

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF „MANAGEMENT“**  
**DEPARTMENT „MANAGEMENT AND ADMINISTRATION“**

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**ACCEPTED BY:**

**Rector:**

( Prof. Dr. Plamen Iliev)

## SYLLABUS

**SUBJECT: “MANAGEMENT THEORY”;**

**DEGREE PROGRAMME: “Accounting”; BACHELOR`S DEGREE**

**YEAR OF STUDY: 1; SEMESTER: 2;**

**TOTAL STUDENT WORKLOAD: 270 h.; incl. curricular 75 h.**

**CREDITS: 9**

### DISTRIBUTION OF WORKLOAD ACCORDING TO THE CURRICULUM

| <i>TYPE OF STUDY HOURSE</i>   | WORKLOAD, h. | TEACHING<br>HOURS PER<br>WEEK, h |
|---|--------------|----------------------------------|
| CURRICULAR:<br>incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS (lab. exercises)</li></ul> | 45<br>30     | 3<br>2                           |
| EXTRACURRICULAR   | 195          | -                                |

Prepared by:

1. ....  
(Assoc. Prof. Dr. Desislava Serafimova)

2. ....  
(Chief Assistant Prof. Dr. S. Dimitrova)

Head of department: .....  
„Management and Administration“ (Assoc. Prof. Dr. D. Dobrev)

## **I. ANNOTATION**

*Management theory is a subject directed to the students from specialties “International Business”, „Business Entrepreneurship and Innovations“and “Business Economics” at the University of Economics in Varna. It is an introductory course of the theory and practice of management and included traditional contents of the Management Science which is studied at Bachelor degree.*

*The main purpose of the course is to present a complete pattern of the managerial work by covering functional, structural and behavioral aspects of its realization. In this way the subject contribute students to acquire knowledge of the essence and development of the Management, to understand the different theoretical models, concepts and views of organizations management.*

*The object of the course is to serve as the basis on which the students could develop the idea of a general model of organizations management. This basic knowledge will be enriching with specific learning from the particular subjects which students will be studying at the next courses of their studies.*

## **II. THEMATIC CONTENT**

| No.   | TITLE OF UNITS AND SUBTOPICS  | NUMBER OF HOURS |          |      |
|---|---|-----------------|----------|------|
|   |   | L               | S        | L.E. |
| <b>1.THE NATURE OF MANAGEMENT</b>             |   | <b>3</b>        | <b>2</b> |      |
| 1.1.  | Definition of management. Organizations in which Managers work.   | 1               | ½        |      |
| 1.2.  | Management process. Levels of management. Managerial functions. Managerial roles.   | 1               | 1        |      |
| 1.3.  | Management skills. Learning to manage.  | 1               | ½        |      |
| <b>2. THE EVOLUTION OF MANAGEMENT THOUGHT</b> |   | <b>4</b>        | <b>2</b> |      |
| 2.1.  | Early beginnings.   | 1               | ½        |      |
| 2.2.  | Scientific management. Administrative theorists. The Behavioral Approach.   | 2               | 1        |      |
| 2.3.  | The Systems Approach. The Contingency Approach  | 1               | ½        |      |
| <b>3. DECISION-MAKING PROCESS</b>             |   | <b>2</b>        | <b>2</b> |      |
| 3.1.  | The nature and types of decision. A decision-making process.  | 1               | 1        |      |
| 3.2.  | Styles of decision-making. Advantages and disadvantages of group-aided decision-making                                    | 1               | 1        |      |
| <b>4. PLANNING PROCESS</b>                    |   | <b>2</b>        | <b>2</b> |      |
| 4.1.  | The essentials of planning. Types of plans – strategic, tactical and operational plans.                                   | 1               | 1        |      |
| 4.2.  | The planning Cycle. Miscellaneous plans and planning techniques   | 1               | 1        |      |
| <b>5. THE ENVIRONMENT OF ORGANIZATIONS</b>    |   | <b>4</b>        | <b>2</b> |      |
| 5.1.  | Organizations as systems and as elements of larger systems.   | 1               | ½        |      |
| 5.2.  | The external environment – direct and indirect environment. The internal environment.                                     | 2               | 1        |      |
| 5.3.  | The changing environment of management – globalization and e-commerce, multicultural organizations and managing diversity | 1               | ½        |      |
| <b>6. THE OBJECTIVES OF ORGANIZATIONS</b>     |   | <b>3</b>        | <b>2</b> |      |
| 6.1.  | Definition of an objective. Writing good objectives. The importance   | 1               | ½        |      |

|  |   |          |          |  |
|--|---|----------|----------|--|
|  | of objectives.  |          |          |  |
| 6.2.   | Setting objectives: priorities of objectives, time frame of objectives, conflicts among objectives, measurement of objectives.  | 1        | 1        |  |
| 6.3.   | Management by objectives.   | 1        | ½        |  |
| <b>7. THE STRATEGIES OF ORGANIZATIONS</b>            |   | <b>4</b> | <b>2</b> |  |
| 7.1.   | Definition of strategies. Thinking strategically.   | 1        | ½        |  |
| 7.2.   | Type of strategies. Formulation of corporate, competitive and functional strategies.  | 2        | 1        |  |
| 7.3.   | Strategic implementation and control  | 1        | ½        |  |
| <b>8. ORGANISING PROCESS</b>                         |   | <b>4</b> | <b>2</b> |  |
| 8.1.   | Definition of organizing and organizational structures. The elements of structure. Job design   | 1        | ½        |  |
| 8.2.   | The main types of organizational structures – line and functional structures, divisional structures, project and matrix structures, network and learning structures.                  | 2        | 1        |  |
| 8.3.   | Changing organizational structures.   | 1        | ½        |  |
| <b>9. MOTIVATION</b>                                 |   | <b>3</b> | <b>2</b> |  |
| 9.1.   | Define the meaning of motivation. The motivation process.   | ½        | ½        |  |
| 9.2.   | Motivation theories: content, process and situation theories.   | ½        | ½        |  |
| 9.3.   | Maslow's hierarchy of needs theory. Herzberg's two-factor theory. McClelland's three-needs theory. Vroom's expectancy theory. Reinforcement theory. Porter-Lawer model of motivation. | 1 ½      | ½        |  |
| 9.4.   | Contemporary issues in motivation.  | ½        | ½        |  |
| <b>10. MANAGING WORK GROUPS</b>                      |   | <b>2</b> | <b>2</b> |  |
| 10.1   | Formal and informal work groups. Reasons for formation of work groups.  | 1        | 1        |  |
| 10.2   | Specific types of groups in an organization.  | ½        | ½        |  |
| 10.3   | Development of work groups. Characteristics of work groups.   | ½        | ½        |  |
| <b>11. LEADERSHIP</b>                                |   | <b>4</b> | <b>2</b> |  |
| 11.1   | Leadership defined. Formal versus informal leaders.   | 1        | ½        |  |
| 11.2   | Trait theory. Behavioral styles theory: The Ohio state model; The leadership grid.  | 2        | 1        |  |
| 11.3   | Situational theory: Fiedler's contingency theory; Path-goal theory. Transformational leadership theory. Mentoring.  | 1        | ½        |  |
| <b>12. SOCIAL RESPONSIBILITY AND BUSINESS ETHICS</b> |   | <b>3</b> | <b>2</b> |  |
| 12.1   | Social responsibility – definition and perspectives. Social responsibility of the business – concepts, models and contemporary views on the scopes of application.                    | 2        | 1        |  |
| 12.2   | The nature of business ethics. Encouraging ethical conduct – ethics training, ethical advocates, codes of ethics and whistle-blowing.   | 1        | 1        |  |
| <b>13. ORGANIZATIONAL COMMUNICATIONS</b>             |   | <b>2</b> | <b>2</b> |  |
| 13.1   | The communication process – encoding, selecting a medium, decoding, feedback, noise.  | 1        | 1        |  |
| 13.2   | Perception: a vital link in communication.  | ½        | ½        |  |
| 13.3   | Dynamics of organizational communication. Communication problems. Effective communications.   | ½        | ½        |  |

|   |  |           |           |  |
|---|--|-----------|-----------|--|
| <b>14. CONTROLLING PROCESS</b>            |  | <b>3</b>  | <b>2</b>  |  |
| 14.1                                      | Definition of control. Stages of control.  | 1         | ½         |  |
| 14.2                                      | Types of control system. Components of organizational control systems.   | 1         | 1         |  |
| 14.3                                      | Contemporary issues in control.  | 1         | ½         |  |
| <b>15. MANAGING ORGANIZATIONAL CHANGE</b> |  | <b>2</b>  | <b>2</b>  |  |
| 15.1                                      | Change: organizational and individual perspectives. Types of organizational change. Individual reaction to change. | 1         | 1         |  |
| 15.2                                      | Organizational change and member resistance. Overcoming resistance to change.                                      | ½         | ½         |  |
| 15.3                                      | Planned change through Organizational Development.   | ½         | ½         |  |
| <b>Total:</b>                             |  | <b>45</b> | <b>30</b> |  |

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

| <b>No. by row</b> | <b>TYPE AND FORM OF CONTROL</b>        | <b>№</b> | <b>extra-curricular, h.</b> |
|-------------------|--|----------|-----------------------------|
| <b>1.</b>         | <b>Midterm control</b>                 |          |                             |
| 1.1.              | Project work – on a predefined theme   | 3        | 90                          |
| 1.2.              | Written assignments on a given topic   | 1        | 20                          |
| 1.3.              | Test (mixed type questions)            | 1        | 20                          |
|                   |  |          |                             |
|                   | <b>Total midterm control:</b>          | <b>5</b> | <b>130</b>                  |
| <b>2.</b>         | <b>Final term control</b>              |          |                             |
| 2.1.              | Examination (test)                     |          |                             |
|                   |  |          |                             |
|                   | <b>Total final term control:</b>       | <b>1</b> | <b>65</b>                   |
|                   | <b>Total for all types of control:</b> | <b>6</b> | <b>195</b>                  |

### **IV. LITERATURE**

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

1. Schermerhorn, John R. Introduction to Management, International Student Version, 11th edition. John Wiley. 2013
2. Kreitner, R. Management. 10th edition. Houghton Mifflin Company, 2009

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

1. Bartol, K., D. Martin. Management. McGraw Hill, Inc. 1991
2. Cole, G. A. Management: Theory and Practice. Fourth edition. DP Publications. London, 1993
3. Daft, R. Management. Sixth Ed. Thomson South-Western, 2002
4. Donnelly, J., J. Gibson, J. Ivancevich. Fundamentals of Management. Eighth ed. IRWIN, Boston, 1992
5. Griffin, R. Management. Third edition. Houghton Mifflin Company. 1990
6. Higgins, J. The Management Challenge. An Introduction to Management. Macmillan publishing company. 1991
7. Mintzberg, H. Five Ps for Strategy. CMR. The Strategy Process. Prentice Hall. 1987
8. Mondy, R., A. Sharplin, Sh. Premeaux, Management. Concepts, Practices, and Skills. Fifth ed. Allyn and Bacon. 1999
9. Porter, M. Competitive Strategy: Techniques for Analyzing Industries and Competitors. The Free Press, Macmillan, 1980
10. Porter, M. The Competitive Advantages of Nations, 1990
11. Robbins, St., D. De Cenzo. Fundamentals of Management: Essential concepts and applications. Sixth Edition. Pearson Prentice Hall. 2008
12. Rue, L., L. Byars. Management. Skills and application. Sixth ed. IRWIN. 1993
13. Simon, A. B. Crisis Management Strategy: Competition and Change in Modern Enterprises. Routledge, 1993
14. Smith, M. Fundamentals of Management. McGraw-Hill. 2007

15. Stoner, A., R. Freeman. Management. Annotated Instructor's Edition. Fifth Ed. Prentice Hall, 1992
16. The Blackwell Encyclopedic Dictionary of Business Ethics. Ed. By Patricia H. Werhane and R. Ed. Freeman. Blackwell, 1997
17. Thompson, A., A. Strickland. Strategic Management. Concepts & Cases. Sixth Ed. IRWIN, 1992
18. Weber, M. The Ideal Bureaucracy. In: Management Classics. Ed. Matesson, M. J. Ivancevich. Plano. 1986
19. Zemke, R. The Honeywell Studies: How Managers Learn to Manage. Training, (Aug 1985), 22: 46-51