Planning and Control" results from the role of planning as a major function of enterprise management. It includes topics that focus on theoretical and methodological issues of planning and forecasting. The essence and content of the company's planning process are revealed, the principles on which it is based are presented and the different types of plans are characterized. In the curriculum a significant place is given to the topics related to the strategic company planning, as well as to the planning of the activities in the separate functional directions of the economic organization. The different types of strategies are characterized and the emphasis is on the methods of analysis. Approaches, methods and indicators for planning the various activities of the company are considered.

**Course contents:**

General characteristics of company planning. Systematic approach in planning. Forecasting. Business Plan. Structure and content of the business plan. Information provision of business planning. Strategic company planning. Analysis of the internal condition and forecasts for the development of the economic activity of the enterprise. Analysis of the external environment. Subject and significance of the analysis. Macro-environmental factors. Micro-environmental factors. Strategic business plan. Defining the mission and goals. Nature and importance of strategic planning. Enterprise strategies. Functional business plans. Nature and types. Sequence and technology of development. Development of a marketing plan. Production planning. Production program. Material resources planning. Innovation planning. Investment business plan. Business plan for staff. Control over the implementation of the business plan.

**Teaching and assessment:**

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

**Type of examination:** written



The training course is implemented as lectures and seminars. Topics of seminars further discuss the material taught during lectures. Priority in the training is given to the practical and independent work of the students. During the seminars students deal with solved tests, assignments, case studies, which aim to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## LABOUR ECONOMY

**ECTS credits: 6**

**Academic hours per week: 2l + 2s**

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

**Type of exam:** written

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Labour economy is considered as a system of social relations. These basic laws, principles, approaches and practical mechanisms influence policy makers and encourage employees in the course of their economic development. Labour economics is the science of dialectics and efficiency of labour 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 economy is closely related to detecting the state of population and labour 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 for achieving "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.

**Contents of the course:**

Labour 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 labour. Factors determining the level and dynamics of salaries. Approaches, mechanisms and systems to determine their remuneration. Social protection of the workforce. Minimum salary. Social Security. Health and safety at work. Work organization and labour 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 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 come to 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.

## PRICING STRATEGIES

**ECTS credits: 6**

**Academic hours per week: 2l + 2s**

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

**Type of exam:** written

**Semester: 2**

**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 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 come to 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.

## **BUSINESS CORRESPONDENCE**

**ECTS credits:** 6

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

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

**Type of exam:** written

**Semester:** 2

**Methodical guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course aims to form communicative competence in the use of business speech in different situations. Its theoretical and practical orientation allows the acquisition of basic knowledge of business communication and skills for successful compilation of business texts and documents in accordance with the regulatory and methodological requirements of national and international standards. The course of lectures presents the main types of correspondence in the business sphere. On the basis of modern theoretical formulations for business communication, knowledge is given about the different genres of administrative, commercial, protocol correspondence and correspondence of the European institutions. Particular attention is paid to those types of correspondence that are related to the future professional realization of students. Emphasis is placed on the specifics of business style, language and etiquette.

**Contents of the Course:**

Speech communication and business communication. Language and style of business correspondence. Types of correspondence. Business correspondence and documentation. Legislation and tools. Business letter - essence, models, details. Types of business letters and requirements for their compilation. Curriculum vitae, job application documents. Administrative correspondence - organizational and administrative documents, reference and information documents and documents of a general nature. International standards in written communications. Commercial correspondence - commercial letters, contract documents, transport documents. Diplomatic correspondence - elements of diplomatic documents, main types of diplomatic correspondence.

**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 come to 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.

## **ORGANIZATION OF THE ENTERPRISE**

**ECTS credits:** 6

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

**Form of assessment:** ongoing assessment and exam

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The lectures in this course in structural terms include: nature and basic problems of the organization of the production process in the enterprise, essence and basic problems of organization of work in the enterprise, essence and main forms of organization of production. Along with the fundamental knowledge to develop skills in applying this knowledge into practice. This determines the interdisciplinary nature of teaching and learning and the expected results that the resulting knowledge will help the study, as other disciplines and the disciplines of economic and business focus. The aim of the course is to provide students with in-depth knowledge in this subject area.

**Course contents:**

Production process in the enterprise. Type and basic forms of organization of production. Parameters of the production process and basic principles of organization of production. Organising the production process over time. Organization of the use of machinery and equipment. Organization of the use of the materials. Labour Organization in the enterprise. Organization and planning of technical preparation of production. Forms of organization of production. Flow form of organization of production. Subject form of organization of production. Multiplayer form of organization of production. Current trends in the development of forms of organization of production. Organization and management of production quality.

Organization of the auxiliary and ancillary services and units in the enterprise. Operational management of manufacturing enterprise.

**Teaching and assessment**

Training course takes the form of lectures and seminars. The course ends with an exam. Priority in training is practical and independent work of students. Assess the knowledge, skills and competence during seminars in the course of the current control, of serious importance are the results achieved by the set assignments and tests.

## INNOVATION AND INNOVATION POLICY

**ECTS credits: 6**

**Forms of assessment:** ongoing assessment and exam

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course "Innovation and Innovation Policy" aims to present to the students basic knowledge in the field of innovation and innovation policy. The course of lectures is presented in a systematic form. Views, knowledge and formulations of leading authors and economists characterize the nature and content of the course in Management of innovation. Innovation is seen in its functional and technological sequence of two possible and most widely studied levels - macro and micro wherein interpretations, conclusions and opinions mutually imply and functionally justify one another. The aim of the course is to provide students with sound knowledge and form specific skills in this crucial area of modern economy, especially in the presence of market competition. The course is set on and examine a number of general and specific economic features that characterize the strategies, forms and means for the implementation of innovation in the country. It represents the skills necessary for the innovation implementation and it reveals the extent of innovation activity and barriers, state forms and pace of innovation in our country, the European practices in this regard and others.

**Course contents:**

Introduction, goal and objectives of the course. The successful management of innovation - strategic task under the current economic conditions. Innovation - the central problem of the strategies and policies of the development of modern economy. Actual meaning and content of the activity. Role of innovation in entrepreneurship. Innovation process. Terminology and stages of the innovation process. Classifications of innovation. Classification criterion - type of innovation. Strategies for implementing innovation. Innovative strategies of the company. Basic strategies for product innovation. Key strategies for technological and organizational innovation management. Venture capital. Innovation Networks - a new paradigm for creating diffusion of knowledge and innovation. Innovation networks and the positions of the company. Creating technological knowledge in economic activity. Smart grids and innovation. Cultural characteristics of the environment. Characterization of the innovator. Innovation activity and barriers to innovation. Overcoming barriers to innovation. Information needs and innovation processes in the "new economy." Innovation and intellectual property. International cooperation in the field of intellectual property. Copyright and similar rights. Industrial and intellectual property, patents and related concepts. Industrial designs, trademarks and geographical indications. Licensing and technology transfer. New trends in the development of intellectual property. Management innovations and trends in innovation. Innovative manager and corporate behavior. Corporate culture and company policy. Innovation activity and the most significant barriers to innovation in the country. Building an innovation infrastructure in Bulgaria.

**Teaching and assessment:**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## MANAGEMENT BUSINESS ETIQUETTE

**ECTS credits: 6**

**Forms of assessment: ongoing assessment and exam**

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Today the label business as a practical skill is an economic necessity. For individuals - to get and maintain the desired work to provide career development to improve their effective job performance and to obtain satisfaction from their work. About Us - to raise the level of corporate culture, to be competitive and create a good name to partners and customers. The course of study in this course is for students to acquire new knowledge and skills to apply ethical standards in making quality professional solutions. Knowledge of the management business etiquette will give clear guidelines in the selection of acceptable behavior in problem situations in business. Business etiquette makes it possible to develop optimal and lasting relationships with partners. Knowledge of business etiquette as an important part of business communication, provides behavioral-level coordination of the interests of all participants in communication.

**Course contents:**

Business Etiquette - origination and development. Differences between traditional etiquette and business etiquette. Business card. History of the business card. Preparation and use of business card. Business correspondence. Businesslike letter. Using a fax. Internet. E-mail in business communication. Skype. History of the greeting card. Phone business etiquette. Mobile calls to business communication. Basic principles and tools of business etiquette. Business talk. Negotiations. Principles in conducting business negotiations. Public speeches. Report. Presentation. Personal business communication. Business acquaintances. Clarification and application of the business outlook. Non-verbal communication in business communication. International non-verbal communication. Relationships such as "manager - employee." Relationships "servant - leader." Business etiquette for employees. Relationships with colleagues. Team Building. Emotions and relationships. Relationships with partners and customers. Speech etiquette. Types of speech culture in business communication. "Road" label.

**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 RECRUITMENT AND SELECTION**

**ECTS credits: 5.0**

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

**Semester: 3**

**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**

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

**Type of examination: written**

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

**Type of exam: written**

**ECTS credits:** 5.0

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

**Semester:** 3

**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.

**Academic hours per week:** 3l + 1s

**Type of exam:** written

## TALENT MANAGEMENT

**ECTS credits:** 5.0

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

**Semester:** 3

**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.

**Academic hours per week:** 3l + 1s

**Type of exam:** written

## MOTIVATION AND STIMULATION OF HUMAN RESOURCES

**ECTS credits:** 5.0

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

**Semester:** 3

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

**Type of exam:** written

**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, Hertzberg 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

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

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

**Type of exam:** written

**Semester:** 3

**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

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

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

**Type of exam:** written

**Semester:** 3

**Methodological guidance:**

Department: Management and Marketing  
Faculty of Economics

**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:** 3

### **Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

### **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, during the implementation of the current control, and the results achieved by the set tasks and tests are of serious importance.

## **MANAGEMENT CONSULTING IN HUMAN RESOURCES MANAGEMENT**

**ECTS credits:** 5

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

**Semester:** 3

### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

### **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

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

**Type of exam:** written

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

**Exam type:** written

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**

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

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

**Type of exam:** written

**Semester: 3**

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

**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**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## TEAM MANAGEMENT

**ECTS credits: 5**

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

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

**Type of exam:** written

**Semester: 3**

**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:**

The training course takes the form of lectures and seminars. Topics of seminars further discuss the material taught during lectures. During the seminars students deal with solved tests, assignments, case studies, the aim of which is to stimulate the logical thinking and making of conclusions and decisions. Doing a writing task is part of the semester. The requirements for the semester are regular attendance, completion of assigned tasks and meeting the minimum criteria for current control. The course ends with an exam.

## EMPLOYMENT RELATIONS AND NEGOTIATION

**ECTS credits:** 5

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

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

**Type of exam:** written

**Semester:** 3

**Methodical guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The aim of the course "Labor 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:**

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

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

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

**Type of exam:** written

**Semester:** 3

**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

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

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

**Type of exam:** written

**Semester:** 4

**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 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

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

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

**Type of exam:** written

**Semester:** 4

**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:** 4

**Methodological guidance:**

Department: Management and Marketing

Faculty of Economics

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

**Type of exam:** written

**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 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.