

## RMS: Research and Statistics

Module title	RMS: Research and Statistics		
ECTS	5		
Lecturer/s	Stanislav Ivanov	Email: stanislav.ivanov@vumk.eu	
Teaching period	Semester 2/6		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities		20%	tbc as per the semester schedule
Group research project	3000 words	50%	tbc as per the semester schedule
Written Examination	1 hour	30%	tbc as per the semester schedule
Aims of the module			
The module aims at developing research and numerical skills so that students are able to prepare a research project. Students would also learn how to use specialised software (SPSS and Excel) for quantitative analysis.			
Learning outcomes			
On successful completion of this module, students should be able to:			
✓ Apply different methods for collection, organising and analysis of information.			
✓ Use the methods for hypotheses testing, types of statistical relations			
✓ Use the methods for statistical interpretations			
✓ Use software products as Microsoft Excel and SPSS			
Learning and Teaching Delivery Methods			
Lectures will be used to present the core concepts and principles. Seminars will be used to discuss and explain specific problem areas. The seminars will focus on practical issues in research methods and the use of statistical software. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Altinay, L., & Paraskevas, A. (2008). <i>Planning research in hospitality and tourism</i> . Butterworth-Heinemann. Brotherton, B. (2009) <i>Researching hospitality and tourism</i> . SAGE Bryman, A., Bell, E. (2007) <i>Business research methods</i> . Oxford University Press Cleophas, T. J., & Zwinderman, A. H. (2016). <i>SPSS for Starters and 2nd Levelers</i> . (2 <sup>nd</sup> ed). Springer International Publishing Switzerland. Collis, J. & Hussey, R. (2013). <i>Business research: A practical guide for undergraduate and graduate students</i> . 3 <sup>rd</sup> ed., Palgrave MacMillan. Crowther, D. & Lanacaster, G. (2010) <i>Research methods</i> . Butterworth-Heinemann Gill, J., Johnson, P. (2010) <i>Research Methods for Managers</i> . SAGE Illowski, B., Dean, S. (2017). <i>Introductory statistics</i> . Houston: OpenStax. Myers, M. D. (2013). <i>Qualitative research in business and management</i> . Sage. Ridley, D. (2012) <i>The literature review. A step-by-step guide</i> . SAGE. 2 <sup>nd</sup> ed. Saunders, M., Lewis, P., Thornhill, A. (current edition) <i>Research methods for business students</i> . FT Prentice Hall Somekh, B., Lewin, C. (eds.) (2005) <i>Research methods in the social sciences</i> . SAGE			
Indicative content			

<p><b>Topic 1:</b> <i>Formulating and clarifying the research topic</i></p> <p><b>Topic 2:</b> <i>Critical literature review</i></p> <p><b>Topic 3:</b> <i>Understanding the research philosophies and approaches</i></p> <p><b>Topic 4:</b> <i>Qualitative research</i></p> <p><b>Topic 5:</b> <i>Formulating research design</i></p> <p><b>Topic 6:</b> <i>Negotiating access and addressing ethical issues</i></p> <p><b>Topic 7:</b> <i>Data collection planning and data collection</i></p> <p><b>Topic 8:</b> <i>Collecting primary data using questionnaires</i></p>
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# INFT: Information Technologies

Module Title				Module Number		
Information Technology <i>Subject: Information Technology</i>				IT		
Level (0 - M)	Credits	ECTS	Module Value	% Taught in Welsh		Module Type
		5				Compulsory
Module Leader			School(s)			
Kamen Stoyanov			Varna University of Management		Varna	
Assessment Methods						
Assessment Type		Duration/Length of Assessment Type		Weighting of Assessment	Approximate Date of Submission	
Current control/ class participation		Participation in team sessions and attendance		10%	On-going during the semester	
Coursework Word		Practical exercise (assignment)		30%	tbc as per the semester schedule	
Coursework PowerPoint		Practical exercise (assignment)		30%	tbc as per the semester schedule	
Coursework Excel		Practical exercise (assignment)		30%	tbc as per the semester schedule	
Introduces the basic features of Microsoft Office, Windows basics, and file management. Develops familiarity with Word, Excel, PowerPoint, email, and Internet basics. Covers components of the Internet and Computing Core program content. Keyboarding by touch is recommended.						
Learning Outcomes						

Upon successful completion of this course, the student will be able to:

- Recognize when to use each of the Microsoft Office programs to create professional business documents
- Use Microsoft Office programs to documents following current professional and/or industry standards
- Pursue future courses specializing in one or more of the programs.
- Apply skills and concepts for basic use of computer hardware, software, networks, and the Internet in the workplace and in future coursework as identified by the internationally accepted Internet and Computing Core (IC3) standards.

#### **Learning and Teaching Delivery Methods**

<b>Lectures</b>	<b>15 hours</b>
<b>Seminars</b>	<b>30 hours</b>
<b>Student-centered Learning</b>	<b>25 hours</b>
<b>Total hours</b>	<b>70 hours</b>

#### **Indicative Content**

- A. Terminology and Vocabulary
  - 1. Parts of computer system
  - 2. Software: Applications and Operating system
- B. Windows Concepts
  - 1. Windows navigation
  - 2. Multi-task applications
  - 3. File-management (reinforce and emphasize throughout the length of the course)
- C. Basic Word Processing Concepts
- D. Basic Spreadsheet Concepts
- E. Basic Presentation Concepts
- F. Basic Internet Skills
  - 1. Browsers
  - 2. Searching
  - 3. Ethics
- G. Basic Communication Skills
  - 1. Email
  - 2. Attachments
  - 3. Overview of [dec.vumk.eu](http://dec.vumk.eu) Portal

## H. Basic Database Concepts

### Recommended Reading & Required Reading

- Recommended Reading/Learning Materials

MOAC\_Word\_2016\_Core

Office 365 All-in-One For Dummies

Dan Gookin (2013) Word 2013 For Dummies

Joan Lambert, Joyce Cox (2011) MOS 2010 Study Guide for Microsoft® Word, Excel®

Excel 2019 All-in-One For Dummies 1st Edition

Excel Formulas & Functions For Dummies

David W. Beskeen (2010) Microsoft® Office PowerPoint® 2010: Illustrated Brief

David W. Beskeen (2013) Microsoft Office 2013: Illustrated Introductory, First Course

Cram, Duffy, Friedrichsen (2010) Microsoft® Office 2010 Illustrated Second Course: Second Course

Gary B. Shelly, Misty E. Vermaat (2010) Microsoft Office 2010: Introductory: Introductory

Kim Lindros (2010) PC Basics with Windows 7 and Office 2010

Windows 10 For Dummies, 4th Edition

Ramesh Bangia (2007) Information Technology Bible

Peter Weverka (2013) Office 2013 All-In-One For Dummies

Joe Habraken (2010) Microsoft Office 2010 In-Depth

Lisa A. Bucki (2013) Office 2013 Library Excel 2013 Bible, Access 2013 Bible, PowerPoint 2013 Bible, Word 2013 Bible

Curtis Frye (2010) Microsoft Excel 2010: Step by Step

**Michael Miller (2009) Absolute Beginner's Guide to Computer Basics**

**Computer & Technology Basics: What you need to know about Hardware, Software, Internet, Cloud Computing, Networks, Computer Security, Databases, ... Intelligence, File Management and Programming by Joan Frese**

## MARBUSENV: Marketing and Business Environment

Module title	MARBUSENV Principles of Marketing and Business Environment		
ECTS	10		
Lecturer/s	Anastasiia Mostova	Email: anastasiia.mostova@vumk.eu	
Teaching period	Semester 2/6		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Group presentation of a business idea	1600 words/20 min	40%	tbc as per the semester schedule
Group project. Marketing plan for a new product development	2400 words	40%	tbc as per the semester schedule
In-class activities		20%	During the semester
Aims of the module			
<ul style="list-style-type: none"><li>To provide students with a practical understanding of how the dynamics of the market, the business environment, customer trends and behaviour and the organisation’s own capabilities impact upon its ability to develop and deliver profitable customer propositions.</li><li>To teach the students how to apply key theories, concepts and techniques to develop an in-depth understanding of a market</li><li>To teach the students how to develop appropriate marketing strategies and plans</li></ul>			
Learning outcomes:			
On successful completion of this module, students should be able to: <ul style="list-style-type: none"><li>Demonstrate a critical understanding of the role and function of marketing in a variety of market and organisational contexts;</li><li>Evaluate and utilise marketing research data and methods to a given marketing situation;</li><li>Apply and evaluate the principles of organisational and environmental audits to inform marketing strategies, decisions and objectives;</li><li>Apply the Segmentation, Targeting and Positioning approach in choosing and serving the customer base.</li><li>Develop and justify a marketing plan and mix for a given target market.</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Armstrong, G. (2016). <i>Marketing: An Introduction, Global Edition</i> . [N.p.]: Pearson, Available from: Discovery eBook			
Baker, M.J. (2003). <i>The Marketing Book</i> . Butterworth-Heinemann. 5 <sup>th</sup> ed.			
Blythe, J. a. (2013). <i>Consumer behaviour</i> . Los Angeles, California: SAGE, Available from: VLeBooks, EBSCOhost			
Brassington, F., Pettitt, S. (2013). <i>Essentials of Marketing</i> . Pearson Education Limited, 3 <sup>rd</sup> ed.			
Dibb, S., Simkin, L., Pride, W.M., Ferrell, O.C. (2012). <i>Marketing Concepts and Strategies</i> . Cengage Learning. 6 <sup>th</sup> ed.			
Ferrell, O.C., Hartline, M.D. (2010). <i>Marketing Strategy</i> . Cengage Learning. 5 <sup>th</sup> ed.			

Chaffey, D., Ellis-Chadwick, F. (2012) *Digital Marketing: Strategy, Implementation and Practice*. Harlow: Pearson Education, 5 ed.

Chaffey, D., Russel Smith, P. (2013) *Emarketing Excellence: Planning and optimizing your digital marketing*. London: Routledge Taylor and Frances Group, 4 ed.

East, R., Singh, J., Malcolm, W., & Marc, V. (2017). Consumer behaviour: applications in marketing, Available from *BASE*, EBSCOhost

Ellis, N. (2011) *Business-to-business marketing*. Oxford: Oxford University Press

Fill, C., McKee, S. (2012) *Business Marketing face to face: the theory and practice*. Oxford: Goodfellow Publishers

Hooly, G., Piercy, N.F., Nicolaud, B. (2012) *Marketing strategy and competitive positioning*. Harlow: Pearson Education, 5 ed.

Kotler, P., & Armstrong, G. (2016). *Principles of Marketing, Global Edition*. Boston: Pearson, Available from Discovery eBooks, EBSCOhost

Kotler, P., J. Bowen, J. Makens (2017) *Marketing for hospitality and tourism*. Harlow: Prentice Hall, 7<sup>th</sup> ed.

Kotler, P (2016), *Marketing Management 3Rd Edn*, [N.p.]: Pearson, available from Discovery eBooks, EBSCOhost

Kotler, P., Keller, K., Brady, M., Goodman, M., Hansen, T. (2015) *Marketing Management*. European edition. Harlow: Prentice Hall, 15<sup>th</sup> ed.

Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Hoboken, New Jersey: Wiley. available from Discovery eBooks, EBSCOhost

Lovelock, C. H. (2002) *Principles of service marketing and management*. Harlow: Prentice Hall

Lovelock, C. H., J. Wirtz (2011) *Services marketing: people, technology, strategy*. Harlow: Pearson Prentice Hall, 7<sup>th</sup> ed., Available from: VLeBooks, EBSCOhost

Mc Daniel, C, Lamd, Ch., Hair, J. (2013) *Introduction to Marketing*. UK: South-Western CENGAGE, 12 ed.

Morgan, N., A. Pritchard, R. Pride (2004) *Destination branding: Creating the unique destination proposition*. Butterworth Heinemann

Nagle, T. T., J. E. Hogan (2011) *The strategy and tactics of pricing. A guide to growing more profitably*. Upper Saddle River: Pearson Education, 5<sup>th</sup> ed.

Porter, M. E. (1980) *Competitive strategy: Techniques for analysing industries and competitors*. New York: The Free Press. Republished with a new introduction, 1998

Porter, M. E. (1985) *Competitive advantage: creating and sustaining superior performance*. New York: The Free Press. Republished with a new introduction, 1998

Shiffman, L. Et ali. (2012) *Consumer behaviour: a European outlook*. Harlow: Pearson Education, 2 ed.

Wood, M. B. (2017). *Essential Guide to Marketing Planning*. Harlow, England: Pearson, available from Discovery eBooks, EBSCOhost

Wood, M. B. (2013) *Marketing planning. Principles into practice*. Harlow: Pearson Education, 3<sup>rd</sup> ed.

Journals: *Journal of Marketing*, *Journal of Consumer Research*, *Cornell Hospitality Quarterly*, *Journal of Marketing etc.*

## Indicative content

### Topic 1: The essence of marketing business environment

1. What is marketing business environment?
2. Main forces of marketing business environment
3. Internal and external environment

### Topic 2: The elements of macro and microenvironment

1. Macro environment/PESTEL analysis
2. Microenvironment. Porter's Five Forces Model
3. Competitor analysis. Competitiveness Polygon
4. Segmentation, positioning and targeting. Customers' profile

### Topic 3: Market opportunities and competitiveness

1. Collecting and analyzing marketing information
2. Developing competitive advantage and strategic focus. General Electric/ McKinsey Matrix

### Topic 4: Developing a marketing plan. Strategic marketing planning

1. Developing Marketing Strategy. The marketing planning process
2. Product strategy
3. Pricing strategy

4. Distribution and supply chain management
5. Communication strategy
6. Digital marketing strategy
7. Marketing implementation and control. KPIs and metrics

## FIN: Finance

Module title	FIN: Introduction to Finance		
ECTS	5		
Lecturer/s	Diyan Dimov, PhD	Email: diyan.dimov@vumk.eu	
Teaching period	Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-Class Activities (5)	30 minutes for each activity	10% (5 x 2%)	tbc as per the semester schedule
Midterm Exam	2 hours	40%	tbc as per the semester schedule
Final Exam	2 hours	50%	tbc as per the semester schedule
Aims of the module			
This subject aims acquisition of knowledge regarding basic rules for business establishment and financial management, investment policies, financial possibilities and sources for business activities. The subject is designed in conjunction with Introduction to Accounting.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Be able to make basic financial analysis of a company</li><li>• Know and apply methods for evaluating time value of money</li><li>• Define the return on investments in long-term assets</li><li>• Define the risk within financial investments</li><li>• Be able to apply basic capital budgeting techniques</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
<ul style="list-style-type: none"><li>• Atrill, P. <i>Financial Management for Decision Makers</i>. Pearson Education Limited, current edition</li><li>• Brealey, R., Myers, S., &amp; Marcus, A. <i>Fundamentals of Corporate Finance</i>. McGraw-Hill Publishers, current edition</li><li>• Jones, C. <i>Investments: Analysis and Management</i>. John Wiley &amp; Sons, current edition</li><li>• Keown, A., Martin, J., &amp; Petty, J. <i>Foundations of Finance</i>. Pearson Education Limited, current edition</li><li>• Ross, S., Westerfield, R., Jaffe, J., &amp; Jordan, B. <i>Corporate Finance</i>. McGraw-Hill Publishers, current edition</li></ul>			
Indicative content			
<ul style="list-style-type: none"><li>• Introduction to finance</li><li>• Financial systems</li><li>• Financial analysis</li><li>• Time value of money</li><li>• Capital budgeting</li><li>• Long-term financing</li></ul>			



- Short-term financing

## ENTPRJ: Entrepreneurship and Project Management

Module title	BUS202: Entrepreneurship and Project Management		
ECTS	5		
Lecturer/s	Violina Ratcheva Ina Stanoeva	Email: <a href="mailto:violina.ratcheva@vumk.eu">violina.ratcheva@vumk.eu</a> <a href="mailto:ina.stanoeva@vumk.eu">ina.stanoeva@vumk.eu</a>	
Teaching period	Semester 1/2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activity (Group based)		10%	tbc as per the semester schedule
Group presentation and defence of the Business Plan	25 min (1700 words equivalent)	20%	tbc as per the semester schedule
Business Plan (Group report)	Written assignment (Business Plan) - 4000 words	70%	tbc as per the semester schedule
Aims of the module			
The module aims to introduce students to the challenges of starting a new business venture. The focus of the module is on experiential learning. The knowledge, therefore, will be mostly applied, designed to acquaint the students with the general entrepreneurial process and strategy, and its importance in society. The students are expected to develop awareness about the practical businesses challenges faced by start-up companies and start developing some basic managerial and creative thinking skills demonstrated in the way business ideas are generated, analysed and marketed. The expected outcome of the module is the development of a mini Business Plan. It is expected that the students will resort to and apply the learnt throughout the modules at Level 4.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Understand the fundamental aspects of business start-up in various contexts;</li><li>• Identify the key steps involved in setting up an entrepreneurial venture;</li><li>• Demonstrate an understanding of the key elements of the business planning process;</li><li>• Develop and defend a business plan;</li><li>• Know how to start their own business;</li><li>• Know where to seek funding;</li><li>• Understand the pitfalls of business creation;</li><li>• Understand the key role of entrepreneurs in the development of the economy;</li><li>• Understand basic project activities;</li><li>• Create project schedule.</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars and consultations will be used to discuss and explain specific problem areas and enable students to undertake self-directed and experiential learning.			
Lectures	24 hours		
Seminars	36 hours		
Student centred learning	80 hours		
Total	140 hours		
Recommended Reading			
Scarborough, N. M. & Cornwall, J. R. (2016) Essentials of Entrepreneurship and Small Business Management, 8 <sup>th</sup> Ed., Pearson Education Ltd ( <i>a copy of the book will be provided by the lecturer</i> ). Blackburn, R., De Clercq, D. & Heinonen, J. (2018) The SAGE Handbook of Small Business and Entrepreneurship, SAGE Publications Ltd.			

<https://www.pdfdrive.com/the-sage-handbook-of-small-business-and-entrepreneurship-e183905079.html>

Burns, P. (2016) Entrepreneurship & Small Business: Start-up, Growth and Maturity, 4th Ed., Palgrave Macmillan (available at VUM library).

Ostewalder, A., Pigneur, V., Bernards, G. & Smith, A. (2014) Value Proposition Design: How to Create Products and Services Customers Want, John Wiley & Sons Ltd.

<https://www.pdfdrive.com/value-proposition-design-how-to-create-products-and-services-customers-want-d177619443.html>

Lee, J. (2019) Business Hack: The Wealth Dragon Way to Build a Successful Business in the Digital Age, John Wiley & Sons Ltd (*a copy of the book will be provided by the lecturer*).

Scott, J. T. (2017) The Entrepreneur's Guide to Building a Successful Business, Brussels: EFMD.

<https://efmdglobal.org/wp-content/uploads/The-Entrepreneurs-Guide-to-Building-a-Successful-Business-2017.pdf>

Barrow, C., Barrow, P. & Brown, R. (2012). The Business Plan Workbook. 7th Edition, Kogan Page.

[https://www.cput.ac.za/images/libraries/docs/the\\_business\\_plan\\_workbook.pdf](https://www.cput.ac.za/images/libraries/docs/the_business_plan_workbook.pdf)

Osterwalder, A. & Pigneur, Y. (2010) Business Model Generation, John Wiley & Sons Ltd.

<https://www.pdfdrive.com/business-model-generation-a-handbook-for-visionaries-game-changers-and-challengers-d165636115.html>

Kander, D. (2014) All in Startup: Launching a New Idea When Everything is on the Line, John Wiley & Sons Ltd.

<https://download.e-bookshelf.de/download/0002/6093/12/L-G-0002609312-0004052387.pdf>

Meredith, J. R., S. J. Mantel (2016) Project management: A managerial approach. 9th ed., Wiley (available at VUM library)

Lock, D. (2013) Project management. Tenth edition. Gower (available at VUM library)

Maylor, H. (2010) Project management. FT Prentice Hall (available at VUM library)

PMI. (2013) A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition. Project Management Institute  
Burke, Rory (2013) Project management. Fifth Edition. Wiley

Chiu-Chi, W. (2012) Event Project Management Body of Knowledge. 2nd Edition American Project Management Association.

Lewis, J. P. (2009) Fundamentals of Project Management 3rd Edition Amacom.

Cobb, A. T. (2012) Leading Project Teams. London: Sage.

IPMA. (2014) Project Perspectives 2014. Newprint Oy. Finland. ISSN 2242-9905

Koster K. (2010) International Project Management. London: Sage.

Burke, Rory (2013) Project management. Fifth Edition. Wiley

Teare, R. (Ed) (latest edition) Managing Projects in Hospitality Organisations. London: Cassell.

Cobb, A. T. (2012) Leading Project Teams. London: Sage.

IPMA. (2014) Project Perspectives 2014. Newprint Oy. Finland. ISSN 2242-9905

### **Journals**

International Journal of Entrepreneurship and Small Business

Journal of Small Business Management

Creativity and Innovation Management

International Small Business Journal

International Journal of Project Management, Elsevier

Project Management Journal, Wiley

International Journal of Managing Projects in Business, Emerald

### **Open sources – books and online courses**

#### *Online Courses:*

Introduction to Project Management, University of California, Irvine – coursera.org

Fundamentals of project management and planning, University of Virginia – coursera.org

Project Management: the basics for success – coursera.org

Passenheim, O. (2009) Project Management. Bookboon

Available at <http://bookboon.com/en/projectmanagement-ebook>

Jessen, S. (2012) Project Leadership: Step by Step. Parts 1 and 2. Bookboon Available at

<http://bookboon.com/en/project-leadership-step-by-step-part-i-ebook>

### **Indicative content**

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| <ul style="list-style-type: none"><li>• Definitions of entrepreneurship and small businesses</li><li>• The role of entrepreneurship and small business in the economy</li><li>• Entrepreneurship and innovation</li><li>• Forms of entrepreneurship: starting a business, obtaining somebody else's business and team entrepreneurship</li><li>• Finding and evaluating business ideas</li><li>• Entrepreneurial strategies, business planning and resource gathering</li><li>• Social Entrepreneurship</li><li>• Risk taking and the performance of small firms</li><li>• Financing options and analysis</li><li>• The major components of a business plan</li><li>• Initiating and developing the plan</li><li>• Project activities</li><li>• Project management scheduling. Gantt charts</li><li>• Project's risks and stakeholders</li></ul> |
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## MANACC: Managerial Accounting

Module title	MANACC: Managerial Accounting		
ECTS	5		
Lecturer/s	Diyan Dimov, PhD	Email: diyan.dimov@vumk.eu	
Teaching period	Year2/Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-Class Activities (2)	30 minutes for each activity	10% (2 x 5%)	tbc as per the semester schedule
Group Presentation	15-20 minutes	40%	tbc as per the semester schedule
Final Exam	2 hours	50%	tbc as per the semester schedule
Aims of the module			
This subject aims acquisition of theoretical and practical knowledge regarding different types of costs, budgeting, and break-even analysis. It broadens students' knowledge about accounting and addresses practical issues of interest to managers – costs, revenues, and financial statements.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Be able to define and apply knowledge regarding variable and fixed costs</li><li>• Be able to prepare schedule for COGM and COGS</li><li>• Be able to define break even quantities</li><li>• Be able to prepare budget financial statements</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
<ul style="list-style-type: none"><li>• Copeland, T., Weston, J., &amp; Shastri, K. <i>Financial Theory and Corporate Policy</i>. Pearson Education Limited, current edition</li><li>• Davies, T., &amp; Crawford, I. <i>Corporate Finance &amp; Financial Strategy: Optimasing Corporate and Shareholder Value</i>. Pearson Education Limited, current edition</li><li>• Garrison, R., Noreen, E., &amp; Brewer, P. <i>Managerial Accounting</i>. McGraw-Hill Publishers, current edition</li><li>• Horngren, C., Datar, S., &amp; Rajan, M. <i>Cost Accounting: A Managerial Emphasis</i>. Prentice Hall, current edition</li><li>• Weygandt, J., Kimmel, P., &amp; Kieso, D. <i>Financial and Managerial Accounting</i>. John Wiley &amp; Sons, current edition</li><li>• Weygandt, J., Kimmel, P., &amp; Kieso, D. <i>Managerial Accounting: Tools for Business Decision Making</i>. John Wiley &amp; Sons, current edition</li></ul>			
Indicative content			
Introduction to Managerial Accounting Fixed and variable costs Schedule for COGM Schedule for COGS Break even analysis Budgeting and budgetary control			

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## MARRES: Marketing Research

<b>Module title</b>		MARRES Marketing Research									
<b>ECTS</b>		5									
<b>Lecturer/s</b>		Ina Stanoeva, PhD	Email: ina.stanoeva@vumk.eu								
<b>Teaching period</b>		Semester 2									
<b>Assessment methods</b>											
<b>Assessment Type</b>	<b>Duration/Length of Assessment Type (or equivalent)</b>	<b>Weighting of Assessment</b>	<b>Approximate Date of Submission/Exam</b>								
In-class activities		20%	tbc as per the semester schedule								
Marketing research report (group)	3000 words	80%	tbc as per the semester schedule								
<b>Aims of the module</b>											
<ul style="list-style-type: none"><li>• This subject aims acquisition of theoretical and practical knowledge regarding collecting, classifying, storage and analysis of marketing information.</li><li>• Students must learn how to gather information, to design a survey, to prepare a questionnaire, to analyze the data and to report it.</li><li>• Students analyze the data with the help of SPSS or Excel software studied in Module Research and Statistics.</li></ul>											
<b>Learning outcomes:</b>											
On completion of this unit the student will be able to <ul style="list-style-type: none"><li>• use methods for market research for collecting information</li><li>• conduct market research</li><li>• prepare a survey questionnaire</li><li>• analyse data</li><li>• draw marketing conclusions on the basis of gathered information</li></ul>											
<b>Learning and Teaching Delivery Methods</b>											
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to undertake self-directed learning to complement classroom-based teaching. <table><tr><td>Lectures</td><td>20 hours</td></tr><tr><td>Seminars</td><td>40 hours</td></tr><tr><td>Student Centered Learning</td><td>90 hours</td></tr><tr><td>Total hours</td><td>150 hours</td></tr></table>				Lectures	20 hours	Seminars	40 hours	Student Centered Learning	90 hours	Total hours	150 hours
Lectures	20 hours										
Seminars	40 hours										
Student Centered Learning	90 hours										
Total hours	150 hours										
<b>Recommended Reading</b>											
<ul style="list-style-type: none"><li>• Baines, P., Chansarkar, B. (2002) <i>Introducing Marketing Research</i>. John Wiley and Sons (available at VUM library)</li><li>• Bradley, N. (2013) <i>Marketing Research: tools&amp; techniques</i>. (3<sup>rd</sup> ed.). Oxford University Press</li><li>• Burns, A. &amp; Bush, R. (2012) <i>Basic Marketing Research: Using Microsoft Excel Data Analysis</i>. (3<sup>rd</sup> ed.). Harlow: Pearson</li><li>• Cooper, D. &amp; Schindler, P. (2006) <i>Marketing research</i>. Boston: McGraw Hill</li><li>• Hair, J. et al. (2013) <i>Essentials of marketing research</i>. (3<sup>rd</sup> ed.). NY: McGraw-Hill</li><li>• Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2013) <i>Principles of Marketing</i>. (6<sup>th</sup> ed.). Harlow: Pearson</li><li>• Malhotra, N. (2020). <i>Essentials of marketing research: an applied orientation</i>. Edinburgh: Pearson</li></ul>											

- Malhotra, N. K. (2013) *Review of Marketing research*. Bingley, U.K.: Emerald Sage (available at EBSCOhost database)
- Malhotra, N., Birks, D. (2006) *Marketing research*. Prentice Hill (available at VUM library)
- McDaniel, C. & Gates, R. (2010) *Marketing Research with SPSS*. (8th ed.) John Wiley & Sons (available at VUM library)
- McGivern, Y. (2013) *The Practice of Marketing Research: An Introduction*. (4<sup>th</sup> ed.) . Harlow: Pearson
- Prince, M., Linda, G. & Kaden, R. (2012) *Leading Edge marketing research and practices*. Thousand Oaks, Calif: SAGE (available at EBSCOhost database)
- Schmidt, M., Hollensen, S. (2006) *Marketing research*. Prentice Hill (available at VUM library)
- Taylor, C., Schwaiger, M. & Sarstedt, M. (2011) *Measurement and Research methods in International marketing*. Bingley, UK: Emerald publishing group (available at EBSCOhost database)
- Vriens, M., Grover, R. (2006) *Handbook of marketing research*. Sage (available at EBSCOhost database)
- Zikmund, W., Babin, B. (2016) *Exploring marketing research*. (11<sup>th</sup> ed.). Boston: Cengage

#### **Journals:**

- International Journal of Research in Marketing, Elsevier
- Journal of Marketing Research, American Marketing Association
- Marketing Research, American Marketing Association
- Review of Marketing Research, Emerald

#### **Open sources – books and online courses**

##### *Online Courses:*

Market research and Consumer behavior, IE Business School (available at coursera.org)

##### *Books:*

- Greener, S. & Martelli, J. (2015) *An Introduction to business research methods*. Bookboon (available at bookboon.com)
- Shukla, P. (2008) *Essentials of Marketing research -Exercises*. Ventus publishing (available at bookboon.com)
- Shukla, P. (2008) *Essentials of Marketing research*. Bookboon (available at bookboon.com)

#### **Indicative content**

- Introduction to Marketing research
- The Marketing Research process
- Problem definition, sources of information and gathering information
- Measurement and scaling
- Surveys. Questionnaire design
- Sampling
- Data analysis: Descriptive statistics
- Data analysis: Hypothesis testing
- Data analysis: Interpretation of the results
- Reporting



## ORGBHV: Organisational Behaviour

Module title	Organisational behaviour		
ECTS	10		
Lecturer/s	Silvena Yordanova	silvena.dancheva@vumk.eu	
Teaching period	Semester 4		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities		10 %	tbc as per the semester schedule
Group assignment with presentation	3000 words	40 %	tbc as per the semester schedule
Individual exam	2 hours	50 %	tbc as per the semester schedule
Aims of the module			
<ul style="list-style-type: none"><li>• This subject aims acquisition of theoretical and practical knowledge and skills for recognition of basic behavioural determinants – individually and in the organization – individuals, groups and organizational structures.</li><li>• The subject aims at helping students be more effective in their future work relationships with colleagues and equip them with appropriate knowledge and skills to work in and manage groups.</li></ul>			
Learning outcomes:			
<ol style="list-style-type: none"><li>1. To learn the nature of human behaviour in order to predict, control and modify behaviour of people in organisations.</li><li>2. To learn approaches and apply them in the process of motivation of the people during work.</li></ol> <p>On successful completion of this module, students should be able to:</p> <ul style="list-style-type: none"><li>• Increase self-awareness</li><li>• Build and improve social skills</li><li>• Improve emotional intelligence</li><li>• Be able to predict and understand the behaviour of other people.</li></ul>			
Learning and Teaching Delivery Methods			
Lectures, seminars and in-class activities will be used in the module.			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Brooks, I. (2018) Organisational Behaviour: Individuals, Groups and Organisation, 5th Edition, The University of Northampton Buchanan, D. & Huczynski, A. (2004) Organizational Behaviour: An Introductory Text 5th Edition, Financial Times Prentice Hall Cross, Ch. & Carbery, R. (2022) Organisational behaviour. An introduction. Isbn 9781352012477 French, R., Rayner, Ch., Rees, G. & Rumbles, S. (2016) Organizational behaviour, Willey, ISBN 9781118916292 Kind, D & Lawley, Sc. (2019). Organizational Behaviour, Third Edition Mullins, L. (2016). "Management and Organizational behaviour" Prentice Hall, eleventh edition, Pearson, ISBN 9781292088518			
Journals:			
Journal of organizational behaviour			
Indicative content			
Topics:			
Topic 1 Introduction to Organisational Behaviour.			

Topic 2 Individual behaviour.  
Topic 3 Personality and emotions.  
Topic 4 Values, attitudes, job satisfaction.  
Topic 5 The Process of Perception.  
Topic 6 Work Motivation and Rewards.  
Topic 7 Groups and teams. The Nature of Work Groups and Teams. Working in Groups and Teams.  
Topic 8 Creative problem solving.  
Topic 9 Organizational culture  
Topic 10 Emotional intelligence in organizations.

## TOURINTERM: Tourism Intermediaries

Module title	TOURINTERM: Tourism Intermediaries		
ECTS	5		
Lecturer/s	Maya Ivanova	Email: maya.ivanova@vumk.eu	
Teaching period	Semester 4/6		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities		20%	tbc as per the semester schedule
Individual assignment	2000 words	40%	tbc as per the semester schedule
Individual exam	2 hours	40%	tbc as per the semester schedule
Aims of the module			
<ul style="list-style-type: none"><li>developing professional knowledge and skills of the tourism intermediation, tourism supply chain and all the participants in it</li><li>distinguishing between the different intermediaries, prepare different types of package tours, manage tour operation activities, and successfully sell travel related products</li><li>understanding and interpreting the complex relationships among all tourism intermediaries, as well as to know the different types of legal contracts between them</li><li>understanding hotel's perspective on the intermediaries, interpreted as hotel distribution channel management.</li></ul>			
Learning outcomes:			
On successful completion of this module, students should be able to: <ul style="list-style-type: none"><li>Be able to distinguish and discuss the different tourism intermediaries and their functions in the tourism distribution system</li><li>Be able to prepare different types of package tours</li><li>Be able to effectively sell package tours and other travel products</li><li>Be able to effectively negotiate as hotel managers with tour operators</li><li>Be able to elaborate hotel distribution strategy</li><li>Be able to work with hotel reservation systems</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Bhatia, A. K. (2012). The Business of Travel Agency and Tour Operations Management. Sterling Publishers Pvt. Ltd. Cooper, C., S. Wanhill, J. Fletcher, D. Gilbert, A. Fyall (2005) Tourism: principles and practice. Harlow: Prentice Hall, 3rd ed Expedia Group (n.d.). Hotel distribution strategy. Available on: <a href="https://welcome.expediagroup.com/en/resources/hotel-distribution-strategy-resources-tips/build-hotel-distribution-strategy">https://welcome.expediagroup.com/en/resources/hotel-distribution-strategy-resources-tips/build-hotel-distribution-strategy</a> Green, C.E. and Lomanno, M. (2012) Distribution channel analysis: a guide for hotels. An AH&LA and STR Special report. Published by the HSMIA Foundation. URL: <a href="http://clients.theygsgroup.com/hsmia-uploads/DCAbook_Full.pdf">http://clients.theygsgroup.com/hsmia-uploads/DCAbook_Full.pdf</a> Guo, X. and He, L. (2012). Tourism supply-chain coordination: the cooperation between tourism hotel and tour operator. <i>Tourism Economics</i> 18 (6), 1361-1376. Holland, J. and Leslie, D. (2018). Tour operators and operations: Development, Management and Responsibility Wallingford, Oxfordshire: CABI International IATA/UFTAA (2006) International travel and tourism training programme. Foundation course. Montreal & Geneva: IATA/UFTAA			

Kracht, J. and Wang, Y. (2010) Examining the tourism distribution channel: evolution and transformation. *International Journal of Contemporary Hospitality Management*, 22 (5) 736-757

McGuire, K. (2016). Building a smart distribution strategy. Blog. Cornell SHA. Available at: <https://sha.cornell.edu/blog/2016/08/11/buildingasmartdistributionstrategy/>

Revfine (n.d.) Hotel Channel Manager. What are the advantages? Available on: <https://www.revfine.com/hotel-distribution-channel-manager/>

ReviewPro (n.d.) Optimizing Your Hotel's Online Distribution Strategy. Available on: <https://www.reviewpro.com/wp-content/uploads/pdf/en-guide-hotel-distribution.pdf>

Syratt, G. (2003) Manual of travel agency practice. London: Longman, 3rd ed.

Yale, P. (1995). The business of tour operations. London: Longman

MOOCs on hotel distribution and tour operations, created by: ESSEC Business School

- <https://www.coursera.org/learn/hotel-distribution>

### **Indicative content**

Topic 1: Tourism Distribution Chain

Topic 2: Types of Tourism Intermediaries – functions, place in the distribution chain, way to benefit from the intermediation

Topic 3: Relationships among the participants in the Tourism Distribution chain

Topic 4: Hotel distribution channel management

Topic 5: Tour operations – preparation of a package tour

Topic 6: Tour operations - documents

Topic 7: Tour operations - Tour leaders and representatives

Topic 8: Tour operations – marketing and operational issues

Topic 9: Legal issues of travel agencies and other intermediaries

Topic 10: Problems and conflicts in tourism distribution chain

## HOTCHMAN: Hotel Chains Management

Module title	HOTCHMAN: Hotel Chain Management		
ECTS	5		
Lecturer/s	Maya Ivanova	Email: maya.ivanova@vumk.eu	
Teaching period	Semester 4/6		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities		20%	tbc as per the semester schedule
Individual assignment	3000 words	80%	tbc as per the semester schedule
Aims of the module			
The subject aims at students gaining knowledge and developing skills for managing hotel chains in a multicultural environment. Hotel chains are systematically explored – their nature, internationalization, functional dimensions. The subject covers all aspects of hotel chain expansion, as well as considers the individual hotel's perspective regarding process of hotel chain affiliation. The different entry modes/types of affiliation are largely discussed. Finally, future trends and issues of hotel chain management are outlined and examined.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Know about hotel chains – specific characteristics, management and operational issues</li><li>• Identify the ways for expanding or joining a hotel chain</li><li>• Know about cultural differences and human resource management in a multicultural environment</li><li>• Be able to manage hotel operations in a multicultural environment</li><li>• Be able to market the hotel in an international environment</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Ivanova, M., Ivanov, S. and Magnini, V. (2016). <i>Routledge Handbook of Hotel Chain Management</i> . London: Routledge.			
Gee, C. (2008) <i>International hotels development and management</i> . Educational Institute of American Hotel and Lodging Association			
Bowie, D., F. Buttler (2003) <i>Hospitality marketing</i> . Oxford: Butterworth-Heinemann			
Butler, J. and Braun, B. (2014). Hotel Management Agreements & Franchise Agreements for Owners, Developers Investors & Lenders. JMBM Global Hospitality Group. Available at: <a href="https://www.hotellawyer.com/files/books/pdf/hma-handbook-3rd-ed-final.pdf">https://www.hotellawyer.com/files/books/pdf/hma-handbook-3rd-ed-final.pdf</a>			
Chen, J.J. and Dimou, I. (2005) Expansion strategy of international hotel firms. <i>Journal of Business Research</i> , 58(12), 1730-1740			
Contractor, F.J. and Kundu, S.K. (1998) Modal Choice in a World of Alliances: Analyzing Organizational Forms in the International Hotel Sector. <i>Journal of International Business Studies</i> , 29(2), 325-357			
Cunill, O.M. (2006) <i>Growth strategies of hotel chains: Best business practices by leading companies</i> . New York: The Haworth Press			
Deroos, J.A. (2010) Hotel Management contracts – past and present. <i>Cornell Hospitality Quarterly</i> , 51(1), 68-80			
Harrison, J. and Enz, C. (2005) <i>Hospitality Strategic Management</i> , New Jersey: John Wiley & sons, Inc			
Ivanov, S. and Ivanova, M. (2017). Conceptualising Transnational Hotel Chain Penetration in Bulgaria. In Derek Hall (Ed.) <i>Tourism and Geopolitics</i> . Wallingford: CABI, pp. 127-141. SSRN URL: <a href="http://ssrn.com/abstract=2981599">http://ssrn.com/abstract=2981599</a>			
Ivanov, S., & Ivanova, M. (2016). Do hotel chains improve destination's competitiveness? <i>Tourism Management Perspectives</i> , 19, 74-79. SSRN URL: <a href="http://ssrn.com/abstract=2780782">http://ssrn.com/abstract=2780782</a>			

- Ivanov, S., & Ivanova, M. (2016). Do hotel chains stimulate globalisation? *Tourism Management Perspectives*, 19, 102-108. SSRN URL: <http://ssrn.com/abstract=2786264>
- Ivanov, S., & Ivanova, M. (2016). Market penetration of hotel chains: does culture matter? *Annals of Tourism Research*, 57, 259-264. SSRN URL: <http://ssrn.com/abstract=2775564>
- Ivanov, S., Ivanova, M. (2017). Determinants of hotel chains' market presence in a destination – a global study. *Tourism*, 65(1), 7-32. SSRN URL: <https://ssrn.com/abstract=2944884>
- Ivanov, S. and Zhechev, V. (2011) *Hotel Marketing*, Varna: Zangador Ltd. (in Bulgarian)
- Ivanova, M. (2013) Присъединяването към хотелски вериги като възможност за развитие на българските хотели (Affiliation to Hotel Chains as a Development Opportunity for Bulgarian Hotels) Doctoral dissertation, University of Economics-Varna, Bulgaria. Available at SSRN: <http://ssrn.com/abstract=2346377>
- Ivanova, M. G. (2011). Stakeholder model of hotel chains: a conceptual framework. In Hanbabaeva, H. N., Hristova, T. B. & Kurbanova, A. M. (eds.) Proceedings of the "Strategic development of tourism and recreation" International conference. Mahachkala, Russia, September 2011, pp. 45-49. Available at SSRN.com: <http://ssrn.com/abstract=1933240>
- Ivanova, M. and Ivanov, S. (2014). Hotel chains' entry mode in Bulgaria. *Anatolia*, 25(1), 131-135. Available at SSRN.com: <http://ssrn.com/abstract=2277807>
- Ivanova, M., Ivanov, S. (2015). Affiliation to hotel chains: hotels' perspective. *Tourism Management Perspectives*, 16, 148-162. SSRN URL: <http://ssrn.com/abstract=2652094>
- Ivanova, M., Ivanov, S. (2015). The nature of hotel chains: An integrative framework. *International Journal of Hospitality and Tourism Administration*, 16(2), 122-142. SSRN URL: <http://ssrn.com/abstract=2288756>
- Ivanova, M., Ivanov, S. (2015). Affiliation to hotel chains: Requirements towards hotels in Bulgaria. *Journal of Hospitality Marketing & Management* 24(6), 601-608. SSRN URL: <http://ssrn.com/abstract=2502348>
- Lashley, C., A. Morrison (eds.) (2000) *Franchising hospitality services*. Oxford: Butterworth-Heinemann
- Minkov, M. (2011) *Cultural Differences in a Globalizing World*. Emerald Group Publishing Limited
- Roper, A. (1995) The emergence of hotel consortia as transorganizational forms, *International Journal of Contemporary Hospitality Management*, 7(1), 4-9

#### **Indicative content**

1. Introduction to hotel chain management
2. Hotel chains theoretical framework
3. Hotel chain expansion
4. Hotel chain modal choice
5. Hotel chain marketing
6. Operations of hotel chains
7. Human resource management
8. Individual hotel's perspective
9. Future issues and trends of hotel chain management

## FBOP: F&B Operations

Module title	FBOP – Food and Beverage Operations		
ECTS	5		
Lecturer/s	Boryana Umnikova-Rusev, PhD	Email:	boryana.umnikova@vumk.eu
Teaching period	Semester 4/6		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities		30%	During scheduled classes
Written assignment + Presentation	2000 words 15min.	70%	tbc as per the semester schedule
Aims of the module			
<ul style="list-style-type: none"><li>Developing professional knowledge and skills of the food and beverage management, planning and operations.</li><li>Distinguishing between the different supervisory and managerial positions in the F&amp;B industry.</li><li>Gaining knowledge of food and beverage operational functions, current trends, relevant industry concerns and key managerial functions.</li><li>Understanding fundamental topics related to restaurant operations, the management process, marketing, cost and pricing strategies, production and service, health and safety, food hygiene, design and financial management.</li></ul>			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>Discuss the theoretical and practical issues relating to food and beverage industry</li><li>Identify factors influencing the food and beverage sector of the hospitality industry</li><li>Understand the food and beverage department organisational structure and responsibilities and duties</li><li>Develop a menu, and menu concept in order to meet consumer needs and expectations and to achieve the target group</li><li>Discuss various control measures within the restaurant</li></ul>			
Skills to be obtained:			
On completion of this subject the student will have developed the following skills:			
<ul style="list-style-type: none"><li>Oral communication skills</li><li>Written communication skills</li><li>Planning and decision making skills</li><li>Skills to interact in a diverse social environment</li><li>Skills to identify customers' needs</li><li>Skills related to professional attitude in problem solving and customer orientation</li><li>Digital content creation skills</li><li>Promotion of environmentally friendly activities and products</li><li>Knowledge of climate change</li></ul>			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Arduser, L., Brown, D. (2004), <i>The Waiter &amp; Waitress and Wait staff Training Handbook: A Complete Guide to the Proper Steps in Service for Food &amp; Beverage Employees</i> . Atlantic Publishing Group Atkins, P., Bowler, I. 2001. <i>Food in Society; economy, culture, geography</i> . Arnold, London Barr, A. 1995. <i>Drink: An Informal Social History</i> . Bantam Press, London.			

Beardsworth, A. and Keil, T. 2000. *Sociology on the Menu*. Routledge London

Bell, D. and Valentine, G. 1997. *Consuming Geographies; We Are Where We Eat*. Routledge, Oxford.

Bourdain, A. 2001. *Kitchen Confidential: Adventures in the Culinary Underbelly*. Bloomsbury, London.

Buhalis, D., Darcy, S., Ambrose, I. (Eds) 2012. *Best Practise in Accessible Tourism: Inclusion, Disability, Aging Population and Tourism*. Channel View Publications Bristol

Davis, B., Lockwood, A. (2012), *Food and Beverage Management*. BH, 5th edition

Davis, B., Lockwood, A., Alcott, P., Pantelidis, I.S. (2017) *Food and Beverage Management*. Routledge

Dopson, L.R., Hayes D.R., Miller, J.E. (2008) *Food and Beverage*. John Wiley and Sons, 4th Edition

Foskett, D. et al (2011), *Food and Beverage Management*. Goodfellow Publishers, 3th edition

Gronow, J. 1997. *The Sociology of Taste*. Routledge, London

Hickey, P. J., R. F. Cichy (2005) *Managing Service in Food and Beverage Operations*. 3rd ed., American Hotel and Lodging Educational Institute

Jolliffe, L., (Ed) 2010 *Coffee Culture, Destinations and Tourism*. Channel View Publications, Bristol

Jones, M. 2007. *Feast: Why Humans Share Food*. Oxford University Press, Oxford.

Kotas, R., Jayawardena, C. (2010), *Profitable Food and Management*. Hodder&Stoughton

Lashley, C., Morrison, A. (ed.) 2000. *In Search of Hospitality: Theoretical Perspectives and Debates*. Butterworth Heinemann, Oxford.

Ninemeier, J. (2010), *Management of Food and Beverage Operations*. Educational Institute of the American Hotel Motel Associ., 5th edition

Sloan, D. (ed) 2004. *Culinary Taste; Consumer Behaviour in the International Restaurant Sector*. Elsevier Butterworth Heinemann, London.

Telfer, E. 1996. *Food for Thought; Philosophy and Food*. Routledge, London.

Visser, M. 1991. *The Rituals of Dinner*. Penguin Books, London.

Walker, John R. (2014) *The restaurant form concept to operations*, John Wiley and Sons, 7th Edition

Weiss, A., 2007. *The Global Food Economy; the Battle for the Future of Farming*. Zed, London

Weiss, A., 2007. *The Global Food Economy; the Battle for the Future of Farming*. Zed, London

Williams, A. 2002. *Understanding the Hospitality Consumer*. Butterworth Heinemann, Oxford.

Wood, R.C. 2018. *Strategic Questions in Food and Beverage Management*. Routledge

#### **Indicative content**

- Introduction to Food and Beverage Management
- Organisation in food and beverage operations
- Food and beverage service methods
- Menu management and evaluation
- Food and Beverage management and technology
- Food and Beverage Marketing
- Food and beverage control and profitability



## HBRAND: Branding and Advertising in THE

Module content and structure			
Module title	HLT6003_VUM6003: Branding and Advertising		
ECTS	5		
Lecturer/s	Nina Zlateva, PhD	<a href="mailto:nina.zlateva@vumk.eu">nina.zlateva@vumk.eu</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Group Presentation	20 mins (1,000 equivalent)	50%	tbc as per the semester schedule
Individual Assignment	1,000 words equivalent	50%	tbc as per the semester schedule
Aims of the module			
The aim of this module is to enable the student to develop a critical appreciation of the role of branding and develop an expertise in contemporary tourism, hospitality and culinary arts advertising. The module also aims to develop team working skills, in particular: organisation; negotiation; delegation; team work; co-operation; leadership; following.			
Learning outcomes			
<p>On successful completion of this module, students should be able to:</p> <ul style="list-style-type: none"><li>• Critically evaluate the theoretical and practical issues relating to branding, advertising and consumption in tourism, hospitality and culinary arts.</li><li>• Apply knowledge of branding and advertising and the research process to develop and execute an industry-oriented team project.</li><li>• Demonstrate an ability to work in a team and to manage a team-based project.</li><li>• Critically reflect upon the learning process in a team-based module.</li></ul>			
Recommended reading			
<p>Aaker, D. A., &amp; Biel, A. (2013). <i>Brand equity &amp; advertising: advertising's role in building strong brands</i>. Psychology Press.</p> <p>Bowie, D., Buttle, F., Brookes, M., &amp; Mariussen, A. (2017). <i>Hospitality marketing</i>. (3<sup>rd</sup> ed.), Routledge.</p> <p>Chaffey, D., &amp; Smith, P. (2017). <i>Digital marketing excellence: Planning, optimizing and integrating online marketing</i> (5<sup>th</sup> ed.). Routledge.</p> <p>Chekitan S. D. (2012). <i>Hospitality Branding</i>. Cornell University Press, New York</p> <p>De Chernatony, L., McDonald, M., &amp; Wallace, E. (2011). <i>Creating powerful brands</i>. Routledge.</p> <p>Dixit, S. K. (2017). <i>The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism</i> (1st ed.). Florence: Routledge.</p> <p>Fill, C., &amp; Turnbull, S. (2016). <i>Marketing communications: Discovery, creation and conversations</i>. Pearson Education.</p> <p>Keller, K. L., &amp; Kotler, P. (2019). <i>Marketing management</i>. Pearson Education.</p> <p>Kotler, P., Bowen, J., Makens, J., &amp; Baloglu, S. (2017). <i>Marketing for hospitality and tourism</i>. (7<sup>th</sup> ed.), Harlow, Essex: Pearson.</p> <p>McCabe, S., &amp; Lashley, C. (2010). <i>Marketing Communications in Tourism and Hospitality: Concepts, Strategies and Cases</i>. Oxford:Elsevier</p> <p>Minazzi, R. (2015). <i>Social Media Marketing in Tourism and Hospitality</i> (1st ed.), Cham: Springer.</p> <p>Morgan, N.J. and Pritchard, A. (2013). <i>Advertising in Tourism and Leisure</i>. Butterworth-Heinemann: Oxford.</p> <p>Morgan, N., Pritchard, A., &amp; Pride, R. (2014). <i>Destination brands: Managing place reputation</i>. New York, NY: Routledge.</p> <p>Morrison, A. M. (2019). <i>Marketing and managing tourism destinations</i>. Routledge</p> <p>Pizam, A. &amp; Oh, H. (2012). <i>Handbook of Hospitality Marketing Management</i>, 2nd edition, Routledge: London</p>			

Ramos, C.M.Q., Almeida, C. R., & Fernandes, P. O. (2019). *Handbook of Research on Social Media Applications for the Tourism and Hospitality Sector*. Hershey: IGI Global.  
Wearne, N., & Morrison, A. (2013). *Hospitality marketing*. Routledge.

Journals: *Cornell Hospitality Quarterly*, *International Journal of Tourism Research*, *Journal of Vacation Marketing*

[www.brandchannel.com](http://www.brandchannel.com) is a good internet source for up to date information on a wide range of brands

### Lecture topics

- ✓ Contemporary branding strategies in tourism, leisure, hospitality and culinary arts;
- ✓ Brand elements, brand associations and image;
- ✓ Brand Building: The meaning of colours, fonts and signatures;
- ✓ Contemporary consumption and consumer behaviour in tourism, leisure, hospitality and culinary arts;
- ✓ Branding practice and theory: case studies of tourism, leisure, hospitality and culinary arts;
- ✓ Media choices and targeting today's consumer;
- ✓ Contemporary brand positioning;
- ✓ Brand propositions and advertising appeals in a changing world;
- ✓ What makes effective advertising?
- ✓ The creative process in advertising a tourism, leisure, hospitality and culinary arts brand;
- ✓ Creating the complete tourism, leisure and hospitality advertising campaign;
- ✓ The planning framework for the development of an advertising campaign;
- ✓ Monitoring and evaluating advertising campaigns.

## EMPL: Employability and Career Development

Module content and structure			
Module title	HLT6043_VUM6043: Employability and Career Development		
ECTS	5		
Lecturer/s	Module leader: Neda Dimitrova, PhD	<a href="mailto:nedka.dimitrova@vumk.eu">nedka.dimitrova@vumk.eu</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
WRIT1 – Individual Coursework (Portfolio)	2,000 words equivalent	100%	tbc as per the semester schedule
Aims of the module			
The aims of this module are to further prepare Tourism, Hospitality and Event management students to effectively manage their transition from study to work by exposure to both the range of opportunities available to them and the tools and techniques required to embrace these opportunities.			
Learning outcomes			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Research and critically evaluate the graduate employment market.</li><li>• Identify where their chosen career path/s may lie within the employment market and methods to access these pathways.</li><li>• Synthesize the component skills and knowledge requirements of the chosen career path/s and delineate how they can demonstrate these skills for the workplace.</li><li>• Research and design a series of personal/professional career documentation templates that can be used in following the identified paths in Hospitality, Tourism, Events and relevant management disciplines for the recruitment market.</li></ul>			
Recommended reading			
<p>Akrivos, C., Ladkin, A., &amp; Reklitis, P. (2007). Hotel managers' career strategies for success. <i>International Journal of Contemporary Hospitality Management</i>, 19(2), 107-119. Available at <a href="https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=TN_proquest228414622&amp;context=PC&amp;vid=44WHELF_CMU_NUI1&amp;search_scope=CSCOP_EVERYTHING&amp;tab=tab1&amp;lang=en_US">https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=TN_proquest228414622&amp;context=PC&amp;vid=44WHELF_CMU_NUI1&amp;search_scope=CSCOP_EVERYTHING&amp;tab=tab1&amp;lang=en_US</a></p> <p>Berk, R. A. (2013). LINKEDIN TRILOGY: Part 2. Creating an Eye-Popping Profile to Be Found and Network with LinkedIn Optimization. <i>The Journal of Faculty Development</i>, 27(3), 63-70. <a href="http://ezproxy.cardiffmet.ac.uk/login?url=https://www-proquest-com.ezproxy.cardiffmet.ac.uk/scholarly-journals/linkedin-trilogy-part-2-creating-eye-popping/docview/1553179216/se-2?accountid=15588">http://ezproxy.cardiffmet.ac.uk/login?url=https://www-proquest-com.ezproxy.cardiffmet.ac.uk/scholarly-journals/linkedin-trilogy-part-2-creating-eye-popping/docview/1553179216/se-2?accountid=15588</a></p> <p>Bolles, R. N. (2019). <i>What color is your parachute? 2020: A practical manual for job-hunters and career-changers</i>. Potter/Ten Speed/Harmony/Rodale. Available at <a href="https://ebookcentral.proquest.com/lib/cardiffmet/detail.action?docID=6062956">https://ebookcentral.proquest.com/lib/cardiffmet/detail.action?docID=6062956</a></p> <p>Chen, T. L., &amp; Shen, C. C. (2012). Today's intern, tomorrow's practitioner? The influence of internship programmes on students' career development in the Hospitality Industry. <i>Journal of Hospitality, Leisure, Sport &amp; Tourism Education</i>, 11(1), 29-40. Available at <a href="https://www-sciencedirect-com.ezproxy.cardiffmet.ac.uk/science/article/pii/S1473837612000093?via%3Dihub">https://www-sciencedirect-com.ezproxy.cardiffmet.ac.uk/science/article/pii/S1473837612000093?via%3Dihub</a></p> <p>Dhiman, M. (2012). Employers' perceptions about tourism management employability skills. <i>Anatolia</i>, 23(3), 1-14. Available at <a href="https://www-tandfonline-com.ezproxy.cardiffmet.ac.uk/doi/full/10.1080/13032917.2012.711249">https://www-tandfonline-com.ezproxy.cardiffmet.ac.uk/doi/full/10.1080/13032917.2012.711249</a></p> <p>Firth, M. (2020). <i>Employability and skills handbook for tourism, hospitality and events students</i>. ProQuest Ebook Central <a href="https://ebookcentral.proquest.com">https://ebookcentral.proquest.com</a></p> <p>Hartley, P., &amp; Bruckmann, C. (2001). <i>Business communication: An introduction</i>. ProQuest Ebook Central <a href="https://ebookcentral.proquest.com">https://ebookcentral.proquest.com</a></p>			

- Hertzman, J., Moreo, A., & Wiener, P. (2015). Career Planning Strategies and Skills of Hospitality Management Students. *Journal of Human Resources in Hospitality & Tourism*, 14(4), 423-443.
- Innes, J. (2009). *The CV Book: Your Definitive Guide to Writing the Perfect CV*. London: Prentice-Hall. Available at [https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=44CMU\\_ALMA5119221890002425&context=L&vid=44WHELF\\_CMU\\_NUI1&search\\_scope=CSCOP\\_EVERYTHING&tab=tab1&lang=en\\_US](https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=44CMU_ALMA5119221890002425&context=L&vid=44WHELF_CMU_NUI1&search_scope=CSCOP_EVERYTHING&tab=tab1&lang=en_US)
- Lee-Davies, L. and Bailey, S. (2006). *Developing work and study skills*. London: Thomson. ProQuest Ebook Central <https://ebookcentral.proquest.com>
- Mills, C. (2009) You're Hired! CV: How to Write a Brilliant CV. Trotman Publishing. Surrey. Available at [https://metsearch.cardiffmet.ac.uk/permalink/44WHELF\\_CMU/1roeqsq/cdi\\_proquest\\_ebookcentral\\_EBC4952699](https://metsearch.cardiffmet.ac.uk/permalink/44WHELF_CMU/1roeqsq/cdi_proquest_ebookcentral_EBC4952699)
- PwC. (2018). *Workforce of the future - The competing forces shaping 2030*. [online] Available at: <https://www.pwc.com/gx/en/services/people-organisation/publications/workforce-of-the-future.html>
- Terhune, T. R., & Hays, B. A. (2015). *Land your dream career in college: The complete guide to success*. Rowman & Littlefield Publishers. Available at <https://ebookcentral.proquest.com/lib/cardiffmet/reader.action?docID=4085963&ppg=14>
- Thill, J., Bovée, C., Chatterjee, R., & Subramanian, K. (2013). *Excellence in business communication* (10th ed., International ed.). Harlow: Pearson.
- Trought, F. (2012). *Brilliant employability skills how to stand out from the crowd in the graduate job market*. Harlow: Prentice Hall. [https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=44CMU\\_ALMA5124268200002425&context=L&vid=44WHELF\\_CMU\\_NUI1&search\\_scope=CSCOP\\_EVERYTHING&isFrbr=true&tab=tab1&lang=en\\_US](https://metsearch.cardiffmet.ac.uk/primo-explore/fulldisplay?docid=44CMU_ALMA5124268200002425&context=L&vid=44WHELF_CMU_NUI1&search_scope=CSCOP_EVERYTHING&isFrbr=true&tab=tab1&lang=en_US)
- Tsai, Chen-Tsang, Hsu, Hsuan, & Hsu, Yen-Chen. (2017). Tourism and Hospitality College Students' Career Anxiety: Scale Development and Validation. *Journal of Hospitality & Tourism Education*, 29(4), 158-165.

**The following websites contain information relevant to this module:**

- Assessment.com. (2021). Assessment.com - Home of the MAPP Assessment - Assessment.com. [online] Available at: <http://www.assessment.com/>.
- Careerswales.com. (2021). Home: Careers Wales. [online] Available at: <http://www.careerswales.com/en/>.
- caterer.com. (2021). Catering & Hospitality jobs in Europe | Europe Jobs & Vacancies - Caterer. [online] Available at: <https://www.caterer.com/jobs/in-europe>.
- CIPD. (2021). CIPD The Professional Body for Human Resources and People Development. [online] Available at: <https://www.cipd.co.uk/>.
- Cv.co.uk. (2020). cv.co.uk - Learn More. [online] Available at: <https://www.cv.co.uk/learnmore.aspx>.
- Ec.europa.eu. (2021). Tourism industries - employment - Statistics Explained. [online] Available at: [http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism\\_industries\\_-\\_employment](http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_employment).
- Ec.europa.eu. (2021). [online] Available at: <https://ec.europa.eu/eures/eures-searchengine/page/main?lang=en&app=0.12.1p3-build-0#/simpleSearch?keyword=hospitality>.
- Europass.cedefop.europa.eu. (2021). Home | Europass. [online] Available at: <https://europass.cedefop.europa.eu/>.
- Gov.uk. (2020). Statistics - release calendar - GOV.UK. [online] Available at: <https://www.gov.uk/government/statistics/announcements?utf8=%E2%9C%93&keywords=hospitality+employment&topics%5B%5D=employment>.
- Greatwithtalent.com. (2020). [online] Available at: <http://www.greatwithtalent.com/MEDIA/PDF/FindingPotential-WhatIsTheRightCareerForMe-SchoolLeaver&Graduate.pdf>.
- Hosco.com. (2021). World's Leading Hospitality Network: Jobs, News, Connections.... [online] Available at: <https://www.hosco.com/en/>
- Instituteofhospitality.org. (2021). Job and career guidance. [online] Available at: <https://www.instituteofhospitality.org/professional-development/careers-advice/>
- JOBS, S. (2021). 9 best hospitality job portals around the world- Global Hospitality Portal. [online] Global Hospitality Portal. Available at: <https://www.soegiobs.com/2016/04/26/9-best-hospitality-jobs-portals-around-world/>

Jobs.bg. (2002-2021). Jobs.bg - Предложения за работа от водещи компании в България. [online]  
Available at: <https://www.jobs.bg/>

Kent.ac.uk. (2020). *How to identify your work skills*. [online] Available at:  
<https://www.kent.ac.uk/careers/sk/skillsmenu.htm>.

Kogan Page (2021). *ViewInside - A-Z of Careers and Jobs*. [online] Wdn.ipublishcentral.com. Available at:  
<https://wdn.ipublishcentral.com/koganpage/viewinsidehtml/797725812791>

Plotr.co.uk. (2021). *Careers advice, discovery and exploration | Plotr careers love | Plotr*. [online]  
Available at: <http://www.plotr.co.uk/>

Prospects.ac.uk. (2020). Prospects.ac.uk. [online] Available at: <https://www.prospects.ac.uk/>

Prospects.ac.uk. (2021). Career Planner | Prospects.ac.uk. [online] Available at:  
<https://www.prospects.ac.uk/planner>

Sunday Times A-Z Careers - <https://appointments.thetimes.co.uk/careers/>

TARGETjobs. (2021). *How to network at careers events*. [online] Available at:  
<https://targetjobs.co.uk/careers-advice/networking/328935-how-to-network-at-careers-events>

Tourism industries - employment - Statistics Explained. (2020). Retried from [Tourism industries - employment - Statistics Explained \(europa.eu\)](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&code=sdg_8_4_10&plugin=1)

### Personality and Skills tests

- Myers-Briggs test. Available at: <http://www.humanmetrics.com/cgi-win/jtypes2.asp>.
- DISC Personality test. Available at: <https://discpersonalitytesting.com/free-disc-test/>.
- The Big Five Personality test. Available at: <https://www.outofservice.com/bigfive/>.
- Work Values test. Available at: <https://www.123test.com/work-values-test/>.
- Free IQ test. Available at: <https://www.123test.com/iq-test/>.
- Gardner Multiple intelligences test. Available at:  
<https://www.psychologytoday.com/tests/iq/multiple-intelligences-learning-style-test>.
- VAK (Visual, Auditive, Kinaesthetic) test. Available at:  
[http://www2.amk.fi/mater/kauppa\\_ja\\_talous/demand\\_forecasting/vak.php](http://www2.amk.fi/mater/kauppa_ja_talous/demand_forecasting/vak.php).
- Free Practice Aptitude Tests | Aptitude Test Examples Available at:  
<https://www.psychometricinstitute.co.uk/Free-Aptitude-Tests.asp>
- The UK's official graduate careers website <http://www.prospects.ac.uk/index.htm>
- Take the personality questionnaire at: <http://www.findingpotential.com/SELF/>

### Lecture topics

1. Introduction to the module. Career services - what can VUM do for you?
2. Understanding employability skills in times of social change
3. Evaluating the graduate employment market. Job opportunities in leisure and tourism
4. The Living CV – enhancing your employability potential
5. Professional online profile. Building a career network
6. The workforce of tomorrow. Personal SWOT analysis
7. Career skills. Developing Skills map
8. Personality assessment techniques and analysis - identifying your Unique Selling Point
9. Career aspirations – How I got where I am today? Developing a career plan
10. Job application process. Interviewing skills. Recruitment and selection

## IBM: International business management

Module content and structure			
Module title	BSP 6061: International Business Management		
ECTS	10		
Lecturer/s	Module leader: Violina Ratcheva, PhD Prof. Vesselin Blagoev	<a href="mailto:violina.ratcheva@vumk.eu">violina.ratcheva@vumk.eu</a> <a href="mailto:blagoev@iuc.bg">blagoev@iuc.bg</a>	
Teaching period	Semester 5/6		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
WRIT 1 - Report	2,000 words	50%	tbc as per the semester schedule
EXAM 1 – Written examination	2 hours (2,000 words equivalent)	50%	tbc as per the semester schedule
Aims of the module			
This module is designed to extend the students’ knowledge and skills acquired in previous business modules, and to integrate them into an overall understanding of organisational and operational strategy in competitive business environments across the globe.			
Learning outcomes			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Examine and analyse cultural differences in various countries, understanding the complexities involved in cross-cultural management;</li><li>• Analyse the need for different functional strategies in different regions and countries;</li><li>• Understand the rationales for strategic, tactical and operating decisions in the manufacturing and service sectors;</li><li>• Evaluate prescriptive and descriptive approaches for strategy formulation in multinational and international companies;</li><li>• Propose and evaluate strategic options for companies and industries operating in international environments.</li></ul>			
Recommended reading			
Whittington, R., Regner, P., Angwin, D., Johnson, G. & Scholes, K. (2020) <i>Exploring Strategy: Text and Cases</i> , 12 <sup>th</sup> ed., Pearson, Harlow, UK.			
Hill, C.W. L. & Hult, G. T. M. (2019) <i>International Business: Competing in the Global Marketplace</i> , 12 <sup>th</sup> ed., McGraw-Hill, New York.			
Collinson, S., Narula, R. & Rugman, A. M. (2020) <i>International Business</i> , 8 <sup>th</sup> ed., Harlow Pearson Education Ltd.			
Wild, J. & Wild, K.L. (2019) <i>International Business: The Challenges of Globalisation</i> , 9 <sup>th</sup> ed., Pearson, Boston.			
Luthans, F. & Doh, J. (2020) <i>International Management: Culture, Strategy, and Behavior</i> , 11 <sup>th</sup> ed., McGraw-Hill Education.			
Gamble, J., Peteraf, M. & Thompson, A. (2020) <i>Essentials of Strategic Management</i> , 7 <sup>th</sup> ed., McGraw-Hill Education.			
Thompson, J., Scott, J.M. & Martin, F. (2020) <i>Strategic Management awareness and change</i> , 9 <sup>th</sup> ed., Cengage Learning EMEA, Andover, UK			
Peng, M. & Meyer, K. (2019) <i>International Business</i> , 3 <sup>rd</sup> ed., Cengage Learning EMEA, Andover, UK			
Barney J. & Hesterly, W. (2019) <i>Strategic Management and Competitive Advantage: Concepts and Cases</i> , 6 <sup>th</sup> ed., Pearson.			
Browaeys, M-J. & Price, R. (2019) <i>Understanding Cross-Cultural Management</i> , 4 <sup>th</sup> ed., Pearson, Harlow, England.			
Wheelen, T., Hunger, D., Hoffman, A. & Bamford, C. (2017) <i>Strategic Management and Business Policy: Globalization, Innovation and Sustainability</i> , 15 <sup>th</sup> ed., Pearson.			

Deresky, H. (2016) *International Management: Managing across Countries and Borders*, 9<sup>th</sup> ed., Pearson, Harlow, England.

Lasserre, P. (2017) *Global Strategic Management*, 4<sup>th</sup> ed., Macmillan Education.

Collis, D. (2014) *International Strategy: Context, Concepts and Implications*, 1<sup>st</sup> ed., John Wiley & Sons Ltd.

### **Journals**

Harvard Business Review

Journal of International Management

MIT Sloan Management Review

Journal of International Business Studies

Strategic Management Journal

Journal of Management Development

European Management Journal

British Journal of Management

### **Lecture topics**

- Internationalisation theories and approaches;
- Interdependence, social responsibility, ethics and sustainability;
- Cross-cultural differences in management;
- Techniques of strategic analysis and target-setting in an international context;
- Structural analysis of industries;
- Global environmental analysis;
- Strategic choice and implementation;
- Alternative models of decision-making – a critique of corporate planning and ‘good-practice’ m
- Managing innovation across borders;
- Staffing, training and compensation for global operations.



## IBCD: International Business and Cultural Diversity

Module content and structure			
Module title	BLC 6004: International Business and Cultural Diversity		
ECTS	10		
Lecturer/s	Module leader: Prof. Michael Minkov Neda Dimitrova, PhD	<a href="mailto:michaelminkov@yahoo.com">michaelminkov@yahoo.com</a> <a href="mailto:nedka.dimitrova@vumk.eu">nedka.dimitrova@vumk.eu</a>	
Teaching period	Semester 6/6		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
WRIT1 - Written essay	2,000 words equivalent	50%	tbc as per the semester schedule
WRIT2 - Case study	2,000 words equivalent	50%	tbc as per the semester schedule
Aims of the module			
<p>This module explores how cultural diversity and cross-cultural management issues impact upon a variety of business contexts in international management. The module enables students to develop a critical appreciation of the impact of cultural diversity on business practices, the complexities of managing multicultural teams and the various challenges faced by organisations and their leaders when operating in international business environments.</p>			
Learning outcomes			
<p>On successful completion of this module, students should be able to:</p> <ul style="list-style-type: none"><li>• Critically evaluate the impact of globalization on culture</li><li>• Analyse the workings of different international social groups and variations in cross-cultural business practices</li><li>• Evaluate and analyse the influence of different cultures on the organisation of business, corporate culture and identity</li><li>• Demonstrate a critical appreciation of the socio-cultural identities of different countries other than their own and relate this knowledge and critical appreciation to business issues.</li><li>• Critically evaluate the application of cross-cultural management theory to practical business contexts and case studies</li></ul>			
Recommended reading			
<p>Minkov, M., Dutt, P., Schachner, Jandosova, J., Khassenbekov, Y., M., Morales, <i>et al.</i> (2018). What values and do parents teach their children? New data from 54 countries. <i>Comparative Sociology</i>, 17(2), 221-252.</p> <p>Minkov, M. (2018). A revision of Hofstede's model of national culture: Old evidence and new data from 56 countries. <i>Cross-Cultural and Strategic Management</i>, 25(2), 231-256.</p> <p>Minkov, M., Dutt, P., Varma, T., Schachner, M., Morales, O., Sanchez, C.J., <i>et al.</i> (2017). A revision of Hofstede individualism-collectivism dimension: A new national index from a 56-country study. <i>Cross-Cultural and Strategic Management</i>, 24(3), 386-404.</p> <p>Thomas, D. &amp; Peterson, M. (2015) Cross-Cultural Management: Essential concepts. (3rd ed.). London: Sage</p> <p>Browaeys, M &amp; Price, R. (2015) Understanding Cross-Cultural Management. (3rd ed.)Prentice Hall</p> <p>Hofstede, G. Hofstede, G. J. &amp; Minkov, M. (2010). Cultures and organizations; Software of the mind. NY: McGraw Hill</p> <p>Minkov, M. (2011). Cultural differences in a globalizing world. Bingley, UK: Emerald</p> <p>Minkov, M. (2011). Cross-cultural analysis; The science and art of comparing the world's modern societies and their cultures. Thousand Oaks, CA.: Sage.</p>			



Greenberg, J. (2013). Managing Behavior in Organizations. (6th ed.). Upper Saddle River: Pearson  
Steers, R., Nardon, L. & Sanchez-Runde, C. (2013). Management Across Culture: developing global competencies. (2nd ed.). Cambridge: Cambridge University Press  
French, R. (2010) Cross-Cultural management in Work Organisations. (2nd ed) CIPD  
Schneider, S.C. and Barsoux J.L (2003) Managing across cultures. Pearson Education, Prentice Hall

### Lecture topics

- Globalisation, cultural imperialism, ethnocentrism and cultural diversity
- Technology and cultural globalisation
- The effect of globalisation on corporate culture and the effects of globalisation in the workplace
- The impact of culture on management practices
- Managing cultural differences across borders: theoretical approaches to cultural differences
- Cross-cultural communication and negotiation
- Corporate culture, national culture and identity
- Business ethics and culture
- Leadership in global and multicultural organisations
- Cultural issues in mergers and acquisitions
- Case study analysis of culturally related problems faced by organisations
- Effective strategies for cross-cultural management

## SOFTDES: Software Design

Module title	SOFTDES Software Design		
ECTS	5		
Lecturer/s	Peter Ganev	Email: peter.ganev@vumk.eu	
Teaching period	Year 1/Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities/ assignments	During Tutorials	50%	During the course
Exam	3 hours	50%	tbc as per the semester schedule
Aims of the module			
<ul style="list-style-type: none"><li>To make Introduction of the Object-Oriented Analysis and Design</li><li>To be introduced design pattern: an abstraction of a proven solution to a recurring problem in a particular context in system structure and behaviour</li></ul>			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>Do Object Oriented Analysis and Design.</li><li>At the end of the course, students will be able to use the UML language, patterns to find and to record solutions to recurring problems of system architecture.</li><li>To apply criteria for good design.</li><li>They will have personal practical experience of several case studies for analysis and design.</li><li>The applicability of these ideas is restricted to object-oriented languages, although these are particularly convenient for expressing the ideas -- all software engineers, object-oriented or otherwise, can benefit from patterns.</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Workshops will be used to discuss Exercise and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Lectures	24 hours		
Tutorials and / or Workshops	24 hours		
Student Centred Learning	77 hours		
Total hours	125 hours		
Recommended Reading			
Bhuvan Unhelkar (2005) Practical Object Oriented Design Craig Larman (2002) Applying UML and Patterns Eben Hewitt (2019) Semantic Software Design: A New Theory and Practical Guide ...books.google. Kenneth Barclay, John Savage (2003) Object-Oriented Design with UML and Java Matt A. Weisfeld (2004) The Object-oriented Thought Process Meilir Page Jones, Larry L. Constantine (2000) Fundamentals of Object Oriented Design in Uml Murali Chemuturi (2018) Software Design: A Comprehensive Guide to Software Design Sungdeok Cha, Richard N. Taylor, Kyochul Kang (2019) Handbook of Software Engineering			
Indicative content			
<ul style="list-style-type: none"><li><b>Object Oriented Lifecycle</b></li><li><b>Object Oriented Analysis:</b> Determining Class &amp; Objects, Gen-Spec, Whole-Part Structures, Determining: Attributes, Instance Connections, Services, Message Connections, Rules, Documenting system, Layers.</li><li><b>Object Oriented Design:</b> Designing Human Computer Interactions; Event Handling Elements; Data Management Facilities; Implementation – Dependent Problem Domain Elements</li><li><b>Applying Criteria for Good Design:</b> Coupling, Cohesion, Trade-offs</li></ul>			

- **Patterns**

## DEVSS1: Developing Software Systems I

Module title	DEVSS1 Developing Software Systems I		
ECTS	5		
Lecturer/s	Veselin Zaimov; Trayan Raykovski	Email: <a href="mailto:vesselin.zaimov@vumk.eu">vesselin.zaimov@vumk.eu</a> ; <a href="mailto:trayan.raykovski@vumk.eu">trayan.raykovski@vumk.eu</a>	
Teaching period	Year 1/Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Final project		90%	tbc as per the semester schedule
Class participation/task		10%	Will be advised by the lecturer.
Aims of the module			
This module will provide the opportunity to the students to practice the entire lifecycle of the software project development. During the development process students will be able to learn and to follow the best practices, coding conventions and project management. Course focuses on software development and best practices in ASP.NET CORE MVC.			
Learning outcomes:			
On successful completion of the module, students should be able to understand and perform work related to the key stages of the software development lifecycle:			
<ul style="list-style-type: none"><li>• Requirement gathering and analysis</li><li>• System analysis</li><li>• System design</li><li>• Coding</li><li>• Testing</li><li>• Implementation</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. An example source code will be provided at lecture. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
Richter, Jeffrey, CLR via C# (Developer Reference) Lock, Andrew. The Little ASP.NET Core Book <a href="https://docs.microsoft.com/en-us/aspnet/core/?view=aspnetcore-6.0">https://docs.microsoft.com/en-us/aspnet/core/?view=aspnetcore-6.0</a> <a href="https://www.w3schools.com/sql/">https://www.w3schools.com/sql/</a> <a href="https://getbootstrap.com/docs/5.1/getting-started/introduction/">https://getbootstrap.com/docs/5.1/getting-started/introduction/</a>			
Indicative content of the module			
Introduction to .NET and C# language			
<ul style="list-style-type: none"><li>• Introduction to .NET</li><li>• Differences between .NET Core and .NET Framework</li><li>• Exploring Visual Studio 2022</li><li>• Understanding the fundamentals of a C# Program</li><li>• Using C# predefined types</li><li>• Understanding the .NET assemblies</li><li>• Publishing .NET application</li></ul>			

- Decompiling .NET application

### **Relational Databases and ORMs**

- Introduction to MSSQL server and MSSQL management studio
- Designing a relational database
- One-to-many and many-to-many relations
- Normalization forms
- Working with Entity Framework Core
- Design patterns. Repository design pattern
- Monolith application design

### **ASP.NET CORE MVC**

- MVC design pattern
- Exploring ASP.NET CORE project template
- Creating Views, models and controllers.
- Dependency injection in ASP.NET CORE
- Encapsulation of business logic

### **Presentation layer**

- HTML, CSS and JavaScript
- Styling with Bootstrap

### **Design patterns and Architectures**

- Repository pattern
- Multitier architecture
- SOLID.

## DATASTR1: Data Structures and Algorithms I

Module title	DATASTR1 Data Structures and Algorithms I		
ECTS	5		
Lecturer/s	Vesselin Zaimov	Email:vesselin.zaimov@vumk.eu	
Teaching period	Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Portfolio of 3 Programming assignments	3 tasks (1000 words equivalent each)	100%	tbc as per the semester schedule
Aims of the module			
This module introduces the most common data structures used in computer programming together with algorithms applied with them. The course is practical; the students will learn to implement the data structures and corresponding algorithms in common software development tasks using the C# programming language.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Implement the standard algorithms for searching, sorting and processing arrays and strings.</li><li>• Describe the properties, interfaces, and behaviours of basic abstract data types, such as collection, bag, indexed collection, sorted collection.</li><li>• Read an algorithm or program code segment that contains iterative constructs and analyze the asymptotic time complexity of the algorithm or code segment.</li><li>• Recall the space utilization of common data structures in terms of the long-term storage needed to maintain the structure, as well as the short-term memory requirements of fundamental operations, such as sorting.</li><li>• Design and implement general-purpose, reusable data structures that implement one or more abstractions..</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Learning	24 hours		
Tutorials and / or Workshops	24 hours		
Student Centred Learning	77 hours		
Total hours	125 hours		
Required Reading			
Online documentation on C# and Visual Studio			
Recommended Reading			
<ul style="list-style-type: none"><li>• A.A.Puntambekar (2009) Data Structures And Algorithms</li><li>• K. Mehlhorn (2012) Data Structures and Algorithms 3</li><li>• Atallah, M. J., &amp; Blanton, M. (2009) Algorithms and theory of computation handbook. London: Chapman &amp; Hall.</li><li>• William McAllister (2010) Data Structures and Algorithms Using Java</li><li>• Michael McMillan (2007) Data Structures and Algorithms Using C#</li><li>• Shi Kuo Chang (2003) Data Structures and Algorithms</li><li>• N.A.Deshpande S.S.Sane (2006) Data Structures And Algorithms</li><li>• Thomas H Cormen (2001) Introduction To Algorithms</li></ul>			
Indicative Content of the Module			

- Strings and string operations
- Dynamic and static arrays, array operations
- Dictionaries, hash tables, lists
- Implementation of the data structures in the computer memory
- User-defined data types
- Searching and sorting; using comparators for sorting
- Analysis of algorithms, efficiency and complexity

## PRCPR: Principles of Programming

Module title	PRCPR Principles of programming		
ECTS	5		
Lecturer/s	Pravoslav Milenkov	Email:pravoslav.milenkov@vumk.eu	
Teaching period	Year1/Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Programming assignment	2000 words equivalent	50%	tbc as per the semester schedule
Exam	1 hour	50%	tbc as per the semester schedule
Aims of the module			
At the end of the course students will be familiar with basics of computer programming languages and will be able to develop, read, write and understand programming code. Students will also have good understanding of object-oriented programming, functional programming as well as knowledge about basic object oriented functional programming languages.			
Learning outcomes:			
After taking this course, students will be able to: define the semantics of a programming language using a definitional interpreter, investigate semantic issues in programming languages by studying implementations in an interpreter and solve problems using a range of programming paradigms and assess the effectiveness of each paradigm for a particular problem.			
On completion, students will be able to produce object-oriented solutions to a range of standard programming problems; they will be able to articulate and restructure programming objectives in the object-oriented paradigm. They will be informed with regard to the fundamental concepts and principles of object-oriented programming, and able to apply these in any programming language.			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Learning	20 hours		
Tutorials and / or Workshops	20 hours		
Student Centred Learning	85 hours		
Total hours	125 hours		
Recommended Reading			
(no recommended reading, the course is practical)			
Indicative content of the module			
Principles of Programming is an introduction to the principles of programming languages. It focuses on: - identifying the conceptual building blocks from which languages are assembled and - specifying the semantics, including common type systems, of programming languages. In the lecture materials, training is provided using C#. While Java is a very good vehicle for implementing these interpreters, it is not a good conceptual representation because it is much too wordy and the OO structure obscures the simple algebraic structure of abstract syntax and structural recursion used to define interpretation. A secondary theme is software engineering. The assignment in this course will be conducted in C#. This course consists of three parts: - The first part focuses on specifying the syntax and the semantics of programming languages. The former is introduced via simple program texts and examples. - The second part illustrates the concept of the Object Oriented languages. Real examples will be given to illustrate principles of Object Oriented Programming. - The third part is related to principles of functional programming languages.			



## NETCOM: Computer Networks and Communications

Module title	NETCOM Computer Networks and Communications		
ECTS	5		
Lecturer/s	Ivelin Ivanov PhD	Email: ivanov.im@gmail.com	
Teaching period	Semester 2		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Midterm Test 1	60 mins	20%	tbc as per the semester schedule
Midterm Test 2	60 mins	20%	tbc as per the semester schedule
Final Exam	120 mins	60%	tbc as per the semester schedule
Aims of the module			
This module the fundamental concepts of computer networking, using the TCP/IP model as a framework, with a focus on Ethernet and WiFi. By the end of this module, students will be conversant with the layers of the TCP/IP model and the star topology. They will be able to build simple Ethernet networks, using hubs and switches; and troubleshoot connectivity problems. They will also be able to build wireless networks of a similar scale, using inexpensive WiFi routers and adapters. Throughout this module, students will use packet tracing exercises to help them visualize and apply the TCP/IP networking model to the networks they actually build.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>List the main components of a computer system and describe their function and operation</li><li>Describe the basic concepts of data communications and computer networks</li><li>Discuss the importance of data security</li></ul>			
Students will be able to define types of computer communications, networks and distributed systems processes, types of networks, network routing and switching. Communication system and their networking devices should be understood. Network protocols, specific properties and addressing schemes have to be assimilated correctly.			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Learning	22 hours		
Tutorials and / or Workshops	22 hours		
Student Centred Learning	81 hours		
Total hours	125 hours		
Recommended Reading			
J. Radz (2005) Fundamentals of Computer Network Analysis and Engineering			
Kaveh Pahlavan, Prashant Krishnamurthy (2009) Networking Fundamentals: Wide, Local and Personal Area Communications			
Michael G. Solomon, David Kim (2011) Fundamentals of Communications and Networking			
Richard M. Roberts (2010) Networking Fundamentals			
Sudakshina Kundu (2008) Fundamentals of Computer Networks			
Indicative content			
<ul style="list-style-type: none"><li>Chapter 1. Introduction. Definition and types</li><li>Chapter 2. Basic network models</li><li>Chapter 3. Networking hardware (Switches, Routers, Hubs etc.)</li><li>Chapter 4. Physical design and construction of LAN</li><li>Chapter 5. Ethernet networks</li><li>Chapter 6: Wireless networks</li></ul>			

- Chapter 7. Connecting to the WAN and Internet
- Chapter 8. Virtual Private Networks
- Chapter 9. Network Services – Part 1
- Chapter 10. Network Services – Part 2

## SOFTQENG: Software Engineering Quality Assurance

Module content and structure			
Module title			
ECTS	5		
Lecturer/s	Module leader: Yordanka Budinova	yordanka.budinova@vumk.eu	
Teaching period	Semester 2, Year 1		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Class participation	Participation in team sessions 50% + 2 tasks 50%	10%	tbc as per the semester schedule
Assignment 1	N/A	25%	tbc as per the semester schedule
Assignment 2	N/A	25%	tbc as per the semester schedule
Final exam	3 hours	40%	tbc as per the semester schedule
Aims of the module			
<p>This course addresses definitions and provides an overview of practices, tools, and techniques for defining software quality and for appraising the state of software quality during development, maintenance, and deployment. The course will discuss how tests can be derived from requirements and specifications, design artefacts, or the source code, and introduce proper testing tools that will be used in a number of ad-hoc exercises. The subject coverage:</p> <ol style="list-style-type: none"><li>1. Fundamental concepts of <i>Software Engineering Quality Assurance, Testing throughout the Software Life Cycle</i>.</li><li>2. Techniques: Static Techniques, Test Design Techniques.</li><li>3. Test Management.</li><li>4. Tool Support for Testing</li></ol> <p>At the end of the course, students will have an appreciation of a range of testing techniques, and an understanding of rigorous testing theory and Software quality requirements - attributes of (or constraints on) functional requirements (what the system does), resource usage, a communication protocol, or many other characteristics.</p> <p>They will be able to select an appropriate testing strategy, devise suitable test cases, and formulate correctness hypotheses. The course is theoretical and practical. The test cases will be written in spreadsheets. The tests will be implemented as software engineering tasks in Python, NodeJS, Java or C#.</p>			
Learning outcomes			
<p><b>On successful completion of this module, students should be able to:</b></p> <ul style="list-style-type: none"><li>• Use a common language for efficient and effective communication with other testers and project stakeholders.</li><li>• Understand established testing concepts, the fundamental test process, test approaches, and principles to support test objectives.</li><li>• Design and prioritize tests by using established techniques; analyse both functional and non-functional specifications (such as performance and usability) at all test levels for systems with a low to medium level of complexity.</li><li>• Execute tests according to agreed test plans, and analyse and report on the results of tests.</li><li>• Write clear and understandable incident reports.</li><li>• Effectively participate in reviews of small to medium-sized projects.</li><li>• Be familiar with different types of testing tools and their uses; assist in the selection and implementation process.</li></ul>			
Recommended reading			
<p>Online documentation on the selected programming language, Selenium, Jenkins, ISTQB, git. Anne Mette Jonassen Hass (2008) Guide to Advanced Software Testing Bernard Homs (2013) Fundamentals of Software Testing Brian Hambling, Angelina Samaroo (2009) Software Testing</p>			

D. Richard Kuhn, Raghu N. Kacker, Yu Lei (2013) Introduction to Combinatorial Testing  
Gerald D. Everett, Raymond McLeod, Jr. (2007) Software Testing: Testing Across the Entire Software Development Life Cycle  
Paul Ammann, Jeff Offutt (2008) Introduction to Software Testing  
Rodger Drabick (2013) Best Practices for the Formal Software Testing Process

## Lecture topics

### 1. Software Quality Fundamentals

- 1.1 Software Engineering Culture and Ethics
- 1.2 Value and Costs of Quality
- 1.3 Models and Quality Characteristics
  - 1.3.1 Software Process Quality
  - 1.3.2 Software Product Quality
- 1.4 Software Quality Improvement
- 1.5 Software Safety

### 2. Software Quality Management Processes

- 2.1 Software Quality Assurance
- 2.2 Verification & Validation
- 2.3 Reviews and Audits
  - Management reviews evaluate actual project results with respect to plans.
  - Technical reviews (including inspections, walk-through, and desk checking) examine engineering work-products.
  - Process assurance audits. SQA process assurance activities make certain that the processes used to develop, install, operate, and maintain software conform to contracts, comply with any imposed laws, rules, and regulations and are adequate, efficient and effective for their intended purpose [5].
  - Product assurance audits. SQA product assurance activities make certain to provide evidence that software products and related documentation are identified in and comply with contracts; and ensure that non-conformances are identified and addressed
- 2.3.1 Management Reviews
- 2.3.2 Technical Reviews
  - Statement of objectives
  - Specific software product
  - Specific project management plan
  - Issues list associated with this product
  - Technical review procedure.
- 2.3.3 Inspections
  - Rules. Inspections are based upon examining a work-product with respect to a defined set of criteria specified by the organization. Sets of rules can be defined for different types of work-products (e.g., rules for requirements, architecture descriptions, source code).
  - Sampling. Rather than attempt to examine every word and figure in a document, the inspection process allows checkers to evaluate defined subsets (samples) of the documents under review.
  - Peer. Individuals holding management positions over members of the inspection team do not participate in the inspection
  - Led. An impartial moderator who is trained in inspection techniques leads inspection meetings.
  - Meeting. The inspection process includes meetings (face to face or electronic) conducted by a moderator according to a formal procedure in which inspection team members report the anomalies they have found and other issues.
- 2.3.4 Walkthroughs
- 2.3.5 Process Assurance and Product Assurance Audits

### 3. Practical Considerations

- 3.1 Software Quality Requirements

### 3.1.1 Influence Factors

- the domain of the system in which the software resides; the system functions could be safety-critical, mission-critical, business-critical, security-critical
- the physical environment in which the software system resides
- system and software functional (what the system does) and quality (how well the system performs its functions) requirements
- the commercial (external) or standard (internal) components to be used in the system
- the specific software engineering standards applicable
- the methods and software tools to be used for development and maintenance and for quality evaluation and improvement
- the budget, staff, project organization, plans, and scheduling of all processes
- the intended users and use of the system
- the integrity level of the system.

### 3.1.2 Dependability

### 3.1.3 Integrity Levels of Software

### 3.2 Defect Characterization

- Computational Error: “the difference between a computed, observed, or measured value or condition and the true, specified, or theoretically correct value or condition.”
- Error: “A human action that produces an incorrect result.” A slip or mistake that a person makes. Also called human error.
- Defect: An “imperfection or deficiency in a work product where that work product does not meet its requirements or specifications and needs to be either repaired or replaced.” A defect is caused by a person committing an error.
- Fault: A defect in source code. An “incorrect step, process, or data definition in computer program.” The encoding of a human error in source code. Fault is the formal name of a bug.
- Failure: An “event in which a system or system component does not perform a required function within specified limits.”

### 3.3 Software Quality Management Techniques

#### 3.3.1 Static Techniques

#### 3.3.2 Dynamic Techniques

#### 3.3.3 Testing

- Evaluation and tests of tools to be used on the project
- Conformance tests (or review of conformance tests) of components and COTS products to be used in the product

### 3.4 Software Quality Measurement

- descriptive statistics based (e.g., Pareto analysis, run charts, scatter plots, normal distribution)
- statistical tests (e.g., the binomial test, chi squared test)
- trend analysis (e.g., control charts; see The Quality Toolbox in the list of further readings)
- prediction (e.g., reliability models).

## 4. Software Quality Tools

Categories of static analysis tools include the following:

- Tools that facilitate and partially automate reviews and inspections of documents and code. These tools can route work to different participants in order to partially automate and control a review process. They allow users to enter defects found during inspections and reviews for later removal.
- Some tools help organizations perform Software safety hazard analysis. These tools provide, e.g., automated support for failure mode and effects analysis (FMEA) and fault tree analysis (FTA).
- Tools that support tracking of software problems provide for entry of anomalies discovered during software testing and subsequent analysis, disposition, and resolution. Some tools include support for workflow and for tracking the status of problem resolution.
- Tools that analyze data captured from software engineering environments and software test environments and produce visual displays of quantified data in the form of graphs, charts, and

tables. These tools sometimes include the functionality to perform statistical analysis on data sets (for the purpose of discerning trends and making forecasts). Some of these tools provide defect and removal injection rates; defect densities; yields; distribution of defect injection and removal for each of the life cycle phases.

## MOBTECH: Mobile Technologies

Module title	Mobile Technologies		
ECTS	5		
Lecturer/s	Lyubomir Babev	Email:lyubomir.babev@vumk.eu	
Teaching period	Year 2/Semester 4		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Final project		90%	tbc as per the semester schedule
Class participation/task		10%	tbc as per the semester schedule
Aims of the module			
This module provides the student with the skills necessary to develop mobile and Web applications using appropriate programming languages and frameworks, along with the relevant design, testing, documentation and support. It also contrasts mobile from traditional applications to identify specific requirements and demands of building application for the mobile.			
Learning outcomes:			
On successful completion of the module, students should be able to:			
<ul style="list-style-type: none"><li>• Design and develop mobile and Web applications from a given specification using appropriate programming languages and frameworks.</li><li>• Assess and contrast the challenges of developing mobile applications compared to other platforms.</li><li>• Ability to use standard software design patterns for mobile platforms.</li><li>• Ability to use standard architectures for mobile platforms.</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. An example source code will be provided after each lecture. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			

How to install Android Studio - <https://developer.android.com/studio/install>

MVC, MVP and MVVM patterns - <https://anmolsehgajal.medium.com/common-android-architectures-mvc-vs-mvp-vs-mvvm-afd8461e1fee>

Kotlin documentation - <https://kotlinlang.org/docs/home.html>

Android documentation - <https://developer.android.com/docs>

### Indicative content of the module

Understanding how to acquire new knowledge and skills for various mobile programming languages, tools, methodologies and frameworks.

Understanding mobile design methods and practices, including design, development and testing.

#### **Understanding the basics of:**

- Platform Architecture
- UI Design: Widgets and Layouts, UI Events, Event Listeners, Activities, Fragments
- Application components: Application Manifest, Loaders, Services, Content Providers, Broadcasts and Multiple screen applications
- Network Communication with Web Services
- Data bases
- Debugging



## SOFTENGMOD: Software Engineering Models

Module title	SOFTENGMOD Software Engineering Models		
ECTS	5		
Lecturer/s	Peter Ganev	Email: peter.ganev@vumk.eu	
Teaching period	Year 2/Semester 4		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
In-class activities	2 hours	20%	tbc as per the semester schedule
Exam	2 hours	80%	tbc as per the semester schedule
Aims of the module			
<ul style="list-style-type: none"><li>Software engineering models and methods impose structure on software engineering with the goal of making that activity systematic, repeatable, and ultimately more success oriented.</li><li>Using models provides an approach to problem solving, a notation, and procedures for model construction and analysis.</li><li>Methods provide an approach to the systematic specification, design, construction, test, and verification of the end-item software and associated work products.</li></ul>			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>Critically apply different Software Engineering Models</li><li>Applying different modelling principles, properties and expression of models, modelling syntax, semantics.</li><li>Providing some general characteristics of model types commonly found in the software engineering practice.</li><li>Analyzing of Models using some of the common analysis techniques used in modelling to verify completeness, consistency, correctness, traceability, and interaction.</li></ul>			
Applying Software Engineering Methods			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Workshops will be used to discuss Exercise and explain specific problem areas.			
Students will also be expected to complement this study with self-directed learning.			
Learning	24 hours		
Tutorials and / or Workshops	24 hours		
Student Centred Learning	77 hours		
Total hours	125 hours		
Recommended Reading			
B. Boehm and R. Turner, <i>Balancing Agility and Discipline: A Guide for the Perplexed</i> , Addison-Wesley, 2003			
Cadle, J. (2014) <i>Developing information systems – practical guidance for IT professionals</i> (BCS)			
Skidmore, S. & Eva M. (2003), <i>Introducing Systems Development</i> . Palgrave Macmillan.			
Chris Riccomini (2021) <i>The Missing README. A guide for the New Software Engineer</i> .			
I. Sommerville, <i>Software Engineering</i> , 9th ed, Addison Wesley, 2011.			
J.G. Brookshear, <i>Computer Science: An Overview</i> , 10th ed, Addison-Wesley, 2008.			
J.M. Wing, "A Specifier's Introduction to Formal Methods", <i>Computer</i> , vol. 23, no. 9, 1990, pp. 8, 10–23.			
M. Page-Jones, <i>Fundamentals of Object-Oriented Design in UML</i> , 1th ed., Addison Wesley, 1999.			
Seemann, Mark (2021) <i>Heuristics of Software Engineering</i> . Addison Wesley			
Indicative content			
<ul style="list-style-type: none"><li>Introduction to software engineering</li><li>Introduction to systems development</li><li>System Modelling</li></ul>			

- System Analysis
- System Design
- Fundamental Development Models
- Software Engineering Methods
- Heuristic Methods
- Formal Methods
- Prototyping Methods
- Soft systems methodology
- Structured Systems Analysis and Design Method (SSADM)
- Joint Application Development (JAD)
- Agile Framework
- Hybrid Approaches
- Component based software engineering (CBSE),
- Commercial-off-the-shelf (COTS)
- Choose an approach

## DEVSS2: Developing Software Systems II

Module title	Developing Software Systems II		
ECTS	5		
Lecturer/s	Ivelin Georgiev	Email:Ivelin.georgiev.bs@gmail.com	
Teaching period	Year 2/Semester 4		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Final project		80%	tbc as per the semester schedule
Class participation		20%	
Aims of the module			
<p>This module will provide the opportunity to the students to practice the entire lifecycle of the software project development. Students will be using .NET Core 5.0+. During the development process students will be able to:</p> <ul style="list-style-type: none"><li>- Coding best practices</li><li>- Application architecture</li><li>- Communication between applications</li><li>- Source control</li><li>- Using third party libs</li><li>- Containerization</li><li>- Deployment</li><li>- NoSqlDatabases (MongoDb)</li></ul>			
Learning outcomes:			
<p><b>On successful completion of the module, students should be able to understand and perform work related to the key stages of the software development lifecycle:</b></p> <ul style="list-style-type: none"><li>• Requirement gathering and analysis</li><li>• System analysis</li><li>• System design</li><li>• Coding</li><li>• Testing</li><li>• Implementation</li><li>• Deployment</li></ul>			
Learning and Teaching Delivery Methods			
<p>Lectures will be used to present in depth concepts and principles used in real world applications. Source code will be provided after each lecture. Students will also be expected to complete any task that can be finished in class.</p>			
Recommended Reading			
<p><a href="https://docs.microsoft.com/en-us/aspnet/core/?view=aspnetcore-5.0">https://docs.microsoft.com/en-us/aspnet/core/?view=aspnetcore-5.0</a> <a href="https://blog.cleancoder.com/uncle-bob/2012/08/13/the-clean-architecture.html">https://blog.cleancoder.com/uncle-bob/2012/08/13/the-clean-architecture.html</a> <a href="https://docs.docker.com/get-started/">https://docs.docker.com/get-started/</a> <a href="https://devcenter.heroku.com/categories/deployment">https://devcenter.heroku.com/categories/deployment</a> <a href="https://www.mongodb.com/docs/manual/">https://www.mongodb.com/docs/manual/</a></p>			
Indicative content of the module			
<p><b>Docker and Docker Compose</b></p> <ul style="list-style-type: none"><li>- Docker introduction</li><li>- Using docker</li></ul> <p><b>ASP.NET CORE</b></p>			

- REST API
- Securing Actions/Controllers.
- Middleware
- Action Filters

### **Non-Relational Databases**

- Introduction to NoSql and MongoDB
- Introduction and use of MongoDB Compass and Mongo Atlas
- Defining domain models and configuration
- Design patterns. Repository design pattern with NoSql
- Distributed application design

### **Communication between services**

- HttpClientFactory
- Auto Generated clients

### **Application security**

- Access Tokens
- Cookies
- Sessions

### **Application deployment**

- Introducing Heroku
- Configuring Heroku deployment
- Deploying to Heroku

### **Design patterns and Architectures**

- Repository pattern
- Clean Architecture Design Pattern
- SOLID

## SPECREQ: Specifications and Requirements

Module title	Specifications and Requirements		
ECTS	5		
Lecturer/s	Plamena Nedyalkova	Email: plamena.nedyalkova@vumk.eu	
Teaching period	Year2/Semester 3		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Coursework	Assignment: ~3000 – 4000 words Presentation: max 40 mins per team	50%	tbc as per the semester schedule
Class participation	On-going during the semester	10%	Ongoing during the semester
Final Exam	45 mins	40%	tbc as per the semester schedule
Aims of the module			
This course is an introduction to project documentation and scoping. The purpose of the course is to explain the concept of the software project specifications and how to work with requirements to produce it.			
Learning outcomes:			
On successful completion of this module, students should be able to: <ul style="list-style-type: none"><li>• Discern between different types of documentation</li><li>• Define a project scope</li><li>• Consider constraints and recognize project participants</li><li>• Write down and formulate specifications based on limited information</li><li>• Utilize ways of extracting and describing in detail project requirements to be used by different project stakeholders</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Recommended Reading			
<ul style="list-style-type: none"><li>• SoftwareRequirements_eguide.pdf (will be provided)</li><li>• Klaus Pohl and Chriss Rupp (2015) Requirements engineering fundamentals 2<sup>nd</sup> edition (will be provided)</li><li>• <a href="http://www.agilemodeling.com/essays/agileDocumentationBestPractices.htm">http://www.agilemodeling.com/essays/agileDocumentationBestPractices.htm</a></li></ul>			
Indicative content			
<ul style="list-style-type: none"><li>• Chapter 1. Introduction to the Requirements engineering process</li><li>• Chapter 2. Requirements elicitation. Stakeholders</li><li>• Chapter 3. 1. Requirements analysis Part I – Analysis techniques and modeling</li><li>• Chapter 3. 2. Requirements analysis Part II – Requirements qualities and prioritisation</li><li>• Chapter 4. Types of software documentation. Specifying business requirements</li></ul>			

- Chapter 5. Capturing user requirements
  - Chapter 6: Design and prototyping
  - Chapter 7. Specifying system requirements
- Chapter 8. Validation and Verification. Requirements management

## WBPR: Web Programming

Module title	WEBPR Web Programming		
ECTS	5		
Lecturer/s	Pravoslav Milenkov	Email:pravoslav.milenkov@vumk.eu	
Teaching period	Year 2/Semester 4		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type(or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Portfolio of 2 Programming assignments	N/A	100%	tbc as per the semester schedule
Aims of the module			
This course is designed to provide basic skills in general web development techniques, using the ASP.NET Core as a basis. In addition, the course builds on the HTML and JavaScript skills you learned in Markup Languages for the World Wide Web.			
Learning outcomes:			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Use a modern Integrated Development Environment (IDE) for creating web applications</li><li>• Develop simple web sites.</li><li>• Working with Entity Framework.</li><li>• Create HTML and Javascript based font end pages.</li><li>• Understand and use MVC approach for building web applications</li></ul>			
Learning and Teaching Delivery Methods			
Lectures will be used to present basic concepts and principles. Seminars will be used to discuss and explain specific problem areas. Students will also be expected to complement this study with self-directed learning.			
Learning	18 hours		
Tutorials and / or Workshops	18 hours		
Student Centred Learning	89 hours		
Total hours	125 hours		
Recommended Reading			
(no recommended reading, the course is practical)			
Indicative content of the module			
<ul style="list-style-type: none"><li>• HTML</li><li>• CSS</li><li>• JavaScript</li><li>• MVC</li><li>• Back-end development with C#</li><li>• Entity Framework</li><li>• Linq</li></ul>			

## ADVPR: Advanced Programming

Module content and structure			
Module title	CIS6003: Advanced Programming		
ECTS	10		
Lecturer/s	Module leader: Osman Osman	<a href="mailto:osman.osman@vumk.eu">osman.osman@vumk.eu</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
WRIT1 – Software Project	4000 words equivalent	100%	tbc as per the semester schedule
Aims of the module			
This module is designed to provide the student advanced theoretical and with industry standards/practical knowledge of program and software analysis, design, and construction, contextualised by the use of appropriate tools, methodologies and techniques to create useful and usable software in industry.			
Learning outcomes			
On successful completion of the module, students should be able to:			
<ul style="list-style-type: none"><li>• Demonstrate fluency in contemporary programming languages, development tools and environments.</li><li>• Evaluate and demonstrate the theory and concepts of contemporary/industry standard programming and design in the software development life cycle.</li></ul>			
Demonstrate awareness of industry standards of professional and ethical software development, software carpentry and codemanship.			
Recommended reading			
Bloch, J. (2008) Effective Java (2nd ed) Clean Code: A Handbook of Agile Software Craftsmanship 1st Edition by Robert C. Martin Dowek, G. (2009) Principles of Programming Languages. Springer Erich Gamma, Richard Helm, Ralph Johnson, John Vlissides. Design Patterns: Elements of Reusable Object-Oriented Software Jack Purdum. Beginning Object-Oriented Programming with C#. Kerievsky, J. Refactoring to Patterns (1st ed) Lethbridge, T. & Laganieri, R., 2005. Object-Oriented Software Engineering. 2nd Edition. McGraw-Hill. Ved Antani, Stoyan Stefanov. Object-Oriented JavaScript - Third Edition The Go Programming Language by Alan A. A. Donovan and Brian W. Kernighan Java: A Beginner's Guide by Herbert Schildt, 8th Edition Fluent Python by Luciano Ramalho			
Web based resources:			
<a href="https://github.com/prometheus/blackbox_exporter/blob/master/example.yml">https://github.com/prometheus/blackbox_exporter/blob/master/example.yml</a> <a href="https://dev.to/nelsoncode/how-to-monitor-posgresql-with-prometheus-and-grafana-docker-24c8">https://dev.to/nelsoncode/how-to-monitor-posgresql-with-prometheus-and-grafana-docker-24c8</a> <a href="https://medium.com/swlh/test-automation-using-taiko-and-gauge-71520aa6f203">https://medium.com/swlh/test-automation-using-taiko-and-gauge-71520aa6f203</a> <a href="https://www.codeproject.com/Articles/567768/Object-Oriented-Design-Principles">https://www.codeproject.com/Articles/567768/Object-Oriented-Design-Principles</a> <a href="https://www.section.io/blog/scaling-horizontally-vs-vertically/">https://www.section.io/blog/scaling-horizontally-vs-vertically/</a> <a href="https://hub.docker.com/_/mongo">https://hub.docker.com/_/mongo</a> <a href="https://docs.docker.com/compose/">https://docs.docker.com/compose/</a> <a href="https://prometheus.io/docs/visualization/grafana/">https://prometheus.io/docs/visualization/grafana/</a> <a href="https://grafana.com/">https://grafana.com/</a> <a href="https://docs.docker.com/compose/networking/">https://docs.docker.com/compose/networking/</a> <a href="https://reactjs.org/tutorial/tutorial.html">https://reactjs.org/tutorial/tutorial.html</a> <a href="https://www.w3schools.com/js/js_html.asp">https://www.w3schools.com/js/js_html.asp</a> <a href="https://www.pluralsight.com/guides/how-to-use-a-simple-form-submit-with-files-in-react">https://www.pluralsight.com/guides/how-to-use-a-simple-form-submit-with-files-in-react</a> <a href="https://hevodata.com/learn/prometheus-mongodb-metrics/">https://hevodata.com/learn/prometheus-mongodb-metrics/</a> <a href="https://www.telerik.com/blogs/dealing-with-cors-in-create-react-app">https://www.telerik.com/blogs/dealing-with-cors-in-create-react-app</a>			



<https://www.robinwieruch.de/react-hooks-fetch-data/>  
<https://www.npmjs.com/package/multiselect-react-dropdown>  
<https://itracer.medium.com/rabbitmq-publisher-and-consumer-with-fastapi-175fe87aefe1>  
<https://fastapi.tiangolo.com/>  
<https://en.wikipedia.org/wiki/Base64>  
<https://techterms.com/definition/blob>  
<https://dev.to/paurakhsharma/flask-rest-api-part-6-testing-rest-apis-4lla>  
<https://gauge.org/>

### Lecture topics

This module takes a student from being an advanced beginner to an 'entry-level' industry programmer, ready to start in graduate level employment.

- Advanced principles of programming, programming language theory, evaluation of appropriate programming paradigms.
- Refactoring to design patterns, Design by contract, Test-driven development, pair programming
- Advanced Object-Oriented Programming: Collections, iterators, domain model programming, Test-driven development, refactoring, exceptions, Design by Contract, Threads, managing memory, serialization, building GUI's, design patterns, Documentation.
- Object-Oriented Theory: object-oriented design, four principles of abstraction, inheritance, encapsulation, subtype polymorphism, Open-Closed Principle, Liskov Substitution Principle, Interface Segregation Principle, Dependency Inversion Principle, Single Responsibility Principle, Design by Contract
- Object-Oriented Design Practices: The Unified Process, various UML diagrams.
- Note that these map naturally to the formal learning outcomes of the module
- Highly available architecture design in practice
- Event driven architecture design and principles
- Deployment automations and dockerization of applications
- Centralized monitoring and alerting systems and principles
- Unit, integrations, end to end tests and importance of testing

## PROFETH: Professional and Ethical Issues in IT

Module content and structure			
Module title	CIS6004 Professional and Ethical Issues in IT		
ECTS	10		
Lecturer/s	Module leader: Pravda Mateva	<a href="mailto:matevapravda@gmail.com">matevapravda@gmail.com</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
WRIT1 – Coursework	4000 words	100%	tbc as per the semester schedule
Aims of the module			
This module explores the principal social, legal, professional and ethical issues associated with computing and information technology, with respect to managing people, software and systems, and to the ethical dimensions of the use and development of information systems.			
Learning outcomes			
On successful completion of the module, students should be able to: <ul style="list-style-type: none"><li>• Critically consider the wider legal, social, professional and ethical environment for IT professionals.</li><li>• Critically discuss contemporary issues at the intersection of computing, technology, economy, politics and society.</li><li>• Demonstrate appreciation of the importance of a professional and ethical approach to computer science, software engineering and information systems, along with the importance of lifelong professional development.</li></ul>			
Recommended reading			
Ayres, R. & Bainbridge, D., (2004) The Essence of Professional Issues in Computing, Prentice Hall. Baase, S., (2012) A Gift of Fire: Social, Legal & Ethical Issues for Computing & the Internet. 4th Edition. Pearson Education Cushway, B., (2014). The Employers’ Handbook: An Essential Guide to Employment Law. Personnel Policies & Procedures, 10th Edition, Kogan Page; Quinn, M. (2010), Ethics for the Information Age, 4th Edition, Pearson Publishers.  Journals and On-line Material International Journal of Information Technology International Journal of Technology, Policy and Management Management and Technology Computer Weekly Tech Target Computer Business Review OPSI			
Lecture topics			
<ul style="list-style-type: none"><li>• Aspects of professional and ethical approaches to the management of Computing, Software Engineering and Information Systems within the current environment;</li><li>• Applications of hardware and software</li><li>• Information, data, privacy and civil liberties;</li><li>• BYOD, mobile devices, fair use.</li><li>• Professional approach and legal aspects to employment within the industry;</li><li>• Social media, professional profiles, digital footprints.</li><li>• Contemporary societal issues e.g. data retention, encryption, national security, net neutrality, copyright, IP</li></ul>			

## MSTRATMAN: Strategic Management

Module content and structure			
Module title	MBA 7002 Strategic Management		
Credits	10 ECTS		
Lecturer/s	Module leader: Prof. Vesselin Blagoev Violina Ratcheva, PhD		blagoev@vum.bg violina.ratcheva@vumk.eu
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
PORT1 – Portfolio	2,000 words equivalent	50%	tbc as per the semester schedule
EXAM1 – Examination	2 hours (2,000 words equivalent)	50%	tbc as per the semester schedule
Aims of the module			
The aim of this module is to develop understanding in the formulation and implementation of strategy in all types and size of organisations within private, public and third sectors. Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The module also serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students should be able to synthesise information to inform strategic decisions and actions demonstrating awareness of complexity, risk and uncertainty from multiple perspectives in a dynamic business environment.			
Learning outcomes			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Evaluate and reflect on the influences driving demand within the business to consumer and business to business markets and the factors influencing the strength of their influence</li><li>• Critically assess the debate that surround corporate values and social responsibilities.</li><li>• Analyse competition and customer requirements in order to identify opportunities for competitive advantage within an industry.</li><li>• Identify different types of strategic change programmes and assess the value of different leadership styles in managing strategic change.</li></ul>			
Recommended reading			
<ul style="list-style-type: none"><li>• <b>Angwin, D. N., Johnson, G., Whittington, R., Regner, P. and Scholes, K. (2017)</b>, Exploring strategy (11th Edition). Pearson. (e-book available on Cardiff Met., library portal)</li><li>• <b>Cavusgil, S., Knight, G. &amp; Riesenberger, J. (2017)</b>. International Business: The New Realities, Global ed., (4<sup>th</sup> ed.), Pearson</li><li>• <b>Johnson, G., Scholes, K. , Whittington, R., Angwin, D. &amp; Regner, P. (2017)</b> <i>Exploring Strategy, 11<sup>th</sup> Ed.</i>, Pearson, Harlow, UK.</li><li>• <b>Wild, J &amp; Wild, J. (2016)</b>. International Business: The Challenges of Globalization, Global edition, (8<sup>th</sup> ed.), Pearson</li><li>• <b>Hill, C. W. L. (2015)</b>. International Business: Competing in the Global Marketplace, 10<sup>th</sup> Ed., McGraw-Hill, New York.</li><li>• <b>Barney J., Hesterly, W. (2012)</b>. Strategic Management and Competitive Advantage (4th edition). Pearson Education, Inc.</li><li>• <b>Beech, N. &amp; MacIntosh, R. (2012)</b>. Managing Change: Enquiry and Action. Cambridge: Cambridge University Press</li><li>• <b>Best, R. (2013)</b>. Market-Based Management: Strategies for Growing Customer Value and Profitability. (6th ed.) Harlow: Pearson</li><li>• <b>Collis, D. (2014)</b> International Strategy: Context, Concepts and Implications, 1<sup>st</sup> ed., John Wiley &amp; Sons Ltd, UK.</li></ul>			

- **Goodman, M. & Dingli, S. (2013).** Creativity and Strategic Innovation Management. London: Routledge
- **Grant, R. & Jordan, J. (2012).** Foundations of Strategy. Chichester: Wiley
- **Haslam, G., Anderson, T., Tsitsianis, N., & Yin, Y.P., (2012),** Redefining Business Models Strategies for a Financialized World, Routledge; Oxon
- **Henk, W., Volbarda et al. (2011).** *Strategic Management, (9th Edition)*, South- Western, Cengage Learning
- **Hill, C. L., & Jones, G.R., (2007),** Strategic Management: An Integrated Approach, Houghton Mifflin.
- **Johnson, G., Whittington, R., Scholes, K. (2011).** Exploring strategy (9th edition). Pearson Education
- **Ireland, R., Hoskisson, R. & Hitt, M. (2011).** The management of Strategy: Concepts and Cases. (9th ed.) South-Western Cengage Learning
- **Henry, A. (2008).** Understanding Strategic Management. Oxford: Oxford University Press
- **Kapferer, J. (2012).** The New Strategic Brand Management: advanced insights and strategic thinking. (5th ed.) Kogan Page
- **Lynch, R. (2009).** Strategic Management. (5th ed). FT/Prentice Hall
- **McElroy, M.W., & Van Engelen, J.M.L., (2011),** Corporate Sustainability Management the Art and Science of Managing Non-Financial Performance, Routledge; Oxon
- **Mintzberg et al., (2005),** Strategic Safari-A Guided Tour through the Wilds of Strategic Management ,New York: Free Press
- **Shimizu, K. (2012).** The Cores of Strategic Management. New York: Routledge
- **Spector, B. (2013).** Implementing Organizational Change: Theory into Practice. (3rd ed.) Harlow: Pearson
- **Thompson, J. & Martin, F. (2011).** Strategic management: awareness & change. (6th ed.) South-Western Cengage Learning
- **Wheelen, T., Hunger, J. (2012).** Concepts in Strategic Management and Business Policy toward Global Sustainability (13th edition). Pearson Education, Inc.
- **Woods, M., (2011),** Risk management in Organisations: An Integrated Case Study Approach, Routledge; Oxon

#### **Recommended Journals:**

Journal of Management Studies;  
Journal of Business Strategy;  
Long Range Planning;  
Sloan Management Review;  
Strategic Change;  
Strategic Management Journal;  
Technology Analysis and Strategic Management;


#### **Lecture topics**

- What is Strategic management? Environment
- Strategic capabilities. Environment, resources, organisational culture
- Integrating Internal & External Environment;
- Industry Life Cycle. Competitors' analysis, strategic group analysis.  
Business level strategy
- Corporate level strategy
- Change management.
- The role of culture in Strategic management
- Blue Ocean Strategy.
- Leadership & Strategic Change
- Discussion.
- Module review for exam

## MFINMAN: Management of Finance

Module content and structure			
Module title	MBA 7005: Management of Finance		
Credits	10 ECTS		
Lecturer/s	Module leader: Assoc. Prof. Marcellin Yovogan Diyan Dimov	myovogan@gmail.com diyan.dimov@vumk.eu	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
EXAM1 – Examination	3 hours	100%	tbc as per the semester schedule
Aims of the module			
This module is designed to enable students to analyse and critically evaluate financial choices using investment appraisal techniques, taking into account the cost and sources of capital and the necessity of managing the balance sheet. It will raise awareness of external considerations, such as take-over threats, interest rate movements, and currency fluctuations, which may impinge on decision making. The intention is to cover the major financial problems in such a way as to enable students to make a strategic appraisal of financial problems and to identify different courses of actions for dealing effectively with problems.			
Learning outcomes			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Critically evaluate relevant financial information using appropriate techniques to solve the financial problems of the organisation;</li><li>• Make a strategic appraisal of financial problems and financial information for use in making strategic investment decisions;</li><li>• Critically evaluate project proposals in terms of risk, return and asset valuation;</li><li>• Demonstrate understanding of complex problems and apply techniques to unfamiliar situations.</li></ul>			
Recommended reading			
Atrill P (2017) Financial Management for Decision Makers. Pearson Education Titman S, Martin J D and Keown A J (2011) Financial Management: Principles and Applications. Pearson Education Van Horne J C and Wachowicz J M (2009) Fundamentals of Financial Management, Pearson Education McLaney E J (2011) Business Finance: Theory and Practice. Pearson Education			
Journals: Journal of Finance Managerial Finance Financial Management The Wall Street Journal Financial Times			
Lecture topics			
Balance Sheet Management – In depth review of financial statements, sources of funds, employment of funds, expected rewards, cost of capital. Investment requirements and optimum employment of funds. Cash and fund flows.			
Project Appraisal – Dealing with risk, cost of capital and discounting. Risk premium discount factor, expected returns, sensitivity analysis.			
Investment and Risk – Risk and return. Portfolio theory. The Capital Asset Pricing Model.			

## MBBRM: Consumer Behaviour

Module content and structure			
Module title	MKT 7001 Consumer Behaviour: Knowing Your Consumer		
Credits	10 ECTS		
Lecturer/s	Dr. Nikola Toromanov (module leader) Dr. Nina Zlateva	nikola.toromanov@gmail.com <a href="mailto:nina.zlateva@vumk.eu">nina.zlateva@vumk.eu</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
Group Presentation	20 mins (1,000 equivalent)	25%	tbc as per the semester schedule
Individual Report	3,000 words equivalent	75%	tbc as per the semester schedule
Aims of the module			
This module will enable students to take a strategic approach to gaining an in-depth understanding of potential consumers as a means to achieving a sustainable competitive advantage. The module embraces the principles, methods and challenges that impact on consumer consumption in the 21st Century. It focuses on understanding the influences influencing consumer behaviour and their decision making process, and puts these concepts into the context of marketing management. Students will examine the development of consumer behaviour in the marketplace from different disciplinary and cultural perspectives. Students will build upon theoretical insights gained from these perspectives to evaluate all aspects of consumer culture, including how we interact with brands, relate to advertising, form self-concepts and interact with others through consumption.			
Learning outcomes			
On successful completion of the module, a student should be able to:			
<ul style="list-style-type: none"><li>• Critically evaluate the main theories of buyer and consumer behaviour.</li><li>• Critically analyse how buyer and consumer behaviour theories can be used in the development of more effective marketing strategies.</li><li>• Be cognisant of the need to develop a customer focus through mapping and determining consumer needs and wants.</li><li>• Critically evaluate customer groups and how their buying habits match to organisational goals.</li><li>• Evaluate decision making-processes and customer behaviour in both B2C and B2B contexts</li><li>• Explain the boundaries of consumer culture and their linkages and interactions with other to marketing and branding concepts.</li></ul>			
Recommended reading			
East, R., Singh, J., Wright. M., & Vanhuele, M (2016). Consumer Behaviour Applications in Marketing (3rd Edn). Sage. Shah, D.V., Wells. C., Kim. Y.M., & Rojas, H, (2012). Communication, Consumers, and Citizens: Revisiting the Politics of Consumption. Sage.			
		<b>Key Search terms:</b> <ul style="list-style-type: none"><li>• Consumer Behaviour</li><li>• Buyer Behaviour</li><li>• Consumer Culture</li><li>• Customer Persona's</li></ul>	
Cardiff Met's library discovery service: a single place to sea print and electronic collections.			
Lecture topics			

<p><b>Week 1</b></p>	<p><b><u>Lecture 1: Introduction to the Unit and Students</u></b></p> <ul style="list-style-type: none"> <li>• Overview of the unit</li> <li>• Introduction to students</li> </ul> <p><b><u>Lecture 2: The Marketing Concept and Some Definitions</u></b></p> <ul style="list-style-type: none"> <li>• Buyer, Consumer</li> <li>• Consumer behaviour</li> <li>• Personal consumer</li> <li>• Organizational consumer</li> <li>• The marketing concept</li> <li>• Consumer research</li> <li>• Segmentation, targeting and positioning</li> <li>• Customer value, satisfaction and retention</li> </ul> <p><b>Essential Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), Pearson Upper Saddle River; New Jersey  <b>Chapter 1, p. 2-10</b></p>
<p><b>Week 2</b></p>	<p><b><u>Lecture 3: Consumer Research</u></b></p> <ul style="list-style-type: none"> <li>• Quantitative and qualitative research</li> <li>• Consumer research process</li> <li>• Collection of secondary data</li> <li>• Primary research design</li> <li>• Data collection methods for quantitative and qualitative research</li> <li>• Sampling</li> <li>• Data analysis and reporting</li> <li>• Conducting a research study</li> </ul> <p><b>Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey  <b>Chapter 2, p. 19-37</b>  Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions.</i> (2<sup>nd</sup> ed.). Harlow: Pearson  <b>p. 106-138</b>  Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies.</i> (6<sup>th</sup> ed.). Hampshire: Cengage Learning  <b>Chapter 9, p. 259-283</b></p> <p><b><u>Lecture 4: Market Segmentation, Targeting and Positioning</u></b></p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Targeting criteria</li> <li>• Types of segmentation</li> <li>• Targeting</li> <li>• Positioning</li> </ul> <p><b>Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey  <b>Chapter 3, p. 39-59</b></p>

	<p>Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions</i>. (2<sup>nd</sup> ed.). Harlow: Pearson <b>p. 223-242</b></p> <p>Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies</i>. (6<sup>th</sup> ed.). Hampshire: Cengage Learning <b>Chapter 7, p. 214-230, p.239-258</b></p> <p><b><u>Workshop: My New Italian Restaurant</u></b></p>
<b>Week 3</b>	<p><b><u>Lecture 5: Communication and Consumer Behaviour</u></b></p> <ul style="list-style-type: none"> <li>• Components of communication</li> <li>• Communication process</li> </ul> <p><b>Reading :</b> Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey <b>Chapter 10, p. 264 - 291</b></p> <p>Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions</i>. (2<sup>nd</sup> ed.). Harlow: Pearson <b>p. 416-447</b></p> <p>Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies</i>. (6<sup>th</sup> ed.). Hampshire: Cengage Learning <b>Chapter 16, p. 484-495</b></p> <p><b><u>Workshop: Ambush marketing – An Unavoidable Reality</u></b></p> <p><b><u>Lecture 6: Consumer Decision-Making Process – Levels and Models</u></b></p> <ul style="list-style-type: none"> <li>• Levels</li> <li>• Models of consumers</li> <li>• Models of consumer decision-making</li> </ul> <p><b>Reading:</b> Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey <b>Chapter 4, p. 62-92</b></p>
<b>Week 4</b>	<p><b><u>Lecture 7. The Role of Culture, Sub-cultural Differences and Ethnic Diversity.</u></b></p> <ul style="list-style-type: none"> <li>• The influence of culture</li> <li>• Sub-cultures – interaction and impetus on consumer behaviour</li> </ul> <p><b>Reading:</b> Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey <b>Chapter 31, p. 341 - 361</b></p> <p>Evans, M., Jamal, A., and Foxall, G., (2009), <i>Consumer Behaviour</i>, 2<sup>nd</sup> Edition, John Wiley and Sons; Chichester, UK <b>Chapter 8, p. 284 – 320</b></p> <p><b><u>Workshop: US and UK cultures are separated by a common language</u></b></p>
<b>Week 5</b>	<b><u>Group Presentation Assignment</u></b>



<b>Week 6</b>	<p><b><u>Group Presentation Assignment</u></b>  <b><u>Lecture 8: Consumer Perceptions</u></b></p> <ul style="list-style-type: none"> <li>• Perception elements and dynamics</li> <li>• Perceived risk</li> </ul> <p><b>Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey  <b>Chapters 7, p. 159-201</b>  Evans, M., Jamal, A., and Foxall, G., (2009), <i>Consumer Behaviour</i>, 2<sup>nd</sup> Edition, John Wiley and Sons; Chichester, UK  <b>Chapters 2, p. 64 – 87</b></p> <p><b><u>Workshop on perceived risk: Choosing between MBA programmes</u></b></p>
<b>Week 7</b>	<p><b><u>Lecture 9: Consumer Learning</u></b></p> <ul style="list-style-type: none"> <li>• Consumer learning elements</li> <li>• Learning theories</li> </ul> <p><b>Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey  <b>Chapters 8, p. 201-231</b>  Evans, M., Jamal, A., and Foxall, G., (2009), <i>Consumer Behaviour</i>, 2<sup>nd</sup> Edition, John Wiley and Sons; Chichester, UK  <b>Chapters 3, p. 90 – 103</b></p>
<b>Week 8</b>	<p><b><u>Lecture 10: Consumer Motivation, Personality and Consumer Behaviour</u></b></p> <ul style="list-style-type: none"> <li>• Motivation as a driving force</li> <li>• Types of needs</li> <li>• Motivation dynamics</li> <li>• Personality theories</li> <li>• Brand and virtual personality</li> <li>• Consumer diversity understanding</li> </ul> <p><b>Reading:</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey  <b>Chapters 5 and 6, p. 97-153</b>  Evans, M., Jamal, A., and Foxall, G., (2009), <i>Consumer Behaviour</i>, 2<sup>nd</sup> Edition, John Wiley and Sons; Chichester, UK  <b>Chapter 1, p. 3 – 33</b></p>
<b>Week 9</b>	<p><b><u>Lecture 11: New Product, Repeat, Loyal and Relational Buying. Opinion Leadership</u></b></p> <ul style="list-style-type: none"> <li>• New product buying</li> <li>• Repeat, loyal and relational buying</li> <li>• Opinion leadership – definition, dynamics, motivating factors and measurement</li> </ul> <p><b>Reading</b>  Schiffman, L., Kanuk, L., and Hansen, H., (2012), <i>Consumer Behaviour: A European Outlook, International Edition</i>, (Edition 2<sup>nd</sup>), p. Pearson Upper Saddle River; New Jersey</p>

	<p><b>Chapter 31, p. 388-403</b>  Evans, M., Jamal, A., and Foxall, G., (2009), <i>Consumer Behaviour</i>, 2<sup>nd</sup> Edition, John Wiley and Sons; Chichester, UK  <b>Chapter 9 and 10, p. 337 – 384</b></p>
<b>Week 10</b>	<p><b><u>Lecture 12: The Process of Selling</u></b></p> <ul style="list-style-type: none"> <li>• Stages of the selling process</li> <li>• Planning a sale, customer needs identification, handling objections, closing and follow-up</li> </ul> <p><b>Reading:</b>  Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions</i>. (2<sup>nd</sup> ed.). Harlow: Pearson  <b>p. 494-517</b></p> <p><b><u>Lecture 13: The Impact of Advertising, Packaging and Marketing Activities</u></b></p> <ul style="list-style-type: none"> <li>• The impact and importance of advertising</li> <li>• Marketing activities</li> <li>• Packaging as a marketing tool</li> </ul> <p><b>Reading:</b>  Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions</i>. (2<sup>nd</sup> ed.). Harlow: Pearson  <b>p. 456-458</b>  Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies</i>. (6<sup>th</sup> ed.). Hampshire: Cengage Learning  <b>Chapter 11, p. 319-348</b></p> <p><b><u>Workshop: Exciting Red and Competent Blue: the Importance of Colour in Marketing</u></b></p>
<b>Week 11</b>	<p><b><u>Lecture 14: The Impact of E-marketing and Social Media on Buyer Behaviour</u></b></p> <ul style="list-style-type: none"> <li>• Digital and mobile technologies impact</li> <li>• Development of e-commerce</li> <li>• Social media marketing, segmentation and strategies</li> </ul> <p><b>Reading:</b>  Payne, A. &amp; Frow, P. (2013). <i>Strategic Customer Management. Integrating Relationship Marketing and CRM</i>. New York: Cambridge University Press  <b>Chapter 5, p. 152 – 194</b>  Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies</i>. (6<sup>th</sup> ed.). Hampshire: Cengage Learning  <b>Chapter 18, p. 575-579</b></p>
<b>Week 12</b>	<p><b><u>Lecture 15: B2B Markets - Purchasing Systems and Processes, Supply Chain Management and Logistics</u></b></p> <ul style="list-style-type: none"> <li>• Types of purchasing systems</li> <li>• Purchasing and supply chain relationship</li> <li>• Logistics as an integral part of buying and selling</li> </ul> <p><b>Reading:</b>  Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). <i>Marketing. Real People, Real Decisions</i>. (2<sup>nd</sup> ed.). Harlow: Pearson</p>

	<p><b>p. 190-213</b></p> <p>Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). <i>Marketing. Concepts and Strategies</i>. (6<sup>th</sup> ed.). Hampshire: Cengage Learning</p> <p><b>Chapter 15, p.443-455</b></p>
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## IPM: Industry Project Management

Module content and structure			
Module title	IPM Industry Project Management		
ECTS	10		
Lecturer/s	Assos. Prof. Ina Stanoeva, PhD	<a href="mailto:ina.stanoeva@vumk.eu">ina.stanoeva@vumk.eu</a>	
Teaching period	Semester 2		
School	Varna University of Management		
Assessment methods			
Assessment Type	Duration/Length of Assessment Type (or equivalent)	Weighting of Assessment	Approximate Date of Submission/Exam
OTHR1 - Group Project and Presentation	3,000 words equivalent (individual contribution)	75%	tbc as per the semester schedule
PRES1 – Individual Presentation	1,000 words equivalent (10-15 minutes)	25%	tbc as per the semester schedule
Aims of the module			
This module is designed to provide the student with theoretical and practical knowledge of sustainable project management focused within the Tourism, Hospitality & Events (THE) industries. Students will work in groups and engage with organisations aligned to their sectors and manage a “real life” project from conception to completion. It will also provide them with the opportunity to enhance their “soft” management skills such as teamwork, leadership, communication and problem solving.			
Learning outcomes			
On successful completion of this module, students should be able to:			
<ul style="list-style-type: none"><li>• Demonstrate critical understanding of the importance of using sustainable project management tools in the THE sector;</li><li>• Demonstrate critical understanding of key project management processes - Project direction, Project Initiation, Stage Definition and Planning</li><li>• Apply the fundamental principles of sustainable project management to project design, delivery and management;</li><li>• Examine and assess THE industry based issues/problems/innovation and present a range of sustainable organisational solutions;</li><li>• Evaluate the appropriateness of a range of tools and techniques to be used for managing projects;</li><li>• Effectively demonstrate individual learning enhancement alongside developing industry based case studies;</li><li>• Reflect critically upon practice and adapt that practice to a variety of contexts and challenges.</li></ul>			
Recommended reading			
Barbone, S. Project management for sustainable development (2017) FEST Burke, Rory (2013) Project management. Fifth Edition. Wiley (available at VUM library) Chiu-Chi, W. (2013) Event Project Management Body of Knowledge. 2nd Edition American Project Management Association. Cobb, A. T. (2012) Leading Project Teams. London: Sage. Flyvbjerk, B. (2017) The Oxford Guide to Megaproject Management. Oxford University Press Hartle, S. (2018) Project Management: A Practical Guide to planning and managing projects. Allen & Unwin Harvard Business Press (2013) <i>Harvard Business Guide to Project management</i> . Harvard Business Press. Harvey, M. (2010) <i>Project Management</i> . 4th Edition. Harlow: Financial Times Prentice Hall Heagney, J. (2016) Fundamentals of Project management. AMACOM Horine, G. (2017) Project Management Absolute beginners’ guide. Que publishing IPMA. (2014) Project Perspectives 2014. Newprint Oy. Finland. ISSN 2242-9905 Kerzner, H. (2017) Project management: A systems approach to planning, scheduling and controlling. Wiley			

Koster K. (2010) International Project Management. London: Sage.  
 Larson, E., Gray, C. (2017) Project Management: The Managerial process. The McGraw Hill  
 Lewis, J. P. (2016) Fundamentals of Project Management 3rd Edition Amacom.  
 Lock, D. (2013) Project management. Tenth edition. Gower (available at VUM library)  
 Maylor, H. (2010) Project management. FT Prentice Hall (available at VUM library)  
 Meredith, J. R., S. J. Mantel (2016) Project management: A managerial approach. 9th ed. Wiley (available at VUM library)  
 Oakey, R. (2012) High-Technology Entrepreneurship. Routledge  
 PMI. (2017) A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th Edition. Project Management Institute  
 Portny, S. (2017) Project Management for Dummies. New Jersey: Wiley  
 Teare, R. (Ed) (latest edition) Managing Projects in Hospitality Organisations. London: Cassell.

### **Journals**

International Journal of Project Management, Elsevier  
 Project Management Journal, Wiley  
 International Journal of Managing Projects in Business, Emerald  
 Journal of Project, Program and Portfolio Management (electronic resource).

### **Open sources – books and online courses**

#### *Online Courses:*

- Introduction to Project Management, University of California, Irvine – coursera.org
- Fundamentals of project management and planning, University of Virginia – coursera.org
- Project Management: the basics for success – coursera.org
- Project Management for Business Professionals, Canvas network
- Principles of Project Management, Polytechnic West, Open2study
- Budgeting and Scheduling Projects, University of California, Irvine
- Project Management Basics, Florida International University, Open education by Blackboard
- Introduction to Project Management, University of Adelaide, EDX
- Develop Project Management Skills, Open Learning

#### **Books:**

Passenheim, O. (2009) Project Management. Bookboon. Available at  
<http://bookboon.com/en/projectmanagement-ebook>  
 Jessen, S. (2012) Project Leadership: Step by Step. Parts 1 and 2. Bookboon Available at  
<http://bookboon.com/en/project-leadership-step-by-step-part-i-ebook>

#### **Useful Websites:**

Defining a Sustainable Economic Future for Wales - Collected Essays (2012) Cynnal Cymru -  
<http://www.cynnalcymru.com/library/defining-sustainable-economic-future-wales-collected-essays>  
 Life Change for A One Planet Wales (2009) Cynnal Cymru - <http://www.cynnalcymru.com/library/life-change-one-planet-wales>  
 STERN REVIEW: The Economics of Climate Change  
[http://webarchive.nationalarchives.gov.uk/+/http://www.hm-treasury.gov.uk/sternreview\\_index.htm](http://webarchive.nationalarchives.gov.uk/+/http://www.hm-treasury.gov.uk/sternreview_index.htm)  
 People and the Planet (2012) The Royal Society - <https://royalsociety.org/policy/projects/people-planet/>  
 European Union Sustainable Development Indicators  
<http://epp.eurostat.ec.europa.eu/portal/page/portal/sdi/indicators>  
 United Nations Sustainable Development Indicators  
<http://sustainabledevelopment.un.org/index.php?menu=200>  
 European Sustainable Tourism Indicators  
[http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/index_en.htm)

Subject specific material supported by key Master's texts in Events, Hospitality & Tourism Management as appropriate to each project.

### **Lecture topics**

- Projects in Contemporary organizations. Aims and objectives of a project

- Project variables, principles, processes
- Project activities, outputs and outcomes. Work breakdown structure. Critical path analysis
- Budgeting – costs and benefits
- Scheduling. Gantt Charts
- Risk management and control issues in industry project management
- Conducting research for projects
- Stakeholders and communications in Industry Project Management
- HRM. SWOT analysis, legal and policy context of a project. Business Case Study
- Quality assurance measures
- Formal presentations of findings and recommendations including oral, visual and written formats
- Reflective and self-analytical skills