



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

**2700 Blagoevgrad, 66 Ivan Michailov Street**  
**Tel. + 359 /73/ 8855 01, Fax: + 359 /73/ 8855 16**

**E-mail: [info@aix.swu.bg](mailto:info@aix.swu.bg)**  
**<http://www.swu.bg>**

**Department: Management and Marketing**  
**ECTS Information Package**

**Major: Business Management and Entrepreneurship**

**Master Program: Project Management**

**Education and qualification degree: Master**

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

**1. GENERAL PRESENTATION OF THE PROGRAMME**

This qualification characteristic reflects the scope and level of professional knowledge and a skill that graduates of the specialty must acquire, as well as the areas of their future professional realization. The pragmatically organized curriculum is consistent with the changes that have occurred as a result of Bulgaria's entry into the European Union and aims to prepare competitive and highly qualified project management specialists.

**2. PURPOSE OF PREPARATION:**

The training for acquiring professional qualification under "Project Management" 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 for professional performance as managers, experts, project management consultants in all units of the business and non-profit sphere, public and private sector, NGOs, as well as in higher schools, research institutes, development units, etc.

Specialists who have completed a specialty "Project Management" acquire in-depth theoretical knowledge and practical skills related to the essence and main characteristics of project management; management of EU-funded projects; management of project teams; project financing; the analysis and risk assessment of project financing; management of regional, international and infrastructure projects; financial analysis and auditing of projects. Also, specialists who have completed a specialty "Project Management" will receive practical knowledge and skills for developing and managing the realization of projects; for the preparation of a comprehensive financial analysis of projects, as well as analysis and risk assessment of project financing; to systematize, analyze and exploit the possibilities for implementing EU-funded projects. 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.

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

**Knowledge:**

- ✓ Possesses and uses detailed, theoretical and specific practical knowledge in the field of project management.
- ✓ Possesses advanced and in-depth theoretical and factual knowledge related to the development, implementation and management of projects, financial analysis and risk assessment in project financing.

- ✓ Independently interprets the acquired knowledge, linking them to the application of facts and through critical perception, understanding and expression of theories and principles.

### **Skills**

- ✓ Possesses skills for handling specialized terminology for project development, implementation and management, financial analysis and risk assessment in project financing.
- ✓ Has the skill 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 project development, implementation and management.
- ✓ 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.
- ✓ Has the skills to solve and overcome problems driven by the lack of sufficient secondary information, targeted scientific developments on the development, implementation and management of projects, difficulties in the collection of 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. *Autonomy and responsibility***

- ✓ Has the ability to interpret different scientific opinions in the field of project development, implementation and management by formulating own views.
- ✓ Creates and interprets new knowledge in the field of project development, implementation and management through its own research or other scientific activity.
- ✓ Undertakes responsibility to manage executive teams and resources, including in extreme situations in the operation of sites and in the management of structures.
- ✓ Exhibits creative thinking and practical skills in developing and implementing projects, taking into account the influence of many factors.
- ✓ Manages teamwork and trains others professionally.
- ✓ Has the ability to manage complex professional activities, including teams and resources.
- ✓ Assumes responsibilities in decision-making in complex conditions, under the influence of various interacting and difficult to predict factors.
- ✓ Exhibits creativity and initiative in the development, implementation and management of projects.
- ✓ 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 in the use of primary and secondary information.
- ✓ Critically assesses the degree of his training and compliance of his knowledge with the necessary for the profession.
- ✓ 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.
- ✓ Expresses attitude and understanding on issues using methods based on qualitative and quantitative descriptions and assessments.
- ✓ Exhibits 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 project development, implementation and management.

#### **4. Professional competences**

- ✓ Collect, classify, evaluate and interpret data related to the development, implementation and management of projects in order to solve specific tasks.
- ✓ Collect, processes and analyzes data to optimistic or final solutions or innovative ideas.
- ✓ Is capable of preparing and conducting research on own.
- ✓ 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.
- ✓ Forms and expresses own opinion on issues of a public and ethical nature arising in the learning process.

#### **4. SPHERES OF PROFESSIONAL REALIZATION.**

Graduates of the Master's Program "Project Management" receive specialized training, allowing them to work as:

- Heads of project management units at all management levels in all institutions and organizations;
- Experts /advisers/ on project development and management;
- Project management consultants;
- In project management control bodies;
- Heads of project management consultancy firms;
- Specialists in project management units;
- Institutions and bodies of state and municipal government related to industry and production;
- Banks, investment companies and consulting firms;
- Research and development institutes and units in the field of large companies and others.

The qualification characteristic of the specialty "Business Management and Entrepreneurship" for the educational degree "Master" with professional qualification "Master of Project Management" is a basic document that determines the development of the curriculum and curricula. It complies with the Higher Education Act of the Republic of Bulgaria, with the Ordinance on the State Requirements for Acquisition of the Master' School, "Bachelor", "Specialist" and with the Regulations of the South-West University "Neofit Rilski".

**STRUCTURE OF CURRICULUM**  
PROFESSIONAL DIRECTION: 3.7. ADMINISTRATION AND MANAGEMENT  
MAJOR: BUSINESS MANAGEMENT AND ENTREPRENEURSHIP  
MASTER PROGRAM: PROJECT MANAGEMENT  
PROFESSIONAL QUALIFICATION: MASTER IN PROJECT MANAGEMENT  
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. Introduction to Project Management	6.0	1. Public procurement management	3.0
2. Manage project teams	4.5	2. Risk and assessment analysis in the project	3.0
3. Project finance and techniques	6.0	3. Audit of project	4.5
4. Financial analysis of projects	6.0	4. Selective course – II group	4.5
5. Regional and international project management	4.5	State exam or defence of diploma thesis	15.0
6. Selective course – I group	3.0		
<b>Selective courses (students choose one course)</b>		<b>Selective courses (students choose one course)</b>	
<b><u>Elective courses – I group</u></b>	3.0	<b><u>Elective courses – II group</u></b>	4.5
1. Project Financing the Entrepreneurial Business	3.0	1. Management of infrastructure projects	
2. EU project management		2. Communication in project management	4.5
	Total 30		Total 30

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

**DESCRIPTION OF ACEDMIC COURSES**  
**Major: Business Management and Entrepreneurship**  
**Master Program: Project Management**

**INTRODUCTION TO PROJECT MANAGEMENT**

**ECTS credits: 6.0**

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

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

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

**Course contents:**

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

**Teaching and assessment**

Teaching is in the form of lectures 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.

**MANAGEMENT OF PROJECT TEAMS**

**ECTS credits: 4.5**

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

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The lectures of "Project management team" has been developed in line with the overall objectives of the subject "Business Management". Structurally covers basic theoretical and methodological and practical knowledge on approaches to organization and project management skills and teamwork. The aim of the course is to broaden the knowledge of students graduate on issues related to team work in project management and on this basis to contribute to the acquisition of complex multifunctional training without duplicating the key issues covered in other subjects and mainly "Fundamentals of Management" and "Strategic Management". The main tasks to be solved in the implementation of the curriculum are: to expand the expertise of students - graduate students from the Master's degree course in "Business" for the project and the organizational structure to ensure the management process. To form skills for teamwork, as in making management decisions and their implementation.

**Course contents:**

Characterization and stability of the management process. Project and organizational structure to ensure the management process. Need, nature, scope and organization of the project. Structured approach to project

**Hours per week: 31 + 1s**

**Type of exam: written**

**Hours per week: 31 + 0s**

**Type of exam: written**

management. Recruitment and selection of projects. Organizational structure of the project. The human factor in the organization. The need for security, the main motive for personal and social activity. The human factor and organizational development. Strategic situation and strategic improvisation. The concept of strategic deception as a means to influence management. Expectation as a tool of influence in the organization. Management teams. Need for teams. Types of teams. Choosing between the working group and team. Team excellence. Teams and leaders. Team management activities. Teams change-perfection. Team work and problem situations in management. The role of the senior management. Approaches to design teams. Criteria for evaluating the effectiveness of the teams. Models for the design and provision of team effectiveness. Teams and choice of organizational governance structure. Behavior and strategy of the manager and the management team.

**Teaching and assessment:**

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

## **PROJECT FINANCING AND TECHNIQUES**

**ECTS credits: 6.0**

**Hours per week: 3l + 1s**

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

**Type of exam:** written

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The training course on "Project financing and techniques" is designed for the students, who study in "Business administration" major with specialization in "Project management". It is prepared as specialized study on financing through elaboration and implementation of project proposals. The course is consisted of basic topics on the process of elaboration of a project proposal, project implementation and financial management, as well as specific issues connected with the project financing under the programs of the European Union. The course is aimed at providing the students with thorough knowledge in the scope of elaboration of project proposals and project financial management, by learning and discussing the basic approaches and techniques for successful application and management of national and international projects, as well as their applicability in the current practice. By completing the training course on "Project financing and techniques" the students should: (i) acquire basic knowledge and skills for elaboration of project proposals, seeking national and international financing, with special emphasis on the programs of the European Union; (ii) learn the essence and characteristics of the project financial management; (iii) get knowledge of specifics, problems and techniques for project financing under the programs of the European Union; (iv) know and apply the existing techniques for optimization of project financial management.

**Course contents:**

Project financing. Project cycle. Identification and analysis of the problems. Identification of the project objectives. Generation of ideas. Logical framework. Planning of the project activities. Project budgeting. Project expenditures. Application form and procedure

**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.

## **FINANCIAL ANALYSIS OF PROJECTS**

**ECTS credits: 6.0**

**Hours per week: 3l + 1s**

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

**Type of exam:** written

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Lectures on the course "Financial Analysis of Projects" has been developed in accordance with the general objectives of the subject "Project Management". The aim of the course "Financial Analysis of Projects" is to give students a thorough knowledge and skills to perform financial analysis and project evaluation. The main tasks to

be solved in the implementation of the curriculum are: 1. Understanding the nature of the financial analysis of projects. 2. Acquiring knowledge and skills in financial analysis, evaluation and project selection.

**Course contents:**

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

**Teaching and assessment:**

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

## **REGIONAL AND INTERNATIONAL PROJECT MANAGEMENT**

**ECTS credits: 4.5**

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

**Semester: 1**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

This course aims to introduce project management methods for regional and international projects in a way which links to the life cycle of a typical project from the early project identification and definition stages, through project execution and control, to issues of implementation and post-project learning. The course will introduce a range of practical techniques which are used for the planning, scheduling and controlling of projects. Attention is also given to people management aspects of this process especially to communication, team working and the role of the project manager. Project management is an expanding field which offers exciting and challenging career opportunities. It is an essential capability for modern organisations of all kinds. For those of you considering a career in project management, this course provides a clear and comprehensive introduction to this area. Project management knowledge and skills are highly valued within organisations, even for staff who do not wish to specialize in this area. This course introduces you to project management concepts and techniques which will be of use to you in many management roles as organisations increasingly need to manage complex and novel changes. The course integrates the theory of project management with practical examples, as well as giving you the opportunity to link the theory to your own experience, so enabling you to use the knowledge you have gained on this course in your future career.

**Course contents:**

Introduction. Definition. Administration. Success Factors. Example Projects. Strategy, goals and principles of regional and international project management. Project structure and success. Main characteristics and specific of regional and international projects. Project selection and justification. Supported purpose/importance. Interdependencies, uniqueness. Resource requirements and tradeoffs. Projects in Companies. General Management. Finance and controlling. Information Management and technology. Human resources. Project start. Project planning I: Project ideas, project goals, task, contracts. Project phases, PM concepts and models. Functions of regional and international projects. Structuring, scheduling, resource allocation. Integration of a project structure. The project team. Roles and missions within the project team. Basics for building a team. Project management consequences. Identifying the significant steps. Regional strategies. Monitoring and information systems. Project control. Risk management. Project auditing. Determination of sources of financing. Implementation the results of a project and assessment of their impact. Budget of a project. Equipment and materials. General costs. Composition of a complex plan. Formal requirements. Summary of a project. The logframe matrix of a project. Indicators of achievement. Means of verification. Assumptions and risks.

**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.

## **PROJECT FINANCING OF THE ENTREPRENEURIAL BUSINESS**

**ECTS credits: 3.0**

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

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

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The course includes general problems of project financing of the entrepreneurial small business. Students to acquire necessary knowledge for the financing of entrepreneurial businesses through various projects. Main tasks: 1. Understanding the nature of project funding and institutional conditions necessary for its successful implementation. 2. Understanding the preparation of various projects and the preparation of the financial framework. 3. Understanding the problems of organization and management of the project finance business.

**Course contents:**

Project finance business – nature and role. EU funding programs for entrepreneurial businesses. Project financing and programs for agriculture, tourism, cross-border cooperation, regional development, economic competitiveness and more. Project financing a new business. Project finance of growing business. Types of projects. Techniques and strategies for the establishment of the project and its management. The role of the team in the development and implementation of the project. Relations with the funding organization. Requirements for project development and drafting of the budget. Project budget. Content of the budget. Types of budgets. Check the feasibility of the project. Cost-Benefit Analysis. Staffing of the project. Project Manager. The role of the administrative assistant of the project. Group behavior. Detailed planning of the project. Determining the logical sequence of tasks. Preparation of schedule of tasks and project resources. Implementation, monitoring and control of the project. Preparation of project reports. Final phase of the project. Final Report. Negotiation preparation and implementation of the project. Consultants and contracts. Recruitment and selection of consultants

**Teaching and assessment**

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

## **EU PROJECT MANAGEMENT**

**ECTS credits:** 3.0

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

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

**Type of exam:** written

**Semester:** 1

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

This course aims to introduce project management methods for EU projects in a way which links to the life cycle of a typical project from the early project identification and definition stages, through project execution and control, to issues of implementation and post-project learning. The course will introduce a range of practical techniques which are used for the planning, scheduling and controlling of projects. Attention is also given to people management aspects of this process especially to communication, team working and the role of the project manager. Project management is an expanding field which offers exciting and challenging career opportunities. It is an essential capability for modern organisations of all kinds. For those of you considering a career in project management, this course provides a clear and comprehensive introduction to this area. Project management knowledge and skills are highly valued within organisations, even for staff who do not wish to specialize in this area. This course introduces you to project management concepts and techniques which will be of use to you in many management roles as organisations increasingly need to manage complex and novel changes. The course integrates the theory of project management with practical examples, as well as giving you the opportunity to link the theory to your own experience, so enabling you to use the knowledge you have gained on this course in your future career.

**Course contents:**

Introduction. Definition. Administration. Success Factors. Example EU Projects. Strategy, goals and principles of EU project management. Project structure and success. Main characteristics and specific of EU projects. Project selection and justification. Supported purpose/importance. Interdependencies, uniqueness. Resource requirements and tradeoffs. Projects in Companies. General Management. Finance and controlling. Information Management and technology. Human resources. Project start. Project planning I: Project ideas, project goals, task, contracts. Project phases, PM concepts and models. Functions of regional and international projects. Structuring, scheduling, resource allocation. Integration of a project structure. The project team. Roles and



missions within the project team. Basics for building a team. Project management consequences. Identifying the significant steps. Regional strategies. Monitoring and information systems. Project control. Risk management. Project auditing. Determination of sources of financing. Implementation the results of a project and assessment of their impact. Budget of a project. Equipment and materials. General costs. Composition of a complex plan. Formal requirements. Summary of a project. The logframe matrix of a project. Indicators of achievement. Means of verification. Assumptions and risks.

#### **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.

---

## **PUBLIC PROCUREMENT MANAGEMENT**

---

**ECTS credits: 4.5**

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

**Semester: 2**

#### **Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

#### **Annotation:**

The course studies the principles, the conditions and the procedure for awarding public procurement in order to ensure efficiency in the spending of budgetary and other public funds related to the performance of activities of public importance. The procedures for concluding contracts, the subjects that are obliged to apply the law, the values of the contracts above which the rules of the Public Procurement Act should be applied, as well as the activities that can be the subject of public procurement contracts are studied. The types of procedures regulated by the Public Procurement Act, the violations that are allowed in the award of public procurements, as well as the appeal and the control in the process of their awarding are considered in detail. The main goal of the course is to form knowledge about the spending of budgetary and extra-budgetary funds by state institutions at central and local level, in compliance with the principles of transparency and accountability in the award, implementation and control of public procurement. The course forms knowledge about the means and mechanisms for ensuring free and fair competition, equality of economic entities in particular in public procurement and greater publicity in the actions of contracting authorities in the preparation, conduct, award and implementation of public procurement. In this regard, students will get acquainted with the theoretical concepts, normative principles and concepts used in the Public Procurement Act; with the types of procedures regulated by the the Public Procurement Act; the stages for concluding contracts, as well as with the procedure for the appeal and the control of the public procurement.

#### **Course contents:**

Nature of public procurement. Basic concepts. Elements and legal framework of public procurement. Contracting authorities. Types of assignors. Acts of the contracting authorities. Authorization. Objects of public procurement. Kinds. Exceptions from the objects of public procurement. Value of the public procurement. Value thresholds. Public procurement system. Public procurement bodies - functions and powers. Procurement. Management of the assignment process. Procurement procedures. Stages of the procedures. Documentation for participation. General rules for participation in procedures. Guarantees. Types, forms and amount of guarantees. Offers and applications for participation. Content, layout and submission of the offer / application. Commission for conducting the procedure. Purpose, composition, powers of the members. Completion of the procedure - possible options. Public procurement contract. Types of contracts. Conditions for conclusion, performance control. The system of appeals as the main regulator of relations and a form of current control in the process of public procurement. Public procurement control. Preliminary control. Administrative (follow-up) control.

#### **Teaching and assessment**

The teaching of the course 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.

## **RISK AND ASSESSMENT ANALYSIS IN THE PROJECT**

**ECTS credits: 3**

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

**Semester: 2**

**Hours per week: 3l + 0s**

**Type of exam:** written

**Methodological guidance:**

Department of Management and Marketing  
Faculty of Economics

**Annotation:**

Lectures on the course "Risk and assessment analysis in the project" has been developed in accordance with the general objectives of the subject "Project Management". The aim of the course "Analysis and Risk Assessment in Project Financing" is to give students a thorough knowledge of the general problems of analysis and risk assessment in project financing. The main tasks to be solved in the implementation of the curriculum are: 1. Understanding the risk in project financing. 2. Acquiring knowledge and skills for analyzing and assessing risk in project financing.

**Course contents:**

Development of the theory of risk. Directions. Components of risk in project financing. Types of risk in project financing. Diversification of risks in project financing. Stages and scenarios of the manifestation of risk in project financing. Criteria for assessing risk in project financing. Indicators for risk assessment in project financing. Methods for risk assessment in project financing. Planning and organization of risk mitigation in project financing. Monitoring of risk.

**Teaching and assessment**

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

**AUDIT OF PROJECT**

**ECTS credits:** 3.0

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

**Semester:** 2

**Methodological guidance:**

Department of Management and Marketing  
Faculty of Economics

**Annotation:**

Course Description: The course "Auditing Project" in accordance with the objectives of the program "Business Management" introduces students to the objectives, principles and objectives of the audit and the specifics of its implementation in the audit of projects. It also introduces students to the legal framework and institutional organization of the implementation of this type of audit. The goal is for students to acquire knowledge for the purpose, approach and technology audit projects. The aim is to equip students with knowledge about the nature, purpose, approach and technology audit projects. Students acquire basic knowledge about basic concepts, technology and legal and institutional framework for auditing the project and its implementation in the country to meet and form a certain level of practical ideas about the application of techniques and methods of audit projects and knowledge of its areas of application.

**Course contents:**

Legal framework for taking audit engagement to audit projects. Understanding the project objectives and activities of the sponsors of the project and its contractors. Acquaintance with the financing of the project and the funding agency. Planning the audit and identify specific areas of the inspection and the materiality level. Performance Audit - selective testing and verification of the effectiveness, efficiency and economy. Analysis and evaluation of the implementation of activities to achieve the project objectives. Compliance audit to verify compliance of the project with national legislation and international treaties. Identifying risks in the project. Assessment of risk management in the implementation of the project objectives. Spot checks to establish the actual level of the project. Physical inspection. Financial audit for accuracy in all material respects the accounting information and financial reporting. Consultations and inquiries to the consultant and supervisor of the project and to the leadership. Recommendations for the management of the auditee. Findings: 1. The rights and financial framework of the project 2. Vazimootnosheniya to clients and beneficiaries, 3. Contracts Financial Memorandum / if any / 4. Izpalnenieto the project. 5. Accounting services for the project 6. Control procedures paying 7. Risks related to the completion of the project. Audit report, notification and sent to different users.

**Teaching and assessment**

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

**MANAGEMENT OF INFRASTRUCTURE PROJECTS**

**ECTS credits: 4.5**

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

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

Lectures "Management of Infrastructure Projects" was developed in accordance with the general objectives of the subject "Project Management". Structurally covers key management issues various types of infrastructure associated with regional radvitie and others. The aim of the course is to provide students with detailed knowledge of different types of infrastructure management, to explore basic approaches of managing her main tasks that need to be addressed in the implementation of the curriculum are: Understanding the nature of various infrastructure projects; Understanding the nature and characteristics of the organization and management of the infrastructure.

**Course contents:**

Economic nature, content and scope of the infrastructure. Classification Infrastructure. Types of infrastructure. Methodological tools for research and analysis infrastructure. Management of infrastructure projects baza. Management core principles. Stages in the life cycle of an infrastructure project. Methods of logical framework. Planning first-phase infrastructure project management. Opening the main problem. Identification of key players. Definition of project objectives. Consider compromises and concessions. Determination of activities Programiranena infrastructure project, processes Identifitsirane. Main tasks and duties. Key assessments and tools. Criteria and standards for evaluation. Next steps of the infrastructure project. Formulation of the infrastructure project. Main tasks and responsibilities. Key assessments and obligations. Key assessments and tools. Criteria and standards for evaluation. Basic documents. Implementation, monitoring and evaluation and audit of infrastructure projects. Develop ToR. Objectives. Use of the terms of reference of the project cycle. Format and content of the ToR. Policy Commission for development. Strategies Development - Partnership assistance and transition to greater use of sector programs and budget support. The main problems associated with universal development related to the management of the project cycle. Harmonization of strategies and procedures of donors. Pre-accession funds. Structural Funds. Cohesion Fund. ISPA Program, Phare Programme INTERREG /I., II .... IIID /, Operational Programme "Regional Development", Operational Programme "Transport", Operational Programme "Environment".

**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.

## COMMUNICATION IN PROJECT MANAGEMENT

**ECTS credits: 4.5**

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

**Semester: 2**

**Methodological guidance:**

Department of Management and Marketing

Faculty of Economics

**Annotation:**

The training course on "Communication in Project Management" is designed for students of a master's degree in specialty "Project Management". The aim of the course is: To present the students with current issues of communication in the management of projects, go through the natural stages of development, budgeting, management and evaluation of projects; To learn a wide range of knowledge and skills in carrying contacts with individuals and institutions in the development and implementation of various projects. The aim is to form knowledge skills and abilities for personal and business contacts, professional efficiency and successful career.

**Course contents:**

Communications For Gathering Of Information And Identification Of Projects. Communications Between Stakeholders Of The Project. Communications In The Process Of Involving The Society In The Project. Communications With The Institutional The Environment Of Project. Relations And Communications Among Members In Forming A Team For Implementation Of The Project. Mutual Relations And Conduct Of Team Members Through The Stages Of Its Development. Formal And Informal Relations Between Members. Nonverbal Communications. Principles Of Communication. Rules For Teamwork. Interaction And Communication In The Performance Of Project Activities. Implement And Maintain Public Relations. Press

**Hours per week: 3l + 1s**

**Type of exam:** written

**Hours per week: 3l + 1s**

**Type of exam:** written

Conference, Mass Media. Conflict Management In Negotiations. Features Intercultural Communications In Project Management. Successful Rules Of Conduct In Teams At Work

**Teaching and assessment**

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