

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

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Adopted by the FC (record №12/29.04.2024 г.)  
Adopted by the DC (record №10/16.04.2024)

**ACCEPTED BY:**  
**Dean:**  
(Assoc. Prof. D. Dobrev, Ph.D.)

## SYLLABUS

**SUBJECT: PLANNING AND FORECASTING**

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

**YEAR OF STUDY: 3; SEMESTER: 6**

**TOTAL STUDENT WORKLOAD: 150 hours; incl. curricular 60 hours**

**CREDITS: 5**

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

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

Prepared by:

1. ....  
(assoc. prof. D. Dobrev, PhD.)
2. ....  
(chief assist. prof. V. Maximova, PhD.)
3. ....  
(chief assist. prof. K. Vladova, PhD.)

Head of department  
of Management and Administration: .....  
(assoc. prof. D. Serafimova, PhD.)

## **I. ANNOTATION**

*The Planning and Forecasting course aims to give a general understanding of the tools, techniques and capabilities used for foreseeing and planning economic processes and growth factors. The content is introduced in 12 thematic units. The course content demonstrates the nature and benefits of the process of forecasting and planning.*

*The expected outcomes are:*

- Knowledge of forecasting, planning, control, environment, management;
- Acquisition of analytical quantitative, qualitative and model tools;
- Understanding the product, finance, investment and resource aspects in organisational development;
- Skills for solving cases and crises, and human resource planning;
- Capabilities for developing specific forecasting and planning documents.

*The course is elective and appropriate for all programmes.*

*The programme offers opportunities for acquiring mathematical, digital and entrepreneurial competencies.*

## **II. THEMATIC CONTENT**

| №   | TITLE OF UNIT AND SUBTOPICS   | NUMBER OF HOURS |   |      |
|---|---|-----------------|---|------|
|   |   | L               | S | L.E. |
| Topic 1. PLANNING IN THE DEVELOPMENT OF ECONOMICS         |   | 2               | 2 |      |
| 1.1.  | Definitions and nature of forecasting and planning                                  |                 |   |      |
| 1.2.  | The subject matter, methods and concerns of planning.<br>Advantages and limitations |                 |   |      |
| Topic 2. ECONOMIC FORECASTING                             |   | 4               | 6 |      |
| 2.1.  | Definition. Objects and types of forecasting  |                 |   |      |
| 2.2.  | The methodology of economic forecasting. Information and information sources        |                 |   |      |
| 2.3.  | Methods of economic forecasting. Forecasting frameworks                             |                 |   |      |
| Topic 3. ECONOMIC PLANNING                                |   | 2               | 0 |      |
| 3.1.  | Approaches and levels of economic planning  |                 |   |      |
| 3.2.  | Frameworks of economic planning   |                 |   |      |
| 3.3.  | Plan indicators   |                 |   |      |
| Topic 4. PLANNING ORGANISATION                            |   | 2               | 0 |      |
| 4.1.  | Plan structures. Technology. Subordination.   |                 |   |      |
| 4.2.  | Planning, forecasting, market.  |                 |   |      |
| Topic 5. STRATEGIC PLANNING. MARKETING PLANNING           |   | 3               | 2 |      |
| 5.1.  | Definition. Evolution and concerns of strategic planning.<br>Elements               |                 |   |      |
| 5.2.  | Strategies. The strategic plan – contents.  |                 |   |      |
| 5.3.  | The marketing plan.   |                 |   |      |
| Topic 6. BUSINESS PLANNING                                |   | 3               | 6 |      |
| 6.1.  | Business planning in today’s business environment. Definition and purpose           |                 |   |      |
| 6.2.  | Types of business plans. Specifics in the contents of different business plans      |                 |   |      |
| 6.3.  | Business plan development technology  |                 |   |      |
| Topic 7. GOAL SETTING AND DIAGNOSING IN BUSINESS PLANNING |   | 2               | 2 |      |
| 7.1.  | Goal setting. Types of goals.   |                 |   |      |

|  |   |           |           |  |
|--|---|-----------|-----------|--|
| 7.2.   | Diagnosing the external environment. Methods.   |           |           |  |
| <b>Topic 8. INVESTMENTS AND INNOVATIONS IN BUSINESS PLANNING</b> |   | 2         | 2         |  |
| 8.1.   | Investment and innovation planning. Methods. Indicators of effectiveness and return on investment |           |           |  |
| 8.2.   | Development of innovation projects and programs   |           |           |  |
| <b>Topic 9. PRODUCTION PLANNING. MATERIAL RESOURCE PLANNING</b>  |   | 3         | 3         |  |
| 9.1.   | Production program and production capacity  |           |           |  |
| 9.2.   | Production cost planning  |           |           |  |
| 9.3.   | Planning the necessity for material resources and inventories                                     |           |           |  |
| 9.4.   | Delivery planning   |           |           |  |
| <b>Topic 10. HUMAN RESOURCE PLANNING</b>                         |   | 2         | 2         |  |
| 10.1.  | Planning labour productivity and workforce needs  |           |           |  |
| 10.2.  | Planning wages  |           |           |  |
| <b>Topic 11. FINANCIAL PLANS AND CONTROL</b>                     |   | 3         | 3         |  |
| 11.1.  | Defining budgeting needs, amount and sources  |           |           |  |
| 11.2.  | Planning liabilities and credit loans.  |           |           |  |
| 11.3.  | Control. Types. Subsequent management interactions.   |           |           |  |
| <b>Topic 12. ENVIRONMENT AND ADAPTIVE BUSINESS PLANNING</b>      |   | 2         | 2         |  |
| 12.1.  | Crisis prevention planning. Stabilising programs and plans.                                       |           |           |  |
| 12.2.  | Contingency planning. Methods. Expected outcomes.   |           |           |  |
| <b>Total:</b>  |   | <b>30</b> | <b>30</b> |  |

### III. FORMS OF CONTROL:

| №                                      | TYPE AND FORM OF CONTROL      | Number   | extracurricular, hours |
|--|-------------------------------|----------|------------------------|
| <b>1.</b>                              | <b>Midterm control</b>        |          |                        |
| 1.1.                                   | Coursework project            | 1        | 40                     |
| 1.2.                                   | Continuous assessment test    | 1        | 20                     |
| 1.3.                                   | Case study (analytical tasks) | 1        | 10                     |
| <b>Total midterm control:</b>          |                               | <b>3</b> | <b>70</b>              |
| <b>2.</b>                              | <b>Final term control</b>     |          |                        |
| 2.1.                                   | Examination (test)            | 1        | 20                     |
| <b>Total final term control:</b>       |                               | <b>1</b> | <b>20</b>              |
| <b>Total for all types of control:</b> |                               | <b>4</b> | <b>90</b>              |

### IV. LITERATURE

#### REQUIRED (BASIC) LITERATURE:

1. Barrow, C. et al. The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business, Kogan Page, 2018
2. Coveney, M. & G. Cokins, Budgeting, Forecasting and Planning In Uncertain Times, Wiley, 2017

#### RECOMMENDED (ADDITIONAL) LITERATURE:

1. Lee, Cheng F., Lee, John Financial Analysis, Planning & Forecasting, World Scientific, 2017,
2. Evans, V. Writing a Business Plan: How to win backing to start up or grow your business, FT Press, 2015