



Faculty: FACULTY OF TELECOMMUNICATIONS AND MANAGEMENT

Department: MANAGEMENT IN COMMUNICATIONS

Professional Field: 3.7. ADMINISTRATION AND MANAGEMENT

Doctoral degree program: ORGANIZATION AND MANAGEMENT IN TELECOMMUNICATIONS AND POST

Educational-scientific degree: PhD

LEARNING COURSE DESCRIPTION

1. Course title: *ORGANIZATIONAL MANAGEMENT*

2. Course code: ДЗ.1.X.X.01

3. Type of the course: *Compulsory*

4. Level: *PhD*

5. Number of credits: 15

6. Name of the lecturer: *Prof. Dr. Miglena Petrova Temelkova, Assoc. Prof. Ivaylo Tsvetanov Stoyanov, PhD, Assoc. Prof. Eng. Plamen Tsvetanov Pavlov, PhD*

7. Course learning outcomes:

The aim of the course is to give doctoral students in a systematic way basic knowledge in the field of organization and management in business organizations, as well as to provoke their analytical skills.

Basic knowledge: Doctoral students who have completed their training in the course must acquire basic knowledge about:

- the main functions of strategic and operational management;
- the characteristics, methods and capabilities of the strategic and operational analyzes;
- the role and importance of the strategic decision in the business organizations;
- factors influencing the organization and management of business processes in business organizations;
- human resources management in business organizations.

The practical skills that doctoral students should acquire and develop during the course are related to the application of management tools to support flexible and adaptive management, as well as to build the ability to implement:

- analysis of the environment in business organizations;
- operational analyzes in business organizations;
- implementation of specific measures for human resources management.

Competencies: Upon completion of the course, doctoral students who successfully complete the course must have mastered the theoretical and practical capabilities of strategic and operational organization and management in business organizations, have acquired specific competencies for analysis, defining a scientific problem, planning and realization of scientific research.

8. Teaching methods:

The material is presented in the form of a theory, which is accompanied by examples from the real business process. Significant attention is paid to group dynamics and "experience-based learning" in mastering and understanding the basic methods and tools for strategic and operational analysis and the importance of organizational and managerial activities in the practice of adapting to the global economy, business structures.

9. Prerequisites:

Doctoral students should have in-depth knowledge in the field of organization and management of economic entities in the "Communications" sector.

Courses using the discipline - all included in the curriculum of the doctoral program.

10. Course contents:

The course deals with current topics, divided into eight sections: The first section discusses the fundamentals of strategic management in business entities. The section "Strategic analyzes in business organizations" concerns the main analyzes at the strategic level, performed in economic entities. The section "Strategic decisions in business organizations" provides knowledge about the fundamentals of strategic decision and its specifics in business structures. The fourth section concerns the in-depth study of the main manifestations of operations management in business organizations. The sixth section is related to the analytical activity at the operational level in business organizations, and the seventh - to the organization and management of business processes in business organizations. The seventh section focuses on human resource management in business organizations. The eighth section deals with a summary of the material and discussions related to the topic.

11. Bibliography

Basic literature:

1. **Abegglen, C.** Unternehmen neu erfinden: Das Denk- und Arbeitsbuch gegen organisierten Stillstand. Frankfurter Allgemeine Buch, 2018.
2. **Blokdijk, G.** Business Process Re-engineering (BPR) A Clear and Concise Reference. 5STARCOoks. 2018.
3. **Etzold, V., Godec, S.** Strategie: Planen - erklären – umsetzen. Gabal. 2019.
4. **Goldmann, D.** Die neue Welt der Finanzen. Ebozon Verlag. 2017.
5. **Griffin, R.** Fundamentals of Management, 9th Ed. Cengage Learning, 2018.
6. **Heizer, J., Render, B., Munson, C.** Operations Management: Sustainability and Supply Chain Management, 13th Ed. Pearson, 2019.
7. **Hill, A.** The Encyclopedia of Operations Management: A Field Manual and Glossary of Operations Management Terms and Concepts, 2nd Ed. Ft Press, 2019.
8. **Janson, S.** Führung fit für die Zukunft: Wie gelingt neue Führung in Unternehmen? 10 Experten-Beiträge. Best of HR - Berufebilder.de. 2018.
9. **Krajewski, L., Malhorta, M., Ritzman, L.** Operations Management: Process and Supply Chains, 12th Ed. Pearson, 2018.
10. **Loya, R., Siegel, S.** Business Automation Essentials for the Nontechnical Professional. DejG Press. 2019.
11. **Lussier, R.** Management Fundamentals, 8th Ed. Sage, 2018.
12. **Meisner, H.** Finanzwirtschaft in der Internetökonomie. Springer. 2017.
13. **Odame, P., Jubi, G.** Operations Management. Litmux.com, 2019.
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15. **Slack, N., Brandon-Jones, A.** Operations Management, 9th Ed. Pearson, 2019.
16. **Stivenson, J.** Operations Management, 14th Ed. McGraw-Hill, 2020.
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18. **Temelkova, M.** Development of Controlling in the Organizations from the Service Sector under the Conditions of the Forth Industrial Revolution. International Journal of Advanced Research in Management and Social Sciences, Volume 6, Issue 3, March 2017.
19. **Temelkova, M.** From hierarchical structures to networked business models based on team collaboration. GE-International Journal of Management Research, Volume 6, Issue 2, February, 2018.
20. **Temelkova, M.** Korrelative Untersuchung der Faktoren, die die Unternehmensführung bestimmen. Journal L'Association 1901 "SEPIKE", Osthofen - Deutschland, Poitiers – France, Los Angeles – USA, Ausgabe 13/2016.
21. **Бърнър Р.** От реструктуриране на фирмата към повишаване на печалбата. Blick durch die Wirtschaft, 73/1989.
22. **Павлов, П.** Управление на сертификационната дейност в малките и средни предприятия в България. ВСУ „Ч. Храбър“, 2010.
23. **Павлов, П.** Разработване на система за управление на качеството в съответствие с международния стандарт ISO 9001:2008. ВСУ „Ч. Храбър“, 2010.
24. **Павлов, П.** Проблеми при оптимизация на бизнес-процесите. // Съвременни модели за управление на бизнес-процесите в предприятието, ВСУ „Ч. Храбър“, Варна 2010, с. 105-117.
25. **Стоянов, И.** Основи на управлението. „Авангард прима“, 2018.
26. **Стоянов, И.** Управление на човешките ресурси. „Авангард прима“, 2017.
27. **Стоянов, И.** Стратегическо управление на услугите. „Авангард прима“, 2017.
28. **Стоянов, И.** Управление на групи и екипи. „Авангард прима“, 2014.
29. **Темелкова, М., Стоянов, И., Оцетова, А., Димчева, Г., Колев, Д.** Конвенционално и дигитално управление и предприемачество. „Авангард прима“, 2019.
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31. **Темелкова, М.** Изследване и анализ на оптимизацията на реструктуриращи се производствени организации с дискретен тип производство. Годишник на ВСУ „Черноризец Храбър“. том XIV, Варна, 2008.
32. **Темелкова, М.** Въведение в контролинга. Колор принт. Варна, 2016.
33. **Темелкова, М.** Изследване и анализ на оптимизацията на реструктуриращи се производствени организации с дискретен тип производство. Годишник на ВСУ „Черноризец Храбър“, том XIV. Варна, 2008.
34. **Темелкова, М.** Методи за информационно изследване при оптимизация на реструктуриращи се производствени системи. VI International Conference “Management and Engineering ‘08”. Jan XV, Volume 1 (104), June 2008, Sofia, Bulgaria, 2008.
35. **Темелкова, М.** Стратегически контролинг в бизнес организацията от сектора на услугите. Колор принт. Варна, 2017.

Additional literature:

1. **Темелкова, М.** Контролинг в производствената организация – сборник с тестове. Колор принт. Варна, 2010.
2. **Темелкова, М.** Контролинг в производствената организация. Колор принт. Варна, 2010.
3. **Темелкова, М.** Оптимизация на производствената организация в условията на криза. ВСУ Черноризец Храбър. 2010.
4. **Темелкова, М.** Семинарна тетрадка по контролинг. Колор принт. Варна, 2011.

12. Assessment methods and criteria:

The exam takes the form of a test on the theoretical material and the degree of completion of the analytical activity required in the projects developed during the semester, taking into account the activity of doctoral students during the training process during the semester. The criteria for assessing the theoretical test are described on the test form.

1.Requirements for the assessment of the six-point system

Burden of evaluation:

Assessment in the learning process - developed projects during the semester - carries 50% weight in the final assessment;

Theoretical test of 20 questions with a duration of 40 minutes - carries 50% weight in the final grade, taking into account the correct answers and showing the correct ones for the wrong questions. The evaluation of the results is done according to pre-set criteria (up to 50% correct answers - Poor 2; up to 70% correct answers - Medium 3; up to 80% correct answers - Good 4; up to 90% correct answers - Very good 5 and over 91% - Excellent 6.).

2. Formation of the final mark

	Structural part	Max. points	Example 1	Example 2
1	Teams and analytical work	20	20	16
2	Exam	40	12	25
	Final assessment:	$0,1*60 = 6$	$\Sigma = 0,1*32$ $i \quad 3$	$\Sigma = 0,1*41$ i 4

13. Language of instruction: Bulgarian