

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF ECONOMICS**  
**DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS**

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Adopted by the FC (record № 11/ 25. 04. 2024)

Adopted by the DC (record № 9/ 16. 04. 2024)

**ACCEPTED BY:**

**Dean:**

(Assoc. Prof. Dr. Denka Zlateva)

## SYLLABUS

**SUBJECT: BUSINESS GROWTH MANAGEMENT**

**DEGREE PROGRAMME: Business and Management; BACHELOR'S DEGREE**

**YEAR OF STUDY: 4; SEMESTER: 7**

**TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours**

**CREDITS: 6**

### 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>	30 30	2 2
EXTRACURRICULAR	120	-

Prepared by:

1. ....  
(Assoc. Prof. Plamen Pavlov, PhD)
2. ....  
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## **I. ANNOTATION**

*The Business Growth Management course aims to expand students' knowledge of the nature, drivers and tools, difficulties and limitations of growth. It will provide students with an understanding of the firm growth specifics and challenges, as well as with the options available to companies from the very beginning of their development.*

*The course contributes to expanding the knowledge and skills of students to analyze the goals and opportunities for growth, as well as the different growth strategies of business organizations. Furthermore, various stage models of business development are examined in detail and the relationship between innovations and growth management are analyzed also. In addition to traditional approaches to firm growth, some of the contemporary business concepts, such as dynamic capabilities and design- thinking, are linked to the growth management and to the process of creating and sustaining competitive advantages.*

*Students will get to know and analyze various examples and practical situations (case studies) of business growth – how growth is achieved and managed and how it affects the different stakeholders. In this way, the following key competences are applied and developed: personal, social and learning to learn, citizenship and entrepreneurship.*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>1. WHAT IS BUSINESS GROWTH?</b>		<b>4</b>	<b>4</b>	
1.1.	Growth definition – main terms and concepts			
1.2.	Importance of growth to the economy			
<b>2. GROWTH ASPECTS AND INDICATORS</b>		<b>2</b>	<b>2</b>	
2.1.	Theoretical approaches to business growth			
2.2.	Main indicators for measuring business growth			
<b>3. GROWTH TYPES AND THEIR SPECIFICS</b>		<b>4</b>	<b>4</b>	
3.1.	Business growth models and stages of development of organizations			
3.2.	Growth types – specifics and elements of growth of organizations			
<b>4. GROWTH TOOLS AND DRIVERS</b>		<b>2</b>	<b>2</b>	
4.1.	What is a growth driver? – definition and importance			
4.2.	Growth strategies – types and specifics			
<b>5. CONTEMPORARY BUSINESS APPROACHES TO THE GROWTH MANAGEMENT OF ORGANIZATIONS</b>		<b>4</b>	<b>4</b>	
5.1.	Dynamic capabilities approach and business growth management			
5.2.	Design-thinking approach and business growth management			
<b>6. GROWTH SPECIFICS OF SMALL AND MEDIUM-SIZED ENTERPRISES (SMES)</b>		<b>2</b>	<b>2</b>	
6.1.	Definition and importance of SMEs			
6.2.	Strategies and specifics of SME growth management			
<b>7. HIGH-GROWTH BUSINESS ORGANIZATIONS</b>		<b>2</b>	<b>2</b>	
7.1.	Definition and importance of the high-growth companies			
7.2.	Components and specifics of the growth management			
<b>8. SPECIFICS OF THE CORPORATE GROWTH PROCESS</b>		<b>2</b>	<b>2</b>	
8.1.	General framework for achieving growth			
8.2.	Stakeholders and business growth management			
<b>9. INNOVATIONS AND BUSINESS GROWTH MANAGEMENT</b>		<b>2</b>	<b>2</b>	
9.1.	The nature of innovations and the process for achieving growth			
9.2.	The innovation process linked to the business growth			

<b>10. COMPETITIVE ADVANTAGES OF ORGANIZATIONS AND GROWTH MANAGEMENT</b>		<b>2</b>	<b>2</b>	
10.1.	Process of creating and sustaining competitive advantages			
10.2.	Competitive advantages and business growth management			
<b>11. GROWING PAINS AND HOW TO COPE WITH THEM</b>		<b>2</b>	<b>2</b>	
11.1.	Barriers and limitations of the business growth			
11.2.	Challenges of the business growth process			
<b>12. BUSINESS GROWTH SUCCESS STORIES AND FAILURES OF ORGANIZATIONS</b>		<b>2</b>	<b>2</b>	
12.1.	Application of growth tools and strategies of organizations			
12.2.	Key lessons learned regarding business growth			
<b>Total:</b>		<b>30</b>	<b>30</b>	

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Case-study analysis	2	40
1.2.	Written assignment on a specific topic	1	30
1.3.	Critical analysis and presentation	1	20
	<b>Total midterm control</b>	<b>4</b>	<b>90</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	1	30
	<b>Total final term control:</b>	<b>1</b>	<b>30</b>
	<b>Total for all types of control:</b>	<b>5</b>	<b>120</b>

### **IV. LITERATURE**

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

1. Braennback, M, A.L. Carsrud, N. Kiviluoto. *Understanding the Myth of High-growth Firms. The Theory of the Greater Fool*. Springer, 2014
2. Coad, Alex. *The Growth of Firms. A Survey of Theories and Empirical Evidence*. Edward Elgar Publishing, 2009
3. Davidsson, P., J. Wiklund. *New Perspectives on Firm Growth*. Edward Elgar Publishing, 2013
4. Diderich, C. *Design Thinking for Strategy*. Innovating towards competitive advantage. Springer, 2020
5. Grundy, T. *Dynamic competitive strategy: turning strategy upside down*. Routledge, 2018
6. Hess, Edward D. *Smart growth: building an enduring business by managing the risks of growth*. Columbia University Press, New York, 2010
7. Shermann, A. J. *Fast-Track Business growth: Smart Strategies to grow without getting derailed*. Kiplinger Books, 2010

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

1. Ferguson, W. J. *The Wisdom of Titans: Secrets of Success from Entrepreneurs who rose to the Top*. Brookline: Bibliomotion, 2013
2. Geyer, A. *The Growth Behaviour of Family Firms*. Theoretical and Empirical Elaborations. 12.00.04 RP

Springer Gabler, 2015

3. Hess, Edward D. *Grow to Greatness. Smart growth for entrepreneurial building*. Stanford University Press, Stanford, 2012
4. Macekura, St. *Of Limits and Growth. The Rise of Global Sustainable Development in the 20<sup>th</sup> Century*. Oxford University Press, 2015
5. Penrose, E. *The Theory of the Growth of the Firm*. 4<sup>th</sup> ed., Oxford University Press, 2009
6. Schwass, J. *Wise Growth Strategies in Leading Family Businesses*. Palgrave Macmillan, 2005
7. Teece, D.J. *Dynamic Capabilities and Strategic Management*. Oxford University Press, 2009
8. Tucker, R. *Driving Growth through Innovation*. Berrett-Koehler Publishers, 2008