

Professional standards of the Master in BUSINESS ADMINISTRATION

EDUCATIONAL DEGREE – MASTER

PROFESSIONAL QUALIFICATION: MASTER IN BUSINESS ADMINISTRATION”

DURATION: 1.5 YEARS (3 SEMESTERS), FOR BACHELORS WITHIN BROAD FIELD “SOCIAL SCIENCE, BUSINESS AND LAW”

The basic goal of the education in Business administration, master degree, is to prepare new kind of experts, relevant to the issues of the public, local and corporative management with adequate skills in respond to the dynamic economic environment.

Professional purpose. The management specialization responds to the increasing need of managers, who are able to manage effectively business units and firm activities in dynamic economic environment – new and more requirements and opportunities in EU context, multiple investment choice and increase business risk, market globalization, high competition, intensive communications, new information technologies, etc.

The Master in Business Administration acquires the following skills:

- specialized economic and management skills – innovation policy, asset management, small business management, capital markets and financing, organization of management activities, organizational behavior;
- modern methods and technologies about research, analysis and estimation of management decisions – simulation modeling and optimization, heuristic methods in management, psychology of management, management information systems, management tactics, etc.

The Master in Business Administration also acquires the following skills:

- to develop strategies, plans and forecasts,
- to organize effectively the management activities,
- to use rational methods and techniques in corporative decision making and decision taking,
- to use new information systems and technologies for providing detailed information from internal and external sources, that is necessary for development of decisions, etc.

Career development. The Masters in Business Administration are able to work as managers on different leadership positions and as experts in corporate issues, auditors, human resources management, experts with analytical and controlling functions. They get high professional preparation in analysis, projecting and organizing of managerial activities in economic units of the public administration.

CURRICULUM
of the Master's degree course in
BUSINESS ADMINISTRATION

Code	First semester	ECTS	Code	Second semester	ECTS
SM12662	Human Recourse Management	5	SM12666	Enterprise Security Management	5
SM12660	Financial Management	5	SM12667	Integrated Information Systems in Management	5
SM12655	Strategic Management	5	SM12668	Managerial Psychology	5
SM12658	Organizational Behavior	5	SM12669	Heuristic Methods for Managerial Purposes	5
SM12711	Small Business Management	5	SM12670	Organization of Managerial Activities	5
	Electives (one is to be elected)			Electives (one is to be elected)	
SM12687	Communication Policy	5	SM12672	Capital Markets and Financing	5
SM12691	Business Negotiations	5	SM12671	Management of the financial institutions	5
SM12692	Business Correspondence	5			
	Total for the semester:	30		Total for the semester:	30

Code	Third semester	ECTS
SM12673	Business evaluation	4
SM12674	Controlling	4
SM12675	Innovation policy	3
SM12676	Management Tactics	2
	Electives (one is to be elected)	
SM12678	Business Simulation and Analysis	2
SM12677	Management of real assets in business	2
	Graduation procedure	
SM1267	Diploma Thesis	15
	Total for the semester:	30

Total of the course of study: 90

Human Resource Management

ECTS credits: 5

Weekly workload: 2L + 2S + 0Lab + 0P

Assessment: continuous assessment

Type of exam: written and oral

Department involved: Department of Management and Business development, Business and Management Faculty

Lecturers:

1. Assoc. prof. Emil Kotsev, PhD, Dept. of Management & Business Development, tel: 888-715;

E-mail: ekotsev@uni-ruse.bg

Abstract:

The subject aims to provide Business Administration students with fundamental knowledge in Human Resource Management. They get aware of practical principles, methods, and leverages for effective organization and motivation of Human Resources. Students use their background in Microeconomics, Fundamentals of Management, and Organizational Behavior while absorb the curriculum content. The acquired knowledge in HRM is applicable to learning process in Management of Small Business Enterprises, Business Games, Corporate Culture, Management Policy.

Course content:

The following basic areas are included: Nature and Traits of Human Resource Management, HRM System, Job Design, Human Resource Planning, Human Resources Movement, Staff Development and Training, Performance Appraisal, Compensation of Human Resources, Staff and Workplace Safety, Industrial Relations.

Teaching and assessment:

Training is conducted via delivering lectures in fundamental matters and conducting discussion sessions on specific issues in the curriculum. During the seminars, students acquire problem solving skills by developing organizational-regulative papers. Such kind of paper (a substantial one) is Course Assignment, which has to be developed on a particular topic, and leaves a room for students to voice themselves. The requirement for semester validation is regular attendance to classes. At the end of the semester a continuous assessment mark is formed as the average of the Course Assignment and students' performance marks.

Financial Management

ECTS credits: 5

Weekly workload: 2L+ 2S+ 0Lab+ OP + CA

Assessment: continuous assessment

Type of exam: written

Department involved: Department of Management and Business Development, Business and Management Faculty

Lecturers: Assoc. Prof. Yordanka Paseva Valcheva, PhD, Dept. of Business and Management, tel: 888 776 E-mail: yvelcheva@uni-ruse.bg

Abstract:

The aim of the course is to provide students with knowledge and skills necessary for the management of one of the main resources of the company. During acquiring accounting learning students can use knowledge from the subject "Accounting", "Finance", "Business Mathematics", "Management", etc. . Students can use the obtained knowledge course in learning some other subjects: "Innovation and investment management", "Strategic management", "Business Diagnostics", etc.

Course content

Main characteristics of the company financial management. Financial source of the company. Optimization of the capital structure. Capital budgeting.. Planning and control of the turnover capital; Income, taxes and depreciation policy; management. Dividend policy; Bankruptcy; **Sales company; Controlling.**

Teaching and assessment:

The main aspects of the financial management are clarified in the lectures. The seminars are designed to provide skills to financial solutions of practical cases in the enterprise's activity. The students receive individual tasks as course assignment and thus they learn to apply on their own and creatively the new knowledge and skills and solve practical corporate problems. To have the semester validated, students are required to submit and defend their course assignment in due time and attend the practical exercises regularly. The final mark is formed from the results of the continuous control, from the course assignment defense and from the written exam

Strategic Management

ECTS credits: 5

Weekly workload: 2L+2S+0Lab+0P

Assessment: exam

Type of exam: written

Department involved: Department Management and Business Development, Business and Management Faculty

Lectures: 1. Assoc. Prof. Emil Krastev Papazov, PhD, Department of Business and Management, tel: 888-518; E-mail: epapasov@gmail.com

2. Assoc. Prof. Lyudmila Mihaylova Mihaylova, PhD, Department of Business and Management, tel: 888-518; E-mail: liudmilla@abv.bg

Abstract:

This course will present the theoretical rationale of the main issues in strategic management. It will evaluate the total company perspective and the means by which they are created and sustained, incl. competitive advantage in today's increasingly challenging and complex business environment. It will also offer a systematic approach to situational analysis, marketing research and analysis, coordination of goals and objectives, resources and interests with the help of strategic planning, management and control.

Course content:

Introduction: essence, content and functions of strategic management, its peculiarities and aims. Economic policy and corporate strategies. Company structure and organization. Choice of strategic positions. Methods for strategic analysis. Diversification strategies. Competitive strategies. Strategic change management. Strategic aspects of mezzo economic structures.

Teaching and assessment:

The traditional way of delivering lectures will be enriched by visual materials put on slides and or multimedia packages. At seminars students will work on case studies. The continuous assessment is on the basis of tests and students' participation. The final note will depend on the note from the continuous assessment (40%) and from the final exam (60%).

Organizational Behaviour

ECTS credits: 5**Weekly workload: 2L + 2S + 0 Lab+ 0 P****Assessment:** exam**Type of exam:** written and oral**Department involved:** Dept. of Management & Business Development, Faculty of Business and Management**Lecturer:** Assoc. prof. Emil Kotsev, PhD, Dept. of Management & Business Development, tel: 888-715;

E-mail: ekotsev@uni-ruse.bg

Abstract:

This integrated course covers some of the most important issues, concerning the individual and the group in the organization.

On one hand, the course aims to provide students with some specific knowledge about individuals, groups and organizations. On the other hand, it aims to provide some management skills, like team work, communication, decision making, etc.

The course builds on knowledge and skills acquired in Fundamentals of Management and is a prerequisite for Human Resources Management and Organization of Management Work.

During the development of the programme it has been taken into consideration that most of the students are young people without sufficient experience and skills. This is the main reason for the prevailing of management games and case studies during the exercises. The knowledge and skills gained could be useful for employees at all organizational levels.

Course content:

The course includes the following topics: Individual and Personality; Group and Team; Organization and Structure; Motivation and Learning; Behaviour and Style; Power and Leadership; Submission and Subordination; the Manager as a Subordinate.

Teaching and Assessment:

Some of the topics are explained through traditional lecture methods supplemented with visual aids. Appropriate examples clarify the subject matter of the lectures. The seminars and the lectures are organized in parallel. Students are expected to do their lecture readings, which enable them to participate in class discussions and to write a paper on a particular topic. The assistant professor carries out a continuous assessment and gives an average evaluation for the term, based on the overall student's participation during classes and the submitted paper. There is a particular emphasis on the practical application of the methods taught throughout the course.

The overall evaluation is built on the participation assessment during the exercises and the exam grade.

Small Business Management

ECTS credits: 6**Weekly workload: 2 L + 2S + 0 Lab+ 0 P****Assessment:** exam**Type of exam:** written and oral**Department involved:** Dept. Management and Business Development, Faculty of Business and Management**Lecturers:**

1. Assoc. Prof. Emil Kotsev, PhD, Dept. of Management and Business Development, tel: 888-715,

E-mail: ekotsev@uni-ruse.bg

2. Assoc. Prof. Daniel Pavlov, PhD, Dept. of Business and Management, tel: 888-518;

Abstract:

This integrated course covers some of the most important issues, concerning company management. The course aims to provide students with some general knowledge about entrepreneurship and some specific knowledge about small business management. Thus, some specific methods and approaches to manage company resources are concerned. The course builds on knowledge and skills acquired in Fundamentals of Management, Human Resources Management and Finance Management, and is a prerequisite for Strategic Management. During the development of the programme it has been taken into consideration that most of the students are young people without sufficient knowledge, experience and skills. The insufficiency of knowledge is the main reason for the structure choice – the first six themes compensate this insufficiency with some more general problems of entrepreneurship. Following the approach “from general to private”, the next seven themes accent on the specific problems of small business management. In order to balance the insufficiency of experience and skill, during the exercises the programme offers a lot of simulations and case studies. The knowledge and skills form the competences, which could be useful for management staff at all organizational levels in small and medium business.

Course content:

The course includes the following topics: Entrepreneurship and small business; Bulgarian entrepreneurship in historic aspect; The business plan as a management tool; Management of human, financial, informational and material resources in the small company; Selection of entrepreneurial strategy; Knowledge management; Entrepreneurship process; Methods of entrepreneurial decision; Starting and developing successful business; Enduring success.

Teaching and Assessment:

Some of the topics are explained through traditional lecture methods supplemented with visual aids. Appropriate examples clarify the subject matter of the lectures. The seminars and the lectures are organized in parallel. Students are expected to do their lecture readings, which enable them to participate in class discussions and to write a paper on a particular topic. The assistant professor carries out a continuous assessment and gives an average evaluation for the term, based on the overall student’s participation during classes and presented business plan. There is a particular emphasis on the practical application of the methods taught throughout the course.

The overall evaluation is built on the participation assessment during the exercises and the exam grade.

Communication Policy

ECTS credits: 5

Weekly workload: 2L+2S +0Lab+0P Assessment: Current

Control

Type of exam: exam

Department involved: Department of Business and Management, FBM

Lecturers:

Prof. Dr. Mladen Velev, Department of Management and Business Development and, tel.: 0888418019,

Abstract: The goal of the course is to equip students with basic knowledge about the nature and the importance of the firm’s communications policy; with the approaches, stages and issues of the practical firms’ programmes developing for communicating with customers and public, as well as for demand and sales stimulating.

Completing their education, the students should be able to:

- Have an in-depth knowledge about the nature and the importance of the firm’s communications policy;
- Be aware with the theoretical and applicable aspects of developing and implementing firms’ strategies and campaigns for advertisements, direct marketing, personal sales, sales stimulating and public relations;
- Analyse and use the approaches for advertising arguments generating, assessing and selecting;
- Place marketing requirements for creating advertising messages and developing sales stimulating means (samples, advertising gifts, calendars etc.);
- Analyse the advertising media characteristics (tv, radio, newspapers, magazines and so on), as well as to know the specifics of advertisement through them.

Course content: Major sections of the subject: nature and importance of the communication policy; developing firm’s communication policy; analysis of the communication process; defining targets and budget of firm’s communications policy; advertisement – creative strategy and media planning; advertising through electronic broadcasting media, press etc.; other communications means; assessing the effectiveness of communication programmes and so on.

Technology of education: Teaching is conducted by lectures and seminars, meetings with leading experts and controlled out-of-class activity for working out a report. The lecture topics provide the necessary knowledge on the main theoretical aspects of the subject matter. Through seminars and self-preparation students expand and develop their knowledge and skills additionally. The lectures are visualized by multi-media presentations and/or slides. The theoretical knowledge acquired at lectures is discussed at seminars. Case studies, preliminary submitted to the students, are conducted at a number of seminars. Visits to leading regional media enterprises support the practical orientation of the course and help students in developing their reports. Continuous assessment is performed by evaluation of two students’ assignments during the seminar workshops. The results of out-of-class activity are also assessed. The term is considered validated, if the student has a minimum of 50% lecture participation, 100% seminar participation and has presented his report in time. The final grade is formed on the basis of: 80% of the two students’ assignments scores (40% each) and 20% on student’s report.

Negotiations in Business

ECTS credits: 5

Weekly workload: 2L+ 1S+ 0Lab+ 0P+ 0

Assessment: continuous assessment

Type of exam: written

Department involved: Department of European Studies, Business and Management Faculty

Lecturer: Associate Professor Rada Peneva Karshakova, PhD, Department of European Studies, tel.: 888 810

E-mail: rkarshakova@uni-ruse.bg

Abstract:

The subject is optional within the framework of the curriculum of Business Management. The course includes the essence of negotiations, their planning and conducting. It aims to give students general knowledge of the nature and mechanisms of negotiations and some significant practical skills for carrying them out.

Course content:

The course covers the following topics: nature and definition of negotiation, subject and types; styles in negotiating; conception for negotiations of the Harvard Business School (Essentials); planning to negotiate; communicative behaviour during the negotiation; strategy and tactic; techniques of the negotiations; stages; negotiations in a critical situation.

Teaching and assessment:

These include three contact forms: lectures and seminars. The lectures present the theme system of the subject and formulate the issues to be discussed and practically interpreted. The seminars reveal the practical aspects of the subject matter in regard to the real activities within the negotiations. The students are required to attend classes according to the internal university regulations and to participate in the discussions and the analysis of the practical cases.

The continuous assessment (CA) consists of two tests, which include not only multiple choice but also open-ended questions and a practical case. The final ECTS grade is based on continuous assessment.

Business Correspondence

ECTS credits: 5

Weekly workload: 2 L+1 S+ 0 Lab + 0 PE

Assessment: continuous assessment

Type of exam: written

Department involved: Department of European Studies, Faculty of Business and Management

Lecturers:

1. Assoc.Prof. Dr. Juliana Pencheva Popova, Dept. of European Studies, 888-708,

e-mail: jppopova@uni-ruse.bg

2. H.A.Prof. Iliana Yordanova Kosharova, Dept. of European Studies, 888-810,

E-mail: ikosharova@abv.bg

Abstract:

This subject unit aims at formation of basic knowledge and skills about the nature and technology of business correspondence as well as for the main principles of creation and usage of the mostly spread types of business letters.

Course content:

Business correspondence in the system of business communications; types of business letters; structure and components of business letters; style and language of business letters; business etiquette; advantages and disadvantages of written communication.

Teaching and assessment:

Training is conducted in two forms: lectures, where the thematic range of the course is presented, and seminars, where some practical aspects of the material are further clarified with the active involvement of the students. Students accomplish concrete tasks, developing their skills and competences for orientation in different situations of business contact as well as for creation and analysis of respective business documents. Continuous assessment is the type of control applied during the semester. The final mark is an average of the grade from the final assessment test (80%) and the grade for individual student's performance during the semester (20%).

Enterprise Security Management

ECTS credits: 5

Weekly workload: 2L + 2S + 0Lab + 0P

Assessment: Exam

Type of exam: written and oral

Department involved: Department of Management and Business Development, Faculty of Business and Management

Lecturers: Prof. Vladimir Tomov PhD, E-mail: vtomov@uni-ruse.bg

Abstract: The subject aims acquisition of knowledge and skills in enterprise security management, which is summary and specific accent in business and management matters.

Overall purposes of the subject are: 1.Absorption of security terminology and the theoretical foundation in the enterprise activities, managerial methodology included. 2.Acquisition of knowledge in security of entrepreneurship, personnel, information, goods and services, equipment and technology, environment, locations and territories. 3.Formation of skills for enterprise security program development.

Course Content: Aims and purposes of the subject; Security methodology; Security of entrepreneurship; Security of the personnel; Security of the information; Security of goods and services; Security of equipment and technology; Environmental security; Security of locations and territories. Enterprise security program development.

Teaching and Assessment:

The subject matter is delivered via lectures and labs. Lectures are complimented with multimedia visualization. They are connected to specific, real security management systems recognized in the world. The aim is to scuba dive deep into details and importance of the subject. Regarding the labs, the subjects and the conducting form are consistent with aspiration for conducting experiment where students are the key players. The role of the instructor is to observe the general methodology. Methodical handouts and protocol forms are distributed among the students to be fulfilled during the labs. Each form comprised of aims and purposes, methods, practical section, conclusions and deductions. The instructor certifies the correct and conscious manner of labs conduction with his signature. Labs topics are part of the final exam. One could take a certification of the subject if he/she has been attending 50%. of the lectures min., and 100% of the labs, as well as submitting his/her protocol forms.

Integrated Information Systems in Management

ECTS credits: 5

Weekly workload: 2 L + 0 S + 0 Lab + 2 P

Assessment: Exam

Type of exam: written test

Department involved: Department of Management and Business Development, FBM

Lecturer: Assoc. Prof. Aleksandar P. Petkov. Department of Management and Business Development,, tel.:+359 82 888776, apetkov@uni-ruse.bg

Abstract:

The course is developing the information culture of the future specialists in area of business management and covers in depth the problems of Enterprise Resource Planning Systems (ERP). The students study the contemporary ERP and acquire skills to analyze, chose, development, and using of ERP systems.

Course content:

Introduction in ERP. Forming of technological environment of the information system. Range of the information management and information recourses in business management. Comparative analysis of the existing ERP systems. Planning process in IT environment. Relationships between ERP and management. Designee of an organizational structure in IT environment. Problem research in ERP implementation and using. Development of the ERP system and it's service. Trends in ERP development. Human resource management in IT area. Developing and insurance of information resources security.

Teaching and assessment:

Course teaching is organized by lectures and practical exercises. The lectures are presenting by multimedia including Internet resources. The practical exercises are organized in a computer lab with Internet. The current assessment of the students during the practical exercises include their readiness and task accomplishing by the lecturer. The final assessment includes results from the written exam on the theory by test (weight 2/3) and current assessment during practical exercises (weight 1/3). The requirements for the certification of the module are based on the Internal Rules of the Educational Activities in the University of Rousse.

Managerial Psychology

ECTS credits: 5

Weekly workload: 2L + 2S + 0Lab + 0P

Assessment: Exam

Type of exam: written

Department involved: Department of Management and Business Development, Faculty of Business and Management

Lecturers: Assoc. Prof. Violeta Yordanova Vaneva PhD, Department of Pedagogy, Psychology, and History, tel. 841609, 888 206, e-mail: vilivaneva@abv.bg

Abstract:

The aim of the subject is to provide potential manager with knowledge and skills for successful solving of the typical psychological problems, the practice imposes upon in a scientific manner instead of in a life lessons way. The Managerial Psychology is an overlapping area of study in between Theory of Management, Social and General Psychology, Labor Psychology and Psychology of Personality.

Course Content:

The course comprises of Psychological Aspects of Management, Thinking and Intellect of the Manager, Communication in Management – Techniques, Means, Nonverbal Communication, Interpersonal In-group Interaction, Socio-metrical Research of the In-group Interaction, Professional Reflection of the Manager, Burnout, Methods and Tools for Stress Reduction.

Teaching and Assessment:

Lectures take place mainly frontally, accomplished with illustrations and descriptions of the different psychological aspects of management. Different interactive tools and methods are introduced during the lectures. Varieties of tests methods for personal abilities examination are applied during the labs. The focus lies down on exploration and

assessment of managerial qualities like degree of sociability, assessment of the communicational skills, degree of motivation for achievements, burnout level and etc. The final assessment is based on test results.

Heuristic Methods for Managerial Purposes

ECTS credits: 5

Weekly workload: 3L + 1S + 0Lab + 0P

Assessment: Current assessment

Type of exam: test

Department involved: Department of Management and Business Development,, Faculty of Business and Management

Lecturers

1. Assoc.Prof. Diana Antonova Antonowa, Department of Management and Business Development,, tel: 888-726; dantonova@uni-ruse.bg

Abstract:

The subject matter is either theoretically-methodologically orientated or practically narrowed. It provides students with knowledge of different heuristic methods applicable in the managerial decision making process. The overall objective of this education is to bring students to heuristic thinking skills, to reveal and to boost their intellectual capacity.

Course Content:

Foundation of heuristic – creativity, novelty, innovations, heuristic, creative thinking, the core and the applications of the intelligence. Heuristic thinking – accelerators of the creative thinking, standard thinking and the idea of “out of the box”, common bearers and mistakes, principles and techniques for creative thinking, methods for stimulating thoughts,. Heuristic methods.

Teaching and Assessment:

The knowledge is delivered via activating educational methods and contemporary didactical means. Thus students are stimulated to look for new solutions, to come up with ideas, to think strategically. There are heuristic thinking tests, managerial role playing, and case studies used in this course. A practical demonstration of different heuristic methods for particular problem solving is made during the course. The final evaluation comprises of students contribution during the semester and the final exam.

Organization of Managerial Activities

ECTS credits: 5

Weekly workload: 2L + 2S + 0Lab + 0P

Assessment: Exam

Type of exam: written

Department involved: Department of Management and Business Development, Faculty of Business and Management

Lecturers Assoc. Prof. Svilena Ruskova, Department of Management and Business Development, tel. 888 617, e-mail: sruskova@uni-ruse.bg

Abstract:

The subject Organization of Managerial Activities is orientated towards practice. Different managerial actions from the everyday practice are discussed and implemented in the classes. The course aims either to train students to acquire knowledge for professional and efficient managerial activities implementation, or to provide them with skills to use different methods, resources and forms to execution of variety of managerial tasks and operations – parts from the technology of management.

Course Content:

The subject covers the following topics: Nature and characteristics of managerial labor, Elaboration of organization of the managerial work, Contemporary trends in development of managerial activities, Professionalization, Managers' professional qualities, Technology of management, Technological requirements towards managerial activities, Organizational parameters, Organization of managerial workplace and working hours, Investigation and rationalization of the structure of managerial activities and tasks, Professional managerial relations development, Managerial skills and ethic.

Teaching and Assessment:

The core and the characteristics of managerial activities as particular variety of the human labor is revealed via lectures. The contemporary trends in managerial work development are specified and analyzed. The nature and the necessity of managerial technology development have been clarified to build on the requirements of managerial work organization and to create pre requisitions of increase in the managerial work efficiency. There are specialized tests used in the course. They are used not only for control of students ability to play managerial role, but also to exchange opinions and thoughts for correct and efficient building of the managerial process. The course assessment is based on participation in the discussion, tests results during the course and the result of the final test.

Capital Markets and Financing

ECTS credits: 5

Weekly workload: 2L + 2S + 0Lab + 0P

Assessment: Current assessment

Type of exam: written

Department involved: Department of Economics, Faculty of Business and Management

Lecturers:

Assoc. Prof. Emil Papazov, PhD, Department of Management and Business Development, tel: 888-518;

E-mail: epapasov@gmail.com

Abstract:

Students get awareness of the core, the types and the characteristics of the capital markets in this course. They understand the resources for capital funding for the enterprises. The contemporary capital markets are inseparable

part of the overall financial life of any enterprise, because they are connected to provision of capital resources, both – proprietors' and borrowed, in a short and in a long run. It is proved that capital markets funding is a contemporary system for facing the additional financial demands both in short and long term. It is a common situation for the enterprises to go for capital markets funding in case of financial shortage for investment purposes or difficulties in current payments.

Course Content:

General dimensions of capital markets. Theoretical and practical dimensions of financial market. Financial market and long run demands of the company. Special features of supply and demand of financial capitals. Dynamics of financial capitals supply. Capital supply and demand from enterprises. Forms of financial capitals supply and demand. Demanding long run capitals in a competitive environment. Special features in structure development of the financial market. Peculiarity of the enterprise activities on the financial market. The role of the central bank for companies financing. Financial demands of the companies in short term. Mobility of the money market and enterprise financing. Types of short term financing of the companies. Technology of short term financing of the enterprises.

Teaching and Assessment:

The subjects matter comprises of tow contact forms – lectures and labs. Lectures reveal the main issues and the subject field of the class. The labs activate the theoretical knowledge based on practice. During the labs instructor conducts current assessment. The certification is given only to students who have been attending the labs regularly and they have fulfilled their current assessment. Failure in one of these preconditions transmits students to supplementary examination.

Management of the financial institutions

ECTS credits: 5

Weekly workload: 2L+1S+0Lab+1P

Assessment: continuous assessment

Type of exam: written

Department involved: Department of Management and Business Development, Business and Management Faculty

Lectures:

1. Assoc. Prof. Emil Papazov, PhD, Department of Management and Business Development, tel: 888-518;

E-mail: epapasov@gmail.com

2. Assoc. Prof. Lyudmila Mihaylova, PhD, Department of Management and Business Development, tel: 888-518; E-

mail: liudmilla@abv.bg

Abstract:

This course will present the theoretical rationale of the main issues in management of the financial institutions: commercial banks, insurance agencies, etc. It will also offer a systematic approach to situational analysis, research and analysis, coordination of goals and objectives, resources and interests with the help of strategic and functional management of the financial institutions.

Course content:

Introduction: essence, content and object and subject of the course and connections with other courses. Theoretical and aspects of the management of financial institutions. Management of commercial banks. Management of insurance agencies. "Investor banken" – a business game.

Teaching and assessment:

The traditional way of delivering lectures will be enriched by visual materials put on slides and or multimedia packages. At seminars students will work on case studies and business game "Investor banken". The continuous assessment is on the basis of tests and students' participation. The final note will depend on the note from the business game participation and from the test and cases.

Business evaluation

ECTS credits: 4

Weekly workload: 4L+2S+0Lab+0P

Assessment: exam

Type of exam: written

Department involved: Department of Management and Business Development, Business and Management Faculty

Lectures:

1. Assoc. Prof. Emil Papazov, PhD, Department of Management and Business Development, tel: 888-518;

E-mail: epapasov@gmail.com

2. Assoc. Prof. Lyudmila Mihaylova, PhD, Department of Management and Business Development, tel: 888-518; E-

mail: liudmilla@abv.bg

Abstract:

The course provides theoretical and applied knowledge of students using modern approach to compare the objectives of existing and future development potential of the business.

As parts of the training course are included a series of knowledge about the use of modern techniques for evaluating the company based on detailed knowledge of strategy and identification of key indicators for growth. This is a way to provoke students' accumulated knowledge of business economics and management. The students have the opportunity to gain valuable experience in business evaluation.

Course content:

The course involves the study of principles and methods of financial analysis, evaluation methods, and solving cases, tests and assignments.

Teaching and assessment:

The traditional way of delivering lectures will be enriched by visual materials put on slides and/or multimedia packages. At seminars students will work on case studies. The continuous assessment is on the basis of case studies and students' participation. The final note will be the average of the note from the case studies, the note from the final test and the one from students' participation.

Controlling

ECTS credits: 4

Weekly workload: 4L + 2S + 0Lab + 0P

Assessment: Exam

Type of exam: written

Department involved: Department of Management and Business Development, Business and Management Faculty

Lecturers

1. assoc. Prof. Lyudmila Mihaylova PhD, Department of Management and Business Development, tel: 888-518; E-mail:lmihaylova@uni-ruse.bg

Abstract:

Based on the theoretical concept of controlling, the subject aims to integrate and to extend students' knowledge and skills acquired in their bachelor education in Fundamentals of management, Planning and Forecasting, Quality Management, Accountancy for Managerial Purposes, Human Resources Management, and etc. to the extend of a consistent conception for enterprise management.

The subject matter is subdivided into two sections – Fundamental of Controlling and Operational Controlling.

Course Content: Definition of controlling and main principles of the conception; Sources of controlling; Planning-control process; Production structure controlling; Controlling of supplying; Manufacturing controlling; Disposal controlling; Controlling of management and administrative units; Controlling of financial result; Liquidity controlling.

Teaching and Assessment:

Lectures are complimented with labs. Discussions on the major issues are conducted during the labs, along with applicable examples and practical assignments. The lecture content is visualized via slides. The resources required are multimedia, blackboard and chalk or flipchart. Supplementary education is available via Internet based sources: syllabus, summary of the major source - the book Controlling along with instruction, additional readings, furthered readings, topics and requirements for the course assignments, test simulations, instructions for the final test and the grading system, instructors' CV.

The final evaluation is comprised of: 80% - final exam test, 20% - class participation. Assessment exponent is grounded on students' results distribution and their standard deviation.

Innovation Policy

ECTS credits: 3

Weekly workload: 3 L + 1 S + 0 Lab + 0 P

Assessment: Test

Type of exam: written and oral

Department involved: Department of Management and Business Development, Business and Management Faculty

Lecturers: Assoc. Prof. Milena Peneva Kirova, MEng., PhD; Department of Management and Business Development, tel.: 888 726, e-mail: mkirova@uni-ruse.bg

Abstract

The goal of the course is to give the students knowledge about the entrepreneurship and competitiveness of the companies which are stimulated by developed European and national innovation policies – a main road for development for each economy. After completion of the course the students will be able to discover the elements of each innovation process and the factors which influence it, to apply the acquired knowledge for making strategic management decisions in relation to the innovation activity of the company.

Course content

The main chapters of the course are: European innovation policy; innovation strategy of the Republic of Bulgaria; national innovation system, evolution of model of the innovation process; innovation strategy of the firm, methods for development of innovation projects and assessment of eco-innovations.

Teaching and Assessment

Teaching is conducted through lectures and seminars. The lectures provide the knowledge for theoretical basis of the studied material. The seminars expand and reaffirm the lecture material. Multimedia presentations and slides are used throughout the lectures.

The semester is validated if the student has attended 50% of the lectures and 100% of the seminars. The final grade is based on 10% lecture attendance, 20% participation in seminar activities and 70% on the exam. The lecturer follows the student presentation throughout the year and on the exam and forms the final grade.

Management Tactics

ECTS credits: 2

Weekly workload: 3 L + 1S + 0 Lab+ 0 P

Assessment: continuous assessment

Type of exam: written and oral

Department involved: Department of Management and Business Development, Business and Management Faculty

Lecturers: Assoc. Prof. Emil Kotsev, PhD, Dept. of Management and Business Development, tel: 888-715, E-mail: ekotsev@uni-ruse.bg

Abstract:

This integrated course covers some of the most important issues, concerning company management.

The course aims to develop students' understanding of tactical issues and to present some specific tactics and techniques for better company resources management. Through the development of the programme an attempt has been made to fill the gap between strategic and operational management. The efforts are aimed towards extending manager's instruments to cope with problem situations. As a natural addition to the lectures, the exercises in the programme offer a lot of simulations, case studies and role plays. The knowledge and skills gained could be useful for management staff at all organizational levels.

Course content:

The course includes the following topics: Introduction to Management Tactics; Management Tactics in Planning; Time Management Tactics; Relationships Management Tactics; Decision Making and Leadership Tactics; People Integration Tactics; Implementation Control Tactics; External Contractors Management Tactics; Tactics to cope with competition; Universal Management Tactics.

Teaching and Assessment:

Some of the topics are explained through traditional lecture methods supplemented with visual aids. Appropriate examples clarify the subject matter of the lectures. The seminars and the lectures are organized in parallel. Students are expected to do their lecture readings, which enable them to participate in class discussions. The assistant professor carries out a continuous assessment and gives an average evaluation for the term, based on the overall student's participation in classes. There is a particular emphasis on the practical application of the tactics taught throughout the course.

The overall evaluation is built on the participation assessment in class and a test grade from the last exercise.

Business Simulation and Analyses

ECTS credits: 2

Weekly workload: 2 L + 0 S + 0 Lab + 1 P

Assessment: Current assessment

Type of exam: written test

Department involved: Department of Management and Business Development, (MBD)

Lecturer: Assoc. prof. Aleksandar Petkov Petkov. Dep. MBD, tel.:+359082 888776, e-mail: apetkov@uni-ruse.bg

Abstract: The course aims to implement general knowledge and skills of the students, associated with the modeling and analysis of business organizations by modern methods and techniques of simulation. Students are applying the theoretical knowledge by analyzing the results of the simulation models for specific business situations.

Course content: Business process management and modeling business. Nature and characteristics of the business simulation models. Modeling business processes. Business simulation. Modeling in system dynamics. Nature and basic concepts of system dynamics. Structure of the dynamic system. Simulation of inventory management and analysis. Simulation model of pricing process and analysis. Simulation model World3 and analysis.

Teaching and assessment: Teaching is conducted through lectures and practical exercises. The topics of the lectures gives students fundamental theoretical knowledge. The lectures are illustrated by multimedia and demonstration of dynamic models, created with VenSim. The practical exercises are conducted in a computer lab. The students must be prepared in advance by learning the lectures and handouts presented in the course's WEB site.

Management of real assets in business

ECTS credits: 2

Weekly workload: 3 L + 1 S + 0 Lab + 0 P

Assessment: Current Assessment

Type of exam: Written

Department involved: Department of Management and Business Development, (MBD)

Lecturers: Assoc. prof. Anton Nedyalkov Nedyalkov, Dept. MBD, tel.: 888-520;

E-mail: anedyalkov@uni-ruse.bg

Abstract:

The course „Management of real assets in business” targets the process of planning, implementing and controlling particular enterprises' activities related to purchasing, utilizing and scrapping long- and short-term material assets, as well as and non-material ones. The above activities are performed under adequate conditions for necessity, quality and period of execution with efficient management of enterprises' financial resources. The matter has inputs from the courses: “Innovation policy” and “Controlling” and outputs to Diploma Thesis Development, and the students' realization.

Course content:

The course includes introduction about the aim and the problems of the matter (Lecture 1); Forecasting and planning of long- and short term material assets' necessity, as well as the means of acquiring those assets (Lectures 2,3,4). Another group of issues are related to putting into operation and utilizing real assets; maintenance and renovation of long-term assets (Lectures 5,6,7). The last group argues out the operation management of short-term assets and management of non material ones (Lectures 8,9).

Teaching and Assessment:

The course training is accomplished by lectures and seminars. The lecture topics get knowledge for the basic theoretical aspects of the studied material. The skills and expertise of the students are supplemented through the seminars in which class discussion and cases are carried out (some of them at computer room). The overall assessment is built on the results of written work, rendering an account of students work done on their own throughout the seminars.

