

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

---

Adopted by the FC (record №12/29.04.2024)

Adopted by the DC (record №10/16.04.2024)

**ACCEPTED BY:**

**Dean:**

(Assoc. Prof. D. Dobrev, Ph.D.)

## **SYLLABUS**

**SUBJECT: MANAGEMENT**

**DEGREE PROGRAMME: All programmes taught in English; BACHELOR'S DEGREE**

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

**TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 75 hours**

**CREDITS: 8**

### **DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM**

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>LECTURES</li><li>SEMINARS / LAB. EXERCISES</li></ul>	45 30	3 2
EXTRACURRICULAR	165	-

Prepared by:

1. ....  
(Assoc. Prof. D. Serafimova, Ph.D.)
2. ....  
(Chief Assistant Prof. S. Dimitrova, PhD)

Head of department  
of Management and Administration: .....  
(Assoc. Prof. D. Serafimova, Ph.D.)

## **I. ANNOTATION**

*The Management course is intended for all University of Economics—Varna specialties. It is an introductory course in the theory and practice of management, oriented towards the traditional management science content studied at the bachelor's level.*

*The primary purpose of the discipline is to present a comprehensive picture of management activity, covering functional, structural, and behavioral aspects of its implementation. In this way, it helps students acquire knowledge about the nature and development of management and the different concepts and understandings of managing organizations.*

*The goal is for the discipline to serve as a basis for students to form an idea about the general management model of organizations, which will later be enriched with specific knowledge acquired in the particular academic disciplines that students study in the upper courses of the study.*

*Through the discipline, knowledge is formed about management as a process and the process of making management decisions; analysis of the external and internal environment of organizations; development of different types of goals of the organizations and their coordination; choosing, developing, and implementing the strategies of organizations; planning, coordinating and organizing the work of people in organizations; motivating employees, creating and managing groups and teams; effective leadership, power and influence of managers in organizations.*

*Training in this discipline enables students to develop and apply the following skills: to use the learned techniques correctly and purposefully for planning, organizing, leading, and controlling the activities in organizations; to apply conceptual, diagnostic, and creative skills in managing individual objects or entire organizations.*

*According to the recommendation of the Council of the European Union on May 22, 2018, the following key competencies are applied and developed during training: personal, civic, and entrepreneurial.*

- *Personal competence: Developing the ability to work constructively with other people, interact effectively with other members of the organization or team, and maintain collegial and mutually beneficial relationships with people from other teams and departments of the organization; problem-solving skills.*

- *Citizenship competence: Acquisition of management decision-making skills, incl. those aimed at balancing the interests of various stakeholders; skills for balancing corporate interests and the expectations of various social groups; and environmental protection.*

- *Entrepreneurial competence: Developing the ability to create and manage organizations from various fields of activity and/or their structural units, including critical thinking, diagnosis, analytical, planning, organizing, leading people, and controlling the activity, as well as for responsibility and social commitment.*

## **II. THEMATIC CONTENT**

No.	TITLE OF UNITS AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
1.THE NATURE OF MANAGEMENT		3	2	
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	
2. THE EVOLUTION OF MANAGEMENT THOUGHT		4	2	
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 – digital transformation, globalization, 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 of objectives.	1	½	
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.	1	½	
7.3.	Strategic implementation and control	1	½	
7.7	Business models and Business modeling	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-Lawyer 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:**

No. by row	TYPE AND FORM OF CONTROL	Number	extracur- ricular, hours
<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)	1	35
	<b>Total final term control:</b>	<b>1</b>	<b>35</b>
	<b>Total for all types of control:</b>	<b>6</b>	<b>165</b>

### **IV. LITERATURE**

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

1. Baumers, M., Dominy, J., (2022). Practical Management for the Digital Age. An Introduction to Engineers, Scientists, and Other Disciplines. CRC Press, Taylor & Francis Group. Boca Raton, London, NY.
2. Griffin, R. (2017) Management, 12 ed., CENGAGE learning, Boston, USA

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

3. Aagaard, Annabeth (2019) Digital Business Models: Driving Transformation and Innovation. Palgrave Macmillan (Springer International Publishing AG)
4. Jones, G. & George, J. (2016) Contemporary Management, Ninth ed. McGraw-Hill Education, NY
5. Kreitner, R. (2012) Management. 10th ed. Houghton Mifflin Company
6. Organizational Management Study text. (2017) Kaplan publishing. UK. CIMA Subject E1
7. Robbins, S. & Coulter, M. (2018) Management, 14th Global Edition, Pearson Education Limited
8. Schermerhorn, John R. (2013) Introduction to Management, 12th ed. John Wiley