

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: DEVELOPMENT OF MANAGERIAL SKILLS

DEGREE PROGRAMME: INTERCULTURAL BUSINESS; MASTER`S DEGREE

YEAR OF STUDY: 6; SEMESTER: 11

TOTAL STUDENT WORKLOAD: 90; incl. curricular 30

CREDITS: 3

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS / LAB. EXERCISES	30 0	2 0
EXTRACURRICULAR	60	-

Prepared by:

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

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

I. ANNOTATION

The purpose of the course is to expand the fundamental knowledge of the management process and the job of managers students have, emphasizing essential leadership skills and qualities that are necessary for the effective management of organizations in today's international environment. The main expected results after learning the material by students are expressed in expanding their opportunities for practical application of the following knowledge and skills. Students know, understand and critically evaluate managerial skills needed for continuing professional development in an international environment. They can manage themselves more effectively at work or in another professional context. Students can develop their skills to manage interpersonal relationships at work more effectively. They can use in-depth knowledge to make sound and justifiable decisions and solve complex problems using innovative approaches. Students are ready to lead and influence others maintaining the work ethic and applying socially responsible practices for creating a sustainable leadership environment. They can apply advanced theoretical knowledge in the field of international management and demonstrate an essential HR management skill-set, expanding the knowledge and skills acquired in previous courses in International Strategic Management, Corporate Governance and CSR.

In the course of training, the following key competencies are applied and developed, according to the recommendation of the Council of the European Union (2018): personal, social and learning to learn competence (5), civic competence (6) and competence for cultural awareness and expression competence (8).

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. MANAGEMENT PROCESS AND JOB OF MANAGERS – CLASSICAL CONCEPTS		5		
1.1.	Management functions			
1.2	Fundamental managerial roles and managerial skills			
1.3	Functional and strategic management skills			
1.4	Global managerial skill sets – intercultural perspectives			
Theme 2. MANAGEMENT, ORGANIZATIONAL POWER AND AUTHORITY		5		
2.1	Leadership and Management			
2.2	Leadership styles and Leadership principles			
2.3	Essential leadership skills and qualities – Harvard Business School model (Emotional intelligence, Employee engagement, Negotiation, Decision-making and Organizational change management)			
Theme 3. PRINCIPLES, STRATEGIES AND STAGES FOR IMPROVING MANAGERIAL SKILLS		4		
3.1	Defining characteristics of management skills			
3.2	Guiding principles for management development activities			
3.3	Strategies for improving managerial skills			
Theme 4. A LEARNED-BEHAVIOR APPROACH TO MANAGEMENT SKILL DEVELOPMENT AND COMPETENCY-BASED MANAGEMENT EDUCATION		4		
4.1	A Learned-behavior approach to management skill development			
4.2	Development managerial skills in the context of European framework for competencies			
4.3	Development managerial skills for creating Sustainability leadership environment (Cambridge sustainability leadership model)			

Theme 5. SKILLS FOR CONTINUING PROFESSIONAL DEVELOPMENT AND PRACTICE		5		
5.1.	Concepts of self and self-management skills			
5.2	Developing professional identity			
5.3	Skills for learning training and development			
5.4	Coaching professional development and practice			
Theme 6. LEADERSHIP AND TEAM DYNAMICS		3		
6.1	Effective teambuilding and communication skills			
6.2	Leading change and development in organizations			
Theme 7. DECISION MAKING, NEGOTIATION AND PERFORMANCE MANAGEMENT		4		
7.1	Effective decision making and problem solving			
7.2	Negotiation and the management of interpersonal relationships at work			
7.3	Constructive performance management			
		Total:	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Course project – on a predefined theme	1	20
1.2.	Written assignments on a given topic	2	10
Total midterm control:		3	30
2.	Final term control		
2.1.	Examination (test)	1	30
Total final term control:		1	30
Total for all types of control:		4	60

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Watson, G., Reissner, S. (2020). Developing Skills for Business Leadership. 2nd ed. Kogan Page Publishers.

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Ananthram, S., Nankervis, A. (2013). Global Managerial Skill Sets, Management Development, and The Role of HR: An Exploratory Qualitative Study of North American and Indian Managers. Contemporary Management Research, 9(3).
2. European Commission, Directorate-General for Education, Youth, Sport and Culture. (2019) Key competences for lifelong learning, Publications Office, 2019, <https://data.europa.eu/doi/10.2766/569540>
3. Hunt, J., Sorenson, R. (2001). A Learned-Behavior Approach to Management Skill Development. Journal of Management Education. Vol. 25, Issue 2 (April 1), pp. 167-190
4. Ratiu, L., David, O., Baban, A. (2017). Developing Managerial Skills Through Coaching: Efficacy of a Cognitive-Behavioral Coaching Program. Journal of Rational-Emotive & Cognitive-Behavior Therapy, Uitgave 1/2017
5. University of Cambridge Institute for Sustainability Leadership (CISL) (2018). Rewiring leadership: the leadership we need, the future we want. Cambridge, UK: the Cambridge Institute for Sustainability Leadership.
6. Whetten, D., Cameron, K., Woods, M. (2000). Developing Management Skills for Europe. 2nd ed. Prentice Hall and Financial Times. Pearson education limited.