

**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)

Adopted by the DC (record №10/16.04.2024)

**ACCEPTED BY:**

**Dean:**

(Assoc. Prof. phd, Dobrin Dobrev)

## **SYLLABUS**

**SUBJECT: CHANGING WORLD: GLOBAL MINDSET**

**DEGREE PROGRAMME: Master of business administration; MASTER'S DEGREE**

**YEAR OF STUDY: 6; SEMESTER: 11**

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

**CREDITS: 9**

### **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	195	-

Prepared by:

1. ....  
(Prof. Phd, Vesselina Dimitrova)

2. ....  
(Ch. Assist., Phd, Silvia Dimitrova)

Head of department  
Management and administration: .....  
(Assoc. Prof. Phd, Desislava Serafimova)

## **I. ANNOTATION**

*The “Changing world: Global mindset” course is designed for Master of Business Administration programme students. Its main purpose is to underline the growing importance of building global mindset due to the globalization and its accompanying processes.*

*In the course, students gain knowledge and understanding related to the essence of management in the conditions of globalization, the factors that determine it and its characteristics. It elaborates the political, technological, social and economic factors that have driven globalization as well as the ones restraining it. Emerging ethical issues due to globalization and internalization in business are discussed as substantial part of global mindset. Students also acquire knowledge about the elements of the cultural environment and their influence on managerial practices.*

*Accordingly, the course builds skills related to evaluation of business management in a dynamic, complex and different environment for companies in terms of planning, control, human resource management, marketing activities and the selection and formulation of strategies. It widens the necessary skills for navigating the firm’s growth and success in global environment regarding the creation and maintenance of firm’s competitive advantages. Last, but not the least, in the course it is stated that all decision-making process should be ethically grounded.*

*The discipline applies personal, social and learning to learn competence, citizenship and competence of cultural awareness and expression.*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>Theme 1. ON A GLOBAL STAGE – THE WORLD OF INTERNATIONAL MANAGEMENT</b>		<b>3</b>	<b>3</b>	
1.1.	International business and management	½		
1.2	The phenomenon of globalization. Drivers for globalization. The benefits and pitfalls of globalization for business	1	1	
1.3	The localization push	½	1	
1.4	Globalization at the level of the firm	1		
1.5	Deglobalization		1	
<b>Theme 2. ASSESSING THE GLOBAL MANAGER’S ENVIRONMENT</b>		<b>3</b>	<b>3</b>	
2.1	Political	½	1	
2.2	Economic	1	1	
2.3	Legal	½		
2.4	Technological	1	1	
<b>Theme 3. THE CULTURAL CONTEXT OF GLOBAL MANAGEMENT</b>		<b>8</b>	<b>4</b>	
3.1	Understanding the role of culture	1		
3.2	Communicating across cultures	5	2	
3.3	The impact of cultures on global management	2	2	
<b>Theme 4. ETHICS ON GLOBAL SCALE</b>		<b>2</b>	<b>2</b>	
4.1	Ethical issues in international business	1	1	
4.2	Doing things right	1	1	
<b>Theme 5. PLANNING IN A GLOBAL CONTEXT</b>		<b>3</b>	<b>3</b>	
5.1	Global ambition	1	1	
5.2	Global positioning	1	½	

5.3	Assessing countries' attractiveness	1	1	
5.4	Emerging countries and "bottom-of the pyramid" market segments		1/2	
<b>Theme 6. COMPETITIVENESS AND COMPETITIVE ADVANTAGES ON GLOBAL STAGE</b>		<b>3</b>	<b>2</b>	
6.1	Capabilities leading to competitive advantage	1		
6.2	Sources of competitive advantages	1		
6.3	Transferability of capabilities in international and global firms	1		
<b>Theme 7 GLOBAL STRATEGY</b>		<b>6</b>	<b>4</b>	
7.1	International and global strategies	2	2	
7.2	Entry strategies	3	1	
7.3	Ownership options	1	1	
<b>Theme 8. GLOBAL ORGANIZATION DESIGN AND CONTROL</b>		<b>5</b>	<b>2</b>	
8.1	Global organizational designs	2	1	
8.2	Centralization, decentralization and coordination in global organizations	1	½	
8.3	The control function in international business	2	1/2	
<b>Theme 9. GLOBAL MARKETING MANAGEMENT</b>		<b>6</b>	<b>4</b>	
9.1	Product policy	1 ½	1	
9.2	Pricing issues and decisions	1 ½	1	
9.3	Distribution issues and decisions	1 ½	1	
9.4	Promotion issues and decisions	1 1/2	1	
<b>Theme 10. GLOBAL ASSIGNMENT OF PERSONNEL</b>		<b>6</b>	<b>3</b>	
10.1	Recruitment: expatriate versus localization of labour. Inpatriates and global cadre	3	1	
10.2	Motivating and leading across cultures	1	1	
10.3	Evaluating and rewarding employees worldwide	1	1	
10.4	Training and career management. Retention	½		
10.5	Labour relations	1/2		
<b>Total:</b>		<b>45</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.	Case studies	<b>5</b>	<b>45</b>
1.2.	Course project	<b>1</b>	<b>45</b>
1.3.	Debates	<b>3</b>	<b>45</b>
1.4.			
<b>Total midterm control:</b>		<b>9</b>	<b>135</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination	<b>1</b>	<b>60</b>
<b>Total final term control:</b>		<b>1</b>	<b>60</b>
<b>Total for all types of control:</b>		<b>10</b>	<b>195</b>

#### **IV. LITERATURE**

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

1. Lasserre, Ph. and Monteiro, F. Global Strategic Management (5<sup>th</sup> Ed). London: Bloomsbury Publishing Plc. 2023.
2. Deresky, H. International Management: Managing Across Borders and Cultures (9th Ed.). Pearson, 2017.

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

1. Andersen, T. J. and Hallin, C. A. Global strategic responsiveness. Routledge, 2017.
2. Dimitrova, S. Global Business Companies' Ethical Behaviour: Universalism vs Relativism. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Ser. [Известия на Съюза на учените - Варна. Сер. Икономически науки], Varna: Union of Scientists - Varna, 8, 2019, 1, 191 - 201.
3. Dimitrova, S. Expatriates' Adjustment Challenges: The Role of Host-country Nationals. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, Varna: Union of Scientists - Varna, 11, 2022, 2, 193-204., ISSN (печатно) 1314-7390, ISSN (онлайн) 2603-4085.
4. Dimitrova, S. (2023). Female Expatriates' Barriers - Myths and Reality. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, 12(3), pp.110-121. <https://doi.org/10.56065/IJUSV-ESS/2023.12.3.110>.
5. Dimitrova, S. Global Business Companies' Ethical Behaviour: Universalism vs Relativism. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Ser. [Известия на Съюза на учените - Варна. Сер. Икономически науки], Varna: Union of Scientists - Varna, 8, 2019, 1, 191 - 201.
6. Johnson, W.H.A. Managing Global Strategy. Developing an Effective Strategy in International Business, Routledge, 2021.
7. Pehrsson, A. (Ed). Competitive International Strategy. Key Implementation Issues. Routledge, 2021.