

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF MANAGEMENT
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: “MANAGEMENT”;

DEGREE PROGRAMME: „International Business“, “Business and Management” and “Accounting”; BACHELOR’S DEGREE

YEAR OF STUDY: 1; SEMESTER: 2;

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

CREDITS: 8

DISTRIBUTION OF WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURSE</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS (lab. exercises)	45 30	3 2
EXTRACURRICULAR	165	-

Prepared by:

1.
(Assoc. Prof. Desislava Serafimova, PhD)

2.
(Chief Assistant Prof. S. Dimitrova, PhD)

Head of department:
of Management and Administration (Assoc. Prof. D. Dobrev, PhD)

I. ANNOTATION

“Management” is a subject directed to the students from specialties “International Business”, „Business and Management“and “Accounting” at the University of Economics in Varna. It is an introductory course of the theory and practice of management and included traditional contents of the Management Science which is studied at Bachelor degree.

The main purpose of the course is to present a complete pattern of the managerial work by covering functional, structural and behavioral aspects of its realization. In this way the subject contribute students to acquire knowledge of the essence and development of the Management, to understand the different theoretical models, concepts and views of organizations management.

The object of the course is to serve as the basis on which the students could develop the idea of a general model of organizations management. This basic knowledge will be enriching with specific learning from the particular subjects which students will be studying at the next courses of their studies.

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	
3. DECISION-MAKING PROCESS		2	2	
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	
4. PLANNING PROCESS		2	2	
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	
5. THE ENVIRONMENT OF ORGANIZATIONS		4	2	
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	
6. THE OBJECTIVES OF ORGANIZATIONS		3	2	
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	
7. THE STRATEGIES OF ORGANIZATIONS		4	2	
7.1.	Definition of strategies. Thinking strategically.	1	½	
7.2.	Type of strategies. Formulation of corporate, competitive and functional strategies.	2	1	
7.3.	Strategic implementation and control	1	½	
8. ORGANISING PROCESS		4	2	
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	
9. MOTIVATION		3	2	
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-Lawer model of motivation.	1 ½	½	
9.4.	Contemporary issues in motivation.	½	½	
10. MANAGING WORK GROUPS		2	2	
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	
11. LEADERSHIP		4	2	
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	
12. SOCIAL RESPONSIBILITY AND BUSINESS ETHICS		3	2	
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	
13. ORGANIZATIONAL COMMUNICATIONS		2	2	
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	
14. CONTROLLING PROCESS		3	2	

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	
15. MANAGING ORGANIZATIONAL CHANGE		2	2	
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	
Total:		45	30	

III. FORMS OF CONTROL:

No. by row	TYPE AND FORM OF CONTROL	№	extra-curricular, h.
1.	Midterm control		
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
	Total midterm control:	5	130
2.	Final term control		
2.1.	Examination (test)		
	Total final term control:	1	35
	Total for all types of control:	6	165

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Griffin, R. (2017) Management, 12 ed., CENGAGE learning, Boston, USA

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Jones, G. & George, J. (2016) Contemporary Management, Ninth ed. McGraw-Hill Education, NY
2. Kreitner, R. (2012) Management. 10th ed. Houghton Mifflin Company
3. Organizational Management Study text. (2017) Kaplan publishing. UK. CIMA Subject E1
4. Robbins, S. & Coulter, M. (2018) Management, 14th Global Edition, Pearson Education Limited
5. Schermerhorn, John R. (2013) Introduction to Management, 12th ed. John Wiley