

**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 г.)

**ACCEPTED BY:**

**Dean:**

**(Assoc. Prof. Dobrin Dobrev, PhD)**

## **SYLLABUS**

**SUBJECT: BUSINESS COMMUNICATIONS IN MANAGEMENT**

**DEGREE PROGRAMME: Master of Business Administration; MASTER`S DEGREE**

**YEAR OF STUDY: 6; SEMESTER: 12;**

**TOTAL STUDENT WORKLOAD: 210 hours; incl. curricular 60 hours**

**CREDITS: 7**

### **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>
<b>CURRICULAR:</b>		
incl.		
• LECTURES	30	2
• SEMINARS / LAB. EXERCISES	30	2
<b>EXTRACURRICULAR</b>	150	-

**Prepared by:**

1. ....  
(Prof. Ivan Rusev, PhD)

2. ....  
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**Head of department  
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(Assoc. Prof. Desislava Serafimova, PhD)

## **I. ANNOTATION**

„Business communications“ is a course which aims to develop certain managerial communication skills and knowledge in students. In the teaching process special emphasis is put on the practical implications. For that purpose, a broad range of teaching methods is used – communication games, case studies, simulations, video materials. Students receive useful insights about digital technologies in business communications and learn how the proper development of a digital social network can become a strong managerial tool.

The course is also forming skills and knowledge in more specific areas like:

- Convincing communication;
- Conflict resolution
- Business negotiating;
- Communication and business etiquette in multicultural environment;
- Professional image in Internet.

Studying of “Business communications” gives opportunity for development of personal, social and learning, citizenship competences and competences in the sphere of cultural awareness and expression.

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>1. COMMUNICATION IN ORGANIZATIONS:</b>		<b>6</b>	<b>6</b>	
1.1.	Communication process and types of organizational communication			
1.2.	Specifics of managerial communication			
1.3.	Communication networks and communication system			
<b>2. EFFECTIVE MANAGERIAL COMMUNICATIONS:</b>		<b>6</b>	<b>6</b>	
2.1.	Effective use of oral and writing skills, the role of active listening			
2.2.	How to influence people and read their body language and position without words			
2.3.	Digital communication strategies			
<b>3. BUSINESS ETIQUETTE AND INTERCULTURAL DIFFERENCES:</b>		<b>6</b>	<b>6</b>	
3.1.	Challenges of managerial communication in multicultural environment			
3.2.	Choice of communication model using Hofstede’s dimensions			
3.3.	Non-verbal communications in different cultures			
<b>4. BUSINESS NEGOTIATING:</b>		<b>6</b>	<b>6</b>	
4.1.	Negotiating and assertive communication			
4.2.	Negotiating strategies and tactics			
4.3.	Negotiating in multicultural environment			
<b>5. PRESENTATION SKILLS:</b>		<b>6</b>	<b>6</b>	
5.1.	Characteristics of the good presentation			
5.2.	Presentation development with digital technologies			
5.3.	Presenting with presence			
<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	2	40
1.2.	Practical Exercises	2	20
1.3.	Course work - presentation	1	40
<b>Total midterm control:</b>		<b>5</b>	<b>100</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	1	50
<b>Total final term control:</b>		<b>1</b>	<b>50</b>
<b>Total for all types of control:</b>		<b>6</b>	<b>150</b>

### **IV. LITERATURE**

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

1. Hartley P., Clive Bruckmann, Business Communications, 2002
2. Smith, Lyn (2010), Effective Internal Communication, Kogan Page, London.

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

1. Smith, Lynn and Maunter, Pamela (2008), Effective Internal Communication (PR In Practice), Kogan Page.
2. Holtz, Shel (2004), Corporate conversations. A guide to crafting Effective and Appropriate Internal Communications. Amacom Publishing, New York.
3. Glenn Bowdin, Johnny Allen, William O'Toole, Rob Harris, Ian McDonnell (2011) Events Management Series. Elsevier Butterworth-Heinemann.
4. Ragusa, Antonio (2010) Internal Communication Management. Ventus Publishing.
5. Verghese, Anisu K. (2012) Internal Communications. SAGE Publications.
6. Adler, N. (1997). International Dimensions of Organizational Behavior. Wadsworth Publishing Company.
7. Gullestrup, H. (2006). Cultural Analysis – Towards Cross-Cultural Understanding. Copenhagen Business School Press.
8. Hofstede. G. & Hofstede, J. (2005) Cultures and Organizations: Software for the Mind. McGraw-Hill Companies.
9. Trompenaars, F. and Hampden-Turner, S. (2006). Riding the Waves of Culture. Understanding Cultural Diversity in Business. Nicholas Brealey Publishing: London
10. Bell, Reginald L. ; Martin, Jeanette, Managerial Communication, New York, Business Expert Press, 2014
11. Clampitt, Phillip G., Communicating for Managerial Effectiveness, Los Angeles, SAGE Publ., 2013
12. Yukish, Volodymyr, Activating Communication as a Way to Improve Interaction of Manager with Staff, Икономически изследвания, Пор. №: 1, Год. XXIII, p. 77 – 87, 2014 г.