

# **Professional standards of the Master in BUSINESS ADMINISTRATION**

**EDUCATIONAL DEGREE – MASTER**

**PROFESSIONAL QUALIFICATION: MASTER IN BUSINESS ADMINISTRATION”**

**DURATION: 1 YEAR (2 SEMESTERS)**

**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 corporate 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 corporate 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**

<b>Code</b>	<b>First semester</b>	<b>ECTS</b>	<b>Code</b>	<b>Second semester</b>	<b>ECTS</b>
0031	Enterprise Security Management	5	0035	Business evaluation	4
0027	Enterprise Resource Planning Systems in Management	5	0036	Controlling	4
0025	Managerial Psychology	5	0026	Innovation policy	3
0028	Heuristic Methods for Managerial Purposes	5	0038	Management Tactics	2
0037	Organization of Managerial Activities	5			
	<b>Electives (one is to be elected)</b>			<b>Electives (one is to be elected)</b>	
0033	Capital Markets and Financing	5	0041	Business Simulation and Analysis	2
0034	Management of the financial institutions	5	0043	Management of real assets in business	2
				<b>Graduation procedure</b>	
			0044	Diploma Thesis	15
	<b>Total for the semester:</b>	<b>30</b>		<b>Total for the semester:</b>	<b>30</b>
			<b>Total of the course of study:</b>		<b>60</b>

### 0031 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](mailto: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.

### 0027 Enterprise Resource Planning 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](mailto: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 Rouse.

### 0025 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:** Associated Professor 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.

### 0028 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.

### 0021 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**

1. Assoc. Prof. Nikola Vasilev Kocev PhD, Department of Management and Business Development, tel: 888-715; E-mail: [nkotsev@uni-ruse.bg](mailto:nkotsev@uni-ruse.bg)

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

### 0033 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. Professor Marin Marinov PhD, Department of Economics tel.:888 357, [marinov@uni-svishtov.bg](mailto:marinov@uni-svishtov.bg)

**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 subject matter comprises of two 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.

### **0034 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](mailto:epapasov@gmail.com)
2. Assoc. Prof. Lyudmila Mihaylova, PhD, Department of Management and Business Development, tel: 888-518; E-mail: [liudmilla@abv.bg](mailto: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.

### **0035 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](mailto:epapasov@gmail.com)
2. Assoc. Prof. Lyudmila Mihaylova, PhD, Department of Management and Business Development, tel: 888-518; E-mail: [liudmilla@abv.bg](mailto: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.

### 0036 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. Prof. Ognjan Simeonov PhD, Department of Management and Business Development, tel: 888-726;

E-mail: [osimeonov@abv.bg](mailto:osimeonov@abv.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.

### 0026 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](mailto: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.

### 0038 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:**

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

### 0041 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](mailto: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.



### 0043 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:**

1. Prof. Eng. Nikolay Stefanov Naydenov, PhD, Dept. MBD, tel.: 888-520;

E-mail: [nnaydenov@uni-ruse.bg](mailto:nnaydenov@uni-ruse.bg)

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

E-mail: [anedyalkov@uni-ruse.bg](mailto: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.