

UNIVERSITY OF ECONOMICS - VARNA
MASTER DEGREE CENTER
DEPARTMENT OF MANAGEMENT AND ADMINISTRATION

Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date):

ACCEPTED BY:

Dean:

(Prof. Stoyan Marinov, PhD)

SYLLABUS

SUBJECT: CORPORATE GOVERNANCE AND CSR

DEGREE PROGRAMME: INTERCULTURAL BUSINESS; MASTER`S DEGREE

YEAR OF STUDY: 5; SEMESTER: 10

TOTAL STUDENT WORKLOAD: 120 hours; incl. curricular 30 hours

CREDITS: 4

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl.		
● LECTURES	30	2
● SEMINARS / LAB. EXERCISES	0	0
EXTRACURRICULAR	90	-

Prepared by:

1.
(assoc. prof. D. Serafimova, PhD)

2.
(ch. asst. prof. Katya Vladova, PhD)

Head of department
of Management and Administration:
(assoc. prof Dobrin Dobrev, PhD)

I. ANNOTATION

Course content, topics:

Introduction; Basic Concepts of Strategic Management; Corporate Governance; Social Responsibility and Ethics in Strategic Management; Environmental Scanning and Industry Analysis; Organisational Analysis and Competitive Advantage; Strategy Formulation: Business Strategy; Strategy Formulation: Corporate Strategy; Strategy Formulation: Functional Strategy and Strategic Choice; Strategy Implementation: Global Strategy; Strategy Implementation: Organizing and Structure; Strategy Implementation: Staffing and Directing; Evaluation and Control; Multilevel Governance.

Learning methods:

Lectures and seminars. In the seminars, the students will introduce and discuss case studies.

The key competencies for lifelong learning, according to European Reference Framework (<https://www.britishcouncil.org/sites/default/files/youth-in-action-keycomp-en.pdf>) that are developed in the course include: Personal, social and learning to learn competence (5), Citizenship competence (6), and Entrepreneurship competence (7).

II. THEMATIC CONTENT

№	TITLE OF TOPIC AND SUBTOPICS	NUMBER OF HOURS ¹		
		L	S	L.E.
Theme 1. INTRODUCTION; BASIC CONCEPTS OF STRATEGIC MANAGEMENT		2		
1.1.	Information about the course (schedule, requirements, assessment, grading, etc.). Understand the basic concepts of strategic management			
1.2.	Review, case studies			
Theme 2. CORPORATE GOVERNANCE		2		
2.1.	Understand the role and responsibilities of the board of directors in corporate governance and the trends in corporate governance.			
2.2.	Review, case studies			
Theme 3: SOCIAL RESPONSIBILITY AND ETHICS IN STRATEGIC MANAGEMENT		3		
3.1.	Understand the relationship between social responsibility and corporate performance; conduct a stakeholder analysis			
3.2.	Review, case studies			
Theme 4: ENVIRONMENTAL SCANNING AND INDUSTRY ANALYSIS		2		
4.1.	Be able to conduct industry analysis to explain the competitive forces that influence the intensity of rivalry within an industry; be able to identify critical success factors and develop an industry matrix.			
4.2.	Review, case studies			
Theme 5: ORGANISATIONAL ANALYSIS AND COMPETITIVE ADVANTAGE		2		
5.1.	Be able to explain company business models and how they can be imitated; assess a company's corporate culture and how it might affect a proposed strategy			

¹ L – lectures; S – seminars; L.E. – laboratory exercises

5.2.	Review, case studies			
Theme 6: STRATEGY FORMULATION: BUSINESS STRATEGY		2		
6.1.	Be able to utilize the SFAS matrix and a SWOT diagram to examine business strategy; develop a mission statement that addresses the five elements of good design			
6.2.	Review, case studies			
Theme 7: STRATEGY FORMULATION: CORPORATE STRATEGY		2		
7.1.	Be able to explain the three key issues that corporate strategy addresses			
7.2.	Review, case studies			
Theme 8: STRATEGY FORMULATION: FUNCTIONAL STRATEGY AND STRATEGIC CHOICE		2		
8.1.	Be able to explain which activities and functions are appropriate to outsource/offshore to gain or strengthen competitive advantage; list and explain strategies to avoid.			
8.2.	Review, case studies			
Theme 9: STRATEGY IMPLEMENTATION: GLOBAL STRATEGY		2		
9.1.	Be able to describe the means of entry by which an organisation can do business in another country.			
9.2.	Review, exercises, case studies			
Theme 10: STRATEGY IMPLEMENTATION: ORGANIZING AND STRUCTURE		2		
10.1.	Be able to describe the major issues that impact successful strategy implementation			
10.2.	Review, exercises, case studies			
Theme 11: STRATEGY IMPLEMENTATION: STAFFING AND DIRECTING		3		
11.1.	Be able to explain the link between strategy and staffing decisions; utilize an action planning framework to implement an organisation's MBO and TQM initiatives.			
11.2.	Review, exercises, case studies			
Theme 12: EVALUATION AND CONTROL		2		
12.1.	Be able to develop a balanced scorecard to examine key performance measures of a company; apply the benchmarking process to a function or an activity.			
12.2.	Review, exercises, case studies			
Theme 13: MULTILEVEL GOVERNANCE		2		
13.1.	Understand the definition and interpretation of multilevel governance regarding global corporations			
13.2.	Review, exercises, case studies			
Theme 14: SUMMARY		2		
14.1.	A broad overview of the most relevant topics in global corporate strategies			
14.2.	Review, exercises, case studies			
		Total:	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Class Activity	1	10
1.2.	Seminar Performance	2	40
	Total midterm control:	3	50
2.	Final term control		
2.1.	Examination (test)	1	40
	Total final term control:	1	40
	Total for all types of control:	4	90

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Corporate Governance and CSR Course Materials available at <https://e-learn.ue-varna.bg>.
2. Paraskevopoulos, C. J. (2016): EU Enlargement and Multi-Level Governance in European Public Policy-Making: Actors, Institutions Learning.

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Cannon, T. (2012). Corporate Responsibility: Governance, Compliance and Ethics In a Sustainable Environment, 2/E. Pearson.
2. Csizmadia, N. (2019). Geofusion. Lid Publishing Limited.
3. Getimis, N. Rees (Eds. 2016): Adapting to EU Multi-Level Governance. Pp. 3-22. Online Available: <https://books.google.hu/>
4. Morschett, D., Schramm-Klein, H., Zentes, J. (2015). Strategic International Management. Text and Cases. 3rd Edition. Springer Gabler: Wiesbaden.
5. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., Bamford, C. E. (2018). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Global Edition, 15/E. Pearson.