ECTS Guide

Part 2: Information on the Programmes offered at Varna University of Management

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BA International Business and Management

General description of the programme

Awarding institutions	Varna University of Management
Teaching institution	Varna University of Management
Final award	BA (Hons) International Business Management
Level of qualification	First / undergraduate degree
Specific admission requirements	Students must normally satisfy minimum entry criteria for admission of students at VUM (see Entry exams at VUM). Students whose native language is not English must provide evidence/certificate that they have at least IELTS 6.0 or equivalent. If students do not provide such evidence they hold an English language entry exam at VUM and the mark is translated into IELTS score. For entering the third franchised year, students must have successfully completed year one and two at VUM.
Specific arrangements for recognition of prior (formal, non-formal and informal)	VUM recognizes periods of study of student transferring from other universities or colleges. Credits are recognized by a commission on the basis of the academic transcript provided by the student.
Qualification requirements and regulations	None
Profile of the programme	The programme in International Business Management is part of Varna University of Management programmes. Specialty education emphasizes on interdisciplinary and innovative educational methods, which helps establishing a beneficial, liberal education environment and encourages students' creativeness. Students have the possibility to study one or two semesters in partner universities abroad, which facilitates their intercultural awareness and competitiveness.
Key learning outcomes	• Demonstrate a range of approaches to solving complex and interrelated international business problems, displaying judgement of appropriate and different perspectives and the knowledge and understanding of what is right and ethical. • Carry out inquiry based learning, critical analysis and evaluation, and creative thinking to provide opportunities and solutions for business success. • Critically assess and evaluate evidence • Critically interpret data and text • Describe and analyse information • Apply knowledge to the solution of familiar and unfamiliar problems • Develop a reasoned argument and challenge assumptions • Take responsibility for one's own learning and continuing professional development • Plan, design and execute practical activities using appropriate techniques and procedures • Undertake fieldwork with due regard for safety and risk assessment • Recognise and respond to moral, ethical and safety issues which directly pertain to the subject domain including relevant legislation and professional code of conduct • Demonstrate a range of transferable skills, including: communication and presentation skills, numerical skills, and ICT skills, interactive and group skills, problem solving skills, ability to self-appraise and reflect on practice, ability to plan and manage learning. Knowledge and understanding

	- Individual and group behaviour within organisations - Demonstrate a broad and critical understanding of the global business context including its main institutional frameworks - The functional areas of business and the forces shaping the wider environment - Display an understanding of research in the area of business and its contribution to practice - The changing international context of business and the challenges this poses to organisations and management - Recognition of cultural differences and how these impact on business - Use of the target language for purposes of understanding and communication in a range of professional and interpersonal settings - Demonstrate knowledge of aspects of the cultures, communities and societies where the language is spoken <u>Cognitive skills</u> - Critically analyse and draw reasoned conclusions concerning complex structured, and to a more limited extend unstructured, problems - Identify, extract and critically analyse and evaluate data from multiple sources for problem solving and decision making - Present arguments and make judgments which are supported by appropriate evidence - Demonstrate an ability to apply critical skills to the operation and practice of business within organisational contexts - Display an ability to adopt a broad perspective and to engage in informed criticism of existing business practices - Communicate effectively within a multidisciplinary and/or multi-lingual context - Demonstrate appropriate levels of achievement in the ability to use productive and receptive language skills for a range of purposes and audiences <u>Practical skills and professional skills</u> - Manage own learning process - Describe business and professional practices in relation to its social, political and environmental context - Utilise their knowledge, understanding and skills to plan and successfully complete a business task - Work effectively, individually or as a part of a team, within a real or simulated business situation

	• Demonstrate an understanding of the ethical issues within the profession and also broader ethical issues facing the business community along with their implications • Exhibit self-awareness, openness and sensitivity to diversity in terms of cultures, projects and business management issues • Use and present material in the target language and one's own language in written and oral forms in a clear and effective manner Transferable Skills • Take responsibility for own learning and independently create and implement plans to achieve specific goals and objectives • Work in groups effectively by adopting appropriate roles and processes • Communicate effectively, orally and in writing in their native and foreign language by selecting a format and style appropriate to the context • Select and apply quantitative and qualitative analysis techniques appropriate to the task to analyse and evaluate problems • Demonstrate competence in the application of standard business IT applications • Reflect on their learning actions and be culturally sensitive and aware • Develop the skills of the reflective practitioner • Apply analytical and problem-solving skills though the medium of the target language

Occupational profiles of graduates with examples	Graduates have the required skills that may enhance their opportunities in securing employment at a managerial level in public and private sectors globally. The acquired technical and interpersonal skills, and knowledge enable graduate students to make an effective contribution and find employment opportunities in a wide range of international fields including government, banking, financial services, industry, logistics, supply chain management, marketing, sales, management consulting, entrepreneurship and administration. Graduates in BA (Hons) International Business Management will be able to explore career management opportunities in global marketing, international logistics and export. Typical roles for our graduates include: • Human resources officers • International Trade Manager • Management consultants • Marketing managers • Business Development Manager • Operational researchers • General managers • Risk managers

Access to further studies	Yes

Course structure diagram with credits (60 per fulltime academic year)

№	Code	Module / Subject	ECTS
1	2	3	11
Year One			
First semester			
Compulsory modules			
		Module: Economics and business environment	12
	ECON101	Economics	9
	BUS101	Business environment	3
		Module: Marketing and business communications	12
	MAR111	Principles of hospitality marketing	8
	LAN100	Business communications	4
		Module: Foreign languages I	6
	LAN101	English for business and tourism	3
	LAN102	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Second semester			
Compulsory modules			
		Module: Research and Statistics	12
	RES101	Research and Statistics	8
	COM101	Information technologies	4
		Module: Accounting and finance	12
	ACC101	Introduction to accounting	6
	FIN101	Introduction to finance	6
		Module: Foreign languages II	6
	LAN101	English for business and tourism	3
	LAN102	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Summer internship I			
		Summer internship I	*6*
	INT101	Summer internship I	6
Total			6
Year Two			
Third semester			
Compulsory modules			
		Module: Management	12
	MAN201	Management	6
	MAN202	Human Resource Management	6
		Module: Organisational behaviour	12
	MAN203	Organisational behaviour	6

	BUS102	Intercultural awareness for business	6
		Module: Foreign languages III	6
	LAN201	English for business and management	3
	LAN202	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Fourth semester			
Compulsory modules			
		Module: Marketing communications and marketing research	*12*
	MAR202	Marketing communications	6
	MAR201	Marketing research	6
Elective modules			
		Module: Entrepreneurship	*12*
	BUS202	Entrepreneurship	5
	BUS204	Project management	3
	ACC201	Managerial Accounting	4
		Module: Business planning	*12*
	BUS203	Business planning	5
	BUS204	Project management	3
	FIN201	Financial planning	4
Compulsory modules			
		Module: Foreign languages IV	6
	LAN201	English for academic writing	3
	LAN202	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Summer internship II			
		Summer internship II	*6*
	INT201	Summer internship II	6
Total			6
Third year			
Fifth semester			
Compulsory modules			
		Module: International Business and Cultural Diversity	10
	BUS301	International Business and Cultural Diversity	10
Elective module (1 of 4)			
		Module: Managing Change in Theory and Practice	*10*
	MAN306	Managing Change in Theory and Practice	10
		Module: International and Global Marketing	*10*
	MAR301	International and Global Marketing	10
		Module: Strategic Management of Information Systems	*10*
	COM301	Strategic Management of Information Systems	10
		Module: Strategic Management	*10*
	MAN301	Strategic Management	10
Compulsory modules			
		Module: Foreign languages V	10

	LAN301	English (Business, contemporary language and socio-economic environment)	5
	LAN302	Second foreign language (English/German/French/Spanish/Russian)	5
Total			30
Sixth semester			
		Module: International Business Management	10
	MAN302	International Business Management	10
		Module: Foreign languages VI	10
	LAN301	English (Business, contemporary language and socio-economic environment)	5
	LAN302	Second foreign language (English/German/French/Spanish/Russian)	5
		*Module: Diploma project**	10
Total			30
Total for the three years of study			192

* Students select 1 out of 2 options:
DPD *Dissertation*
DPE *Enterprise project*

Teaching and learning methods, examination regulations, assessment and grading	Methods of delivery will include lectures supported by seminars, directed reading, workshops, presentations, role-play, practical courses and case studies. Innovative methodology will be used where applicable and would include field studies and work based learning and consultancy exercises.
	The module leaders will as applicable utilize guest speakers from both the academic and business world to enhance the learning experience of the students and ensure currency within the curriculum. The learning outcomes described in the previous section are assessed within the module through a variety of methods, including examinations, coursework, essays, presentations, assessed practical courses, reports and project work. The matching of learning outcomes and assessment methods is under constant review by module leaders, Exams and Quality Commission at VUM, external Examiners. A strong emphasis upon work based learning, experiential learning and work based assessment will be a fundamental characteristic of the Year One of the programme.
Graduation requirements	All exams from the three years need to be passed
Mode of study (full-time, part-time, e-learning.)	Full-time
Programme director or equivalent.	Violina Ratcheva, PhD

BA International Hospitality Management (Programme Specification)

General description of the programme

Awarding institutions	Varna University of Management
Teaching institution	Varna University of Management
Final award	BA (Hons) International Hospitality Management Manager in Hospitality
Level of qualification	First / undergraduate degree
Specific admission requirements	Students must normally satisfy minimum entry criteria for admission of students at VUM (see Entry exams at VUM). Students whose native language is not English must provide evidence/certificate that they have at least IELTS 6.0 or equivalent. If students do not provide such evidence they hold an English language entry exam at VUM and the mark is translated into IELTS score. For entering the third franchised year, students must have successfully completed year one and two at VUM.
Specific arrangements for recognition of prior (formal, non-formal and informal)	VUM recognizes periods of study of student transferring from other universities or colleges. Credits are recognized by a commission on the basis of the academic transcript provided by the student.
Qualification requirements and regulations	None
Profile of the programme	The programme in International Hospitality Management is part of Varna University of Management programmes. Specialty education emphasizes on interdisciplinary and innovative educational methods, which helps establishing a beneficial, liberal education environment and encourages students' creativeness. Students have the possibility to study one or two semesters in partner universities abroad, which facilitates their intercultural awareness and competitiveness.
Key learning outcomes	• Critically assess and evaluate evidence • Critically interpret data and text • Describe and analyse information • Apply knowledge to the solution of familiar and unfamiliar problems • Develop a reasoned argument and challenge assumptions • Take responsibility for one's own learning and continuing professional development • Plan, design and execute practical activities using appropriate techniques and procedures • Undertake fieldwork with due regard for safety and risk assessment • Recognise and respond to moral, ethical and safety issues which directly pertain to the subject domain including relevant legislation and professional code of conduct • Demonstrate a range of transferable skills, including: communication and presentation skills, numerical skills, and ICT skills, interactive and group skills, problem solving skills, ability to self-appraise and reflect on practice, ability to plan and manage learning Use technical and interpersonal skills and knowledge to propose and evaluate practical and theoretical solutions to complex problems in the core areas of hospitality: • Operate and manage human and technical resources • Apply theory to the solution of complex problems within the core areas of hospitality

	• Analyse and evaluate food, beverage and/or accommodation service systems, their implementation and operation • Discuss the centrality of the hospitality consumer and meet and respond to their needs Understand and apply the theory and concepts underpinning consumer behaviour within the hospitality context: • Analyse the needs and expectations of different hospitality consumers and develop appropriate responses • Analyse the quality of the service encounter and its impact on the hospitality consumer and the service provider • Be able to explain the patterns and characteristics of tourism demand and the influences on such demand • Have an understanding of the ways in which tourists behave at destinations • Understand the cultural significance of tourism for the tourists and their societies

	Identify and respond appropriately to the diversity that prevails within the hospitality industry in relation to stakeholders such as: • Hospitality consumers • Hospitality employees • Hospitality organisations • Government and external agencies Evaluate and apply, within the hospitality context, appropriate theory and concepts from the generic management areas of: • Operations Management • Finance and Management Accounting • Human resources and Organisational Behaviour • Service Marketing • Information Systems and Technology • Strategic Management Analyse and evaluate the business environment and its impact on the hospitality industry: • Discuss the structure of the hospitality industry and the contribution that it makes to the global economy • An understanding of environmental influence which impact on hospital operating within the hospitality industry • An understanding of political, technological, social and economic factors which affect the supply of and demand for hospitality.

Occupational profiles of graduates with examples	The acquired technical and interpersonal skills, and knowledge enable graduate students to make an effective contribution to a hospitality organisation as a supervisor or middle manager. Upon graduation, students from the BA (Hons) IHM programme should have developed leadership skills and a critical appreciation of the roles hospitality managers undertake in companies operating in the sphere of tour agencies, hospitality, restaurants, marketing, advertisement, tourist servicing, reservations and accommodation. The acquired knowledge in economics, business communications, hospitality and restaurants, accounting and finance, tour operations, and the developed communication skills in two or three foreign languages allow graduates to design and develop new enterprises in the hospitality and tourism industry, and to seek a career in big and medium-sized companies as: Manager in tour agency, hospitality or restaurant industry Marketing manager in tourism Employee in tourist information center Contract manager in tour agency Guide/tour agency representative Tourism specialist in municipal administration Agent in Tourism or Sales departments Agent or assistant in Marketing/Sales, Congress tourism

Access to further studies	Yes
Course structure diagram with credits (60 per fulltime academic year)	

№	..Code	Module / Subject	ECTS
1	2	3	11
Year One			
First semester			
Compulsory modules			
		Module: Economics and business environment	12
	ECON101	Economics	9
	BUS101	Business environment	3
		Module: Marketing and business communications	12
	MAR111	Principles of hospitality marketing	8
	LAN100	Business communications	4
		Module: Foreign languages I	6
	LAN101	English for business and tourism	3
	LAN102	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Second semester			
Compulsory modules			
		Module: Research and Statistics	12
	RES101	Research and Statistics	8
	COM101	Information technologies	4
		Module: Accounting and finance	12
	ACC101	Introduction to accounting	6
	FIN101	Introduction to finance	6

		Module: Foreign languages II	6
	LAN101	English for business and tourism	3
	LAN102	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Summer internship I			
		Summer internship I	*6*
	INT101	Summer internship I	6
Total			6
Year Two			
Third semester			
Compulsory modules			
		Module: Management	12
	MAN201	Management	6
	MAN202	Human Resource Management	6
		Module: Introduction to tourism	12
	TOUR201	Introduction to hospitality and tourism	8
	TOUR202	Tour operators, travel agents and passenger transport	4
		Module: Foreign languages III	6
	LAN201	English for academic writing	3
	LAN202	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Fourth semester			
Compulsory modules			
		Module: Hotel operations management	*12*
	HSP201	Hotel operations management	6
	COM211	Hotel software	3
	HSP202	Practice Hotel	3
Elective modules			
		Module: Entrepreneurship	*12*
	BUS202	Entrepreneurship	5
	BUS204	Project management	3
	HSP203	International hotels development and management	4
		Module: Business planning	*12*
	BUS203	Business planning	5
	BUS204	Project management	3
	HSP203	International hotels development and management	4
Compulsory modules			
		Module: Foreign languages IV	6
	LAN201	English for academic writing	3
	LAN202	Second foreign language (English/German/French/Spanish/Russian)	3
Total			30
Summer internship II			
		Summer internship II	*6*
	INT201	Summer internship II	6

Total			6
Third year			
Fifth semester			
Elective module			
		Specialising module I	10
		Elective subject 1*	5
		Elective subject 2*	5
		Module: Conferences, Exhibitions and Corporate Events	*10*
	HSP305	Conferences, Exhibitions and Corporate Events	10
Elective module			
		Module: F&B Management	*10*
	HSP301	F&B management	10
		Module: Hotel design and maintenance	*10*
	HSP302	Hotel design and maintenance	10
Compulsory modules			
		Module: Foreign languages V	10
	LAN301	English (Business, contemporary language and socio-economic environment)	5
	LAN302	Second foreign language (English/German/French/Spanish/Russian)	5
Total			30
Sixth semester			
		Module: Strategic management in hospitality	10
	MAN311	Strategic management in hospitality	10
		Specialising module II	10
		Elective subject 3*	5
	MAN312	Employability and Career Development	5
		*Module: Diploma project***	10
Total			30
Total for the three years of study			192

* Students select 3 out of 5 subjects:
MAR316 *Digital Consumer Experience for THE*
MAR315 *Branding, advertising and contemporary consumption in tourism*
BUS306 *Public Relations and Sponsorship*
FIN311 *Corporate finance in hospitality*
MAN313 *Employee Resourcing*

** Students select 1 out of 2 options:
DPD *Dissertation*
DPE *Enterprise project*

Teaching and learning methods, examination regulations, assessment and grading	Methods of delivery will include lectures supported by seminars, directed reading, workshops, presentations, role-play, practical courses and case studies. Innovative methodology will be used where applicable and would include field studies and work based learning and consultancy exercises.

	The module leaders will as applicable utilise guest speakers from both the academic and business world to enhance the learning experience of the students and ensure currency within the curriculum. The learning outcomes described in the previous section are assessed within the module through a variety of methods, including examinations, coursework, essays, presentations, assessed practical courses, reports and project work. The matching of learning outcomes and assessment methods is under constant review by module leaders, Exams and Quality Commission at VUM, external Examiners. A strong emphasis upon work based learning, experiential learning and work based assessment will be a fundamental characteristic of the Year One of the programme.
Graduation requirements	All exams from the three years need to be passed
Mode of study (full-time, part-time, e-learning...)	Full-time
Programme director or equivalent.	Maya Ivanova, PhD

BA International Tourism Management (Programme Specification)

General description of the programme

Awarding institutions	Varna University of Management
Teaching institution	Varna University of Management
Final award	BA (Hons) International Tourism Management
Level of qualification	First / undergraduate degree
Specific admission requirements	Students must normally satisfy minimum entry criteria for admission of students at VUM (see Entry exams at VUM). Students whose native language is not English must provide evidence/certificate that they have at least IELTS 6.0 or equivalent. If students do not provide such evidence they hold an English language entry exam at VUM and the mark is translated into IELTS score. For entering the third franchised year, students must have successfully completed year one and two at VUM.
Specific arrangements for recognition of prior (formal, non-formal and informal)	VUM recognizes periods of study of student transferring from other universities or colleges. Credits are recognized by a commission on the basis of the academic transcript provided by the student.
Qualification requirements and regulations	None
Profile of the programme	The programme in International Tourism Management is part of Varna University of Management programmes. Specialty education emphasizes on interdisciplinary and innovative educational methods, which helps establishing a beneficial, liberal education environment and encourages students' creativeness. Students have the possibility to study one or two semesters in partner universities abroad, which facilitates their intercultural awareness and competitiveness.
Key learning outcomes	• Enable students to acquire the knowledge and skills for a career in the tourism industry. • Critically assess and evaluate evidence • Critically interpret data and text • Describe and analyse information • Apply knowledge to the solution of familiar and unfamiliar problems • Develop a reasoned argument and challenge assumptions • Take responsibility for one's own learning and continuing professional development • Plan, design and execute practical activities using appropriate techniques and procedures • Undertake fieldwork with due regard for safety and risk assessment • Recognise and respond to moral, ethical and safety issues which directly pertain to the subject domain including relevant legislation and professional code of conduct • Demonstrate a range of transferable skills, including: communication and presentation skills, numerical skills, and ICT skills, interactive and group skills, problem solving skills, ability to self-appraise and reflect on practice, ability to plan and manage learning Use technical and interpersonal skills and knowledge to propose and evaluate practical and theoretical solutions to complex problems in the core areas of tourism: • Operate and manage human and technical resources

	• Apply theory to the solution of complex problems within the core areas of tourism • Discuss the centrality of the tourist/consumer and meet and respond to their needs Understand and apply the theory and concepts underpinning consumer behaviour within the tourism context: • Analyse the needs and expectations of different consumers and develop appropriate responses • Develop an understanding of the products, structure, operation and management of the tourism industry • Be able to explain the patterns and characteristics of tourism demand and the influences on such demand • Have an understanding of the ways in which tourists behave at destinations • Understand the cultural significance of tourism for the tourists and their societies

	Evaluate and apply, within the tourism context, appropriate theory and concepts from the generic management areas of: • Finance and Management Accounting • Human resources • Service Marketing • Information Systems and Technology • Strategic Management Analyse and evaluate the business environment and its impact on the tourism industry: • Discuss the structure of the tourism industry and the contribution that it makes to the global economy • An understanding of political, technological, social and economic factors which affect the supply of and demand for tourism.

Occupational profiles of graduates with examples	The acquired technical and interpersonal skills, and knowledge enable graduate students to make an effective contribution to a tourism organization as a supervisor or middle manager. Upon graduation, students from the BA (Hons) ITM programme should have developed leadership skills and a critical appreciation of the roles tourism managers undertake in companies operating in the sphere of tour agencies, marketing, advertisement, tourist servicing, reservations and accommodation. The acquired knowledge in economics, business communications, managing tourist resources, accounting and finance, tour operations, and the developed communication skills in two or three foreign languages allow graduates to design and develop new enterprises in the hospitality and tourism industry, and to seek a career in big and medium-sized companies as: Manager in tour agency Marketing manager in tourism Employee in tourist information center Contract manager in tour agency Guide/tour agency representative Tourism specialist in municipal administration Agent in Tourism or Sales departments Agent or assistant in Marketing/Sales, Congress tourism

Access to further studies	Yes
Course structure diagram with credits (60 per fulltime academic year)	**Varna University of Management** **PROGRAMME CURRICULUM** **BA (Hons) INTERNATIONAL TOURISM MANAGEMENT**

№	Code	Module/Subject
1	2	
Year 1		
Semester 1		
Compulsory modules		
		Module: Economics and Business Environment
	ECON101	Economics
	BUS101	Business environment
		Module: Marketing and Business communications
	MAR111	Principles of tourism marketing
	LAN100	Business communications
		Module: Foreign languages I
	LAN101	English
	LAN102	Second language
Total		
Semester 2		
Compulsory modules		
		Module: Research methods
	RES101	Research and Statistics

	COM101	Information technologies
		Module: Accounting and Finance
	ACC101	Introduction to Accounting
	FIN101	Introduction to Finance
		Module: Foreign languages II
	LAN101	English
	LAN102	Second language
Total		
Summer internship I		
		Summer internship I
	INT1	Summer internship I
Total		
Year 2		
Semester 3		
Compulsory modules		
		Module: Management
	MAN201	Management
	MAN202	Human Resource Management
		Module: Introduction to tourism
	TOUR201	Introduction to hospitality and tourism
	TOUR202	Tour operators, travel agents and passenger transport
		Module: Foreign languages III
	LAN201	English
	LAN202	Second language
Total		
Semester 4		
Compulsory modules		
		Module: Managing tourism
	TOUR203	Destination marketing and management
	TOUR204	Managing tourist resources
Elective modules		
		Module: Entrepreneurship
	BUS202	Entrepreneurship
	BUS204	Project management
	TOUR205	Special interest tourism
		Module: Business planning
	BUS203	Business planning
	BUS204	Project management
	TOUR205	Special interest tourism
Compulsory modules		
		Module: Foreign languages III
	LAN201	English
	LAN202	Second language
Total		
Summer internship II		
		Summer internship II
	INT2	Summer internship II
Total		

Third year		
Fifth semester		
Elective module		
		Specialising module I
		Elective subject 1*
		Elective subject 2*
		Module: Managing special events in the hotel (Conferences, Exhibi and Corporate events)
	HSP303	Managing special events in the hotel (Conferences, Exhibitions and Corporate events)
		Module: Festivals and Cultural Events
	HSP305	Festivals and Cultural Events
Compulsory modules		
		Module: Tourism ethics
	TOUR310	Tourism ethics
		Module: Foreign languages V
	LAN301	English (Business, contemporary language and socio-economic environment)
	LAN302	Second foreign language (English/German/French/Spanish/Russian
Total		
Sixth semester		
		Module: Strategic management for THE
	MAN311	Strategic management for THE
		Module: Tourism Culture, Power and Identity
	TOUR309	Tourism Culture, Power and Identity
		*Module: Diploma project***
Total		
Total for the three years of study		

* Students select 2 out of 5 subjects:
Branding, advertising and contemporary consumption in tourism MAR315
Public and Media Relations for THE MAR312
Corporate Finance in hospitality FIN311
Employability and Career Development MAN312
Field Study 3 RES311

Teaching and learning methods, examination regulations, assessment and grading	Methods of delivery will include lectures supported by seminars, directed reading, workshops, presentations, role-play, practical courses and case studies. Innovative methodology will be used where applicable and would include field studies and work based learning and consultancy exercises.

	The module leaders will as applicable utilise guest speakers from both the academic and business world to enhance the learning experience of the students and ensure currency within the curriculum. The learning outcomes described in the previous section are assessed within the module through a variety of methods, including examinations, coursework, essays, presentations, assessed practical courses, reports and project work. The matching of learning outcomes and assessment methods is under constant review by module leaders, Exams and Quality Commission at VUM, external Examiners. A strong emphasis upon work based learning, experiential learning and work based assessment will be a fundamental characteristic of the Year One of the programme.
Graduation requirements	All exams from the three years need to be passed
Mode of study (full-time, part-time, e-learning...)	Full-time
Programme director or equivalent.	Maya Ivanova, PhD

Module Descriptions for VUM Undergraduate Programmes' Courses

Business Communications

Module Title	**Module Number**	**JACS Subject Code**	**ASC Category**
Business Communication	BSP6004	N550	7

Level	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
3	20	10	2	0%	Taught

Teaching Period	**Pre-requisites**
Semester 1 and 2	Year 1 and 2 marketing modules

Module Leader	**Schools**	**Campus**
Polina Mitkova	Varna University of Management	Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Presentation	7 min	50%	December
Examination	1hours	50%	December

Aims

The aim of this module is to apply and expand on students' knowledge, skills and practical techniques for communication in multicultural working environment. The accent is on skills for business communication, conflict management, cultural awareness and business correspondence.

Learning Outcomes

On successful completion of the module, the student should be able to:

- Apply their knowledge for communication in business environment
- Be able to engage more effectively in working environment
- Be able to present their verbal and nonverbal communication skills
- Be able to listen and deliver working messages

Learning and Teaching Delivery Methods

Contact Hours	28 hrs lecture; 24 hrs seminars
Independent Study	152 hrs
Total	200hrs

Indicative Content

- Nature of business communication, small talk
- Listening – active, effective, emphatic
- Presenting skills
- Creating goodwill – You- attitude, reader benefits
- Creating goodwill – Positive emphasis, reader benefits

Recommended Reading and Required Reading

Required Reading

- Covey,S.(2004)The seven habits of highly effective people. Simon & Schuster *or* Free Press – read about habit 5: Seek first to understand, then to be understood.
- Chialdini, R. B.(2001)Influence: The psychology of Persuasion (4th ed.) Boston. – read chapter 5:
- Gallo, C. (2010) The Presentation Secrets of Steve Jobs: How to be insanely great in front of any audience. McGraw Hill

Recommended Reading

- Chialdini, R. B.(2005)Influence: Science and Practice (4th ed.)Boston: Allyn and Bacon.
- Fisher, R., Ury, W., Patton, B. (1991) Getting to Yes.
- Ury, W. (1993) Getting past No.

- Penrose, J. M., Rasberry, R.W., Myers, R. J. (2004) Business Communication for Managers: An Advanced Approach. THOMSON South-Western - Roebuck, D (2002) Improving Business Communications Skills. Kennesaw State University - Janasz, S.C., Dowd K, O., Schneider B.Z. (2002) Interpersonal Skills in Organizations. McGraw Hill - Wayne, F. S., Dauwalder, D.P. (1994) Communicating in Business. An Action-Oriented Approach. Illinois: Burr Ridge
Access to Specialist Requirement

Business Environment

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Economics and Business Environment *Subject:* Business Environment	BUS101		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
4		3			Compulsory

Teaching Period	**Pre-requisites**
1st semester	None

Module Leader	**School(s)**	**Campus**
Svilena Mihaylova	Varna University of Management	Dobrich/Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Assignment	4500 words	100%	16 – 21. 11. 2015

Aim(s)

The subject introduces students to the key features of business organisations and the complex environment in which they operate. The subject enables students to attain knowledge about the internal context of business such as the organisation's structure and functions and the way they are configured in pursuit of specified organisational objectives. Subject participants are also encouraged to develop a critical instinct for key factors which influence organisations such as the political, macroeconomic, technological, social, legal environment etc.

Learning Outcomes

On completion of this unit students will be able to:
Indicate the basic features of business activity;
Identify alternative organisation structures used by business organisations;
Articulate the advantages and disadvantages of different forms of ownership;
Distinguish the external and internal determinants of organizational activities;
Illustrate the interaction between a firm's internal and external environments;
Analyse and evaluate environmental impact on the organisation using models such as SWOT and PESTEL.

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	15 hours
Student Centred Learning	45 hours
Total hours	75 hours

Indicative Content

Introduction to Business Environment
Structure, functions and forms of ownership of business organisations
Government and business
Corporate social responsibility
Political environment
Macroeconomic environment
Technological environment
Demographic, social and cultural context of business
The resource context of business
Legal environment

Global business environment SWOT and PESTEL analysis
Literature
Core reading: Worthington, I., Britton, C. (2006) *The Business Environment*, Pearson Education (free Internet access and also available at VUM library in Dobrich) *Additional reading:* *Business Environment*: Course Book (2013) BPP Learning Media (Firm), In Business Essentials, London: BPP Learning Media, 3rd edition, eBook (available at EBSCOhost database) Guy, F. (2009) *The Global* ***Environment*** *of* ***Business***, OUP Oxford (available at EBSCOhost database) Proctor, T. (2000), *Analysing the business environment*, Chapter seven in “Strategic Marketing: An introduction”, Routledge, London (available at EBSCOhost database) Baron, D. (2013) *Business and its Environment*, 7th edition, NY: Pearson Education Inc. Kelly, P., Ashwin, A. (2013) *The Business Environment*, CENGAGE Learning.
Access to Specialist Requirements

Economics

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Economics and Business Environment *Subject:* Economics	ECON101		

Level (0- M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
4		9			Compulsory

Teaching Period	**Pre-requisites**
1st semester	None

Module Leader	**School(s)**	**Campus**
Svilena Mihaylova	Varna University of Management	Dobrich/ Varna

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Inclass test	2 academic hours	50%	30. 11. – 05. 12. 2015
Written exam	2 academic hours	50%	11. 01. 2016

Aim(s)
The subject introduces students to the fundamental theories of microeconomics, macroeconomics and international economics. Some of the key topics include: demand and supply, consumer choice, costs of production, market structures, unemployment, inflation, business cycle, economic policies, international economic relations etc. The aim of the subject is to enable students to develop sound analytical skills necessary for understanding and providing solutions for various problems in the field of economics and business.
Learning Outcomes
On completion of this unit students will be able to: Use graphical and mathematical analysis in relation to various economic problems Find market equilibrium Calculate revenue, costs and profit Analyse market structures Calculate GDP, unemployment rate, consumer price index etc. Analyze macroeconomic data and common economic trends Understand fiscal and monetary policies Provide decisions of complex economic problems by applying some of the fundamental aspects of economic theory

Learning and Teaching Delivery Methods	
Lectures	30 hours
Seminars	30 hours
Consultations	30 hours
Student Centred Learning	135 hours
Total hours	225 hours
Indicative Content	
Production possibilities frontier, opportunity costs Supply, demand and market equilibrium Elasticity Consumer equilibrium Output and costs Market Structures Gross Domestic Product Aggregate demand and supply Unemployment Inflation Business Cycles Economic policies International Trade Balance of payments Foreign direct investment and Multinational enterprises	
Recommended Reading & Required Reading	
Besanko, D. and R. Braeutigam (2010) *Microeconomics*, 4th edition (free Internet access) Mankiw, G. (2012) *Principles of Macroeconomics*, 6th edition (free Internet access) O’Sullivan, A, S. Sheffrin and S. Perez (2010) *Economics: Principles and Applications and Tools*, Pearson (available at VUM library in Dobrich) Das, Satya P. (2007) *Microeconomics for Business*, SAGE Publications Pvt. Ltd., eBook (available at EBSCOhost database) ***Economics** : Course Book* (2013) BPP Learning Media (Firm), In Business Essentials, London: BPP Learning Media, 3rd edition, eBook (available at EBSCOhost database) Carbaugh, R. (2013) *International Economics*, South-Western Cengage Learning, (available at VUM library in Dobrich)	

Employability and Career Development

<table>
<tr><th colspan="4">Module Title</th><th>Module Number</th><th colspan="2">JACS Subject Code(s) and % of each subject</th><th>ASC Category</th></tr>
<tr><td colspan="4">Employability and Career Development</td><td><b>HLT6043</b></td><td colspan="2"></td><td></td></tr>
<tr><th>Level</th><th colspan="2">Credits</th><th>Module Value</th><th colspan="2">% Taught in Welsh</th><th colspan="2">Module Type</th></tr>
<tr><td>6</td><td colspan="2">10</td><td>1.0</td><td colspan="2"></td><td colspan="2">Taught</td></tr>
<tr><th colspan="4">Teaching Period</th><th colspan="2">Pre-requisites</th><th colspan="2">ECTS Value</th></tr>
<tr><td colspan="4">Term 1</td><td colspan="2">None</td><td colspan="2">5</td></tr>
<tr><th colspan="4">Module Leader</th><th colspan="2">School(s)</th><th colspan="2">Campus</th></tr>
<tr><td colspan="4">Irina Petkova</td><td colspan="2">Varna University of Management</td><td colspan="2">Dobrich, Dobrich</td></tr>
<tr><th colspan="8">Assessment Methods</th></tr>
<tr><td colspan="2">Assessment Type</td><td colspan="2">Duration/Length of Assessment Type</td><td colspan="2">Weighting of Assessment</td><td colspan="2">Approximate Date of Submission</td></tr>
<tr><td colspan="2">Written assessment</td><td colspan="2">3000 words</td><td colspan="2">100%</td><td colspan="2">28.03.2016</td></tr>
<tr><th colspan="8">Aim(s)</th></tr>
<tr><td colspan="8">To further prepare Tourism, Hospitality and Event 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.</td></tr>
<tr><th colspan="8">Learning Outcomes</th></tr>
</table>

By the end of the module the student will be able to:-
Research and critically evaluate the graduate employment market.
Identify where their chosen career path/s may lie within the employment market and methods to access these pathways.
Synthesize the component skills and knowledge requirements of the chosen career path/s and delineate how they can demonstrate these skills for the workplace.
Research and Design a series of personal/professional career documentation templates that can be used in following identified paths: Hospitality, Tourism, Events and relevant management disciplines for the recruitment market.

Learning and Teaching Delivery Methods

Lectures	10 Hours
Seminars	10 Hours
Student - centred learning 80 Hours	

Indicative Content

Current employment patterns, opportunities, reward levels, skill requirements, employment statistics.
The graduate recruitment process including fairs, open days, graduate employment agencies and e-application processes.
Industry insights into employment from alumni and industry representatives demonstrating key points in the employability process.
Gaining an unfair advantage fairly: hints, tips for success and making yourself visible and viable.

Recommended Reading and Required Reading

Required Reading:
Innes, J. (2009) *The CV Book: Your Definitive Guide to Writing the Perfect CV*. London: Prentice-Hall.
Longson,S. (1999) *Making Work Experience Count. How To Get The Right Work Experience and Improve Your career Prospects*. Oxford: How To Books Ltd. (Available as an E Book)
Linda Lee - Davis (2007) *Developing Work and Study Skills.* Thomson Learning
Bovee C.L., Trill J.V. (2005) Business Communication Today. Prentice Hall

The following websites contain information relevant to this module:
Kogan Page - *http://wdn.ipublishcentral.net/koganpage/viewinside/797725812791*
Sunday Times A-Z Careers - *http://appointments.thesundaytimes.co.uk/employers*
Careers Wales.- *http://www.careerswales.com*
Graduate Prospects.ac.uk - *http://www.prospects.ac.uk/*
Institute of Hospitality.- *http://www.instituteofhospitality.org/Careers/*
NSO Online - *http://www.statistics.gov.uk/instantfigures.asp*

Access to Specialist Requirements

Library and learning resources

Entrepreneurship

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
Entrepreneurship	BUS202		

Level (3 to 8)	Credits	ECTS Credit	Module Value	% Taught in Welsh	Module Type
5		5			Taught

Teaching Period	Pre-requisites
Semester Two	Economics and business environment Marketing and business communications Management

Module Leader	School(s)	Campus
Dr. Violina Ratcheva	Varna University of Management	Varna/Dobrich

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate date of submission
Business Plan	4000 words	80%	11th April 2016

Presentation and defence of the Business Plan	PowerPoint presentation (15minutes)	20%	April 2015

Aim(s)

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 Levels 1 and 2.

Learning Outcomes

After completing the module the student should be able to:

- Understand the fundamental aspects of business start-up in various contexts
- Identify the key steps involved in setting up an entrepreneurial venture
- Demonstrate an understanding of the key elements of the business planning process
- Develop and defend a business plan
- Know how to start their own business
- Know where to seek funding
- Understand the pitfalls of business creation
- Understand the key role of entrepreneurs in the development of the economy

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	15 hours
Seminars	30 hours
Student centred learning	80 hours
Total	125 hours

Indicative Content

- Definitions of entrepreneurship and small businesses
- The role of entrepreneurship and small business in the economy
- Entrepreneurship and innovation
- Forms of entrepreneurship: starting a business, obtaining somebody else’s business and team entrepreneurship
- Finding and evaluating business ideas
- Entrepreneurial strategies, business planning and resource gathering
- Risk taking and the performance of small firms
- Financing options and analysis
- The major components of a business plan
- Initiating and developing the plan

Recommended Reading & Required Reading

Required Reading

Burns, P. (2011). Entrepreneurship & Small Business: Start-up, Growth and Maturity, 3rd Edition, Palgrave Macmillan.

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

Barringer, B. R. & Ireland, R. D. (2015). Entrepreneurship: Successfully Launching New Ventures, 5th Edition, Prentice-Hall.

Recommended Reading

Oakey, R. (2012). High-Technology Entrepreneurship. Routledge.

Mariotti, S. & Glacking, C. (2012) Entrepreneurship: Starting and Operating a Small Business. 3rd Edition, Prentice Hall.

Journals

International Journal of Entrepreneurship and Small Business

Journal of Small Business Management

Creativity and Innovation Management International Small Business Journal
Access to Specialist Requirements
None

Hotel Operations Management

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Hotel Operations Management	HSP201		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
		6			Compulsory

Teaching Period	**Pre-requisites**
Summer semester 4	Introduction to hospitality and tourism

Module Leader	**School(s)**	**Campus**
Maya Ivanova, PhD	Varna University of Management	Varna, Dobrich

Assessment Methods			
Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate date of submission**
Integrated Assignment (Group) 4000 words	50%		Integrated Assignment (Group) 4000 words
Written Individual Exam	2 hours	50%	

Aim(s)

This subject provides the student with an introduction to the hotel industry as a whole and gives the opportunity to investigate different sectors in more detail. The module is designed to run in conjunction with the Hotel Operations: Practice module.

Learning Outcomes

On completion of this unit the student will:

- Identify characteristics of various sectors of the hotel industry Discuss current issues affecting hoteliers
- Identify the hierarchy of food and beverage operations, discuss banqueting operations, with examples of planning for functions
- Identify legal liabilities and guest and property safety issues

Learning and Teaching Delivery Methods

Lectures	15 hours
Consultations	15 hours
Seminars	30 hours
Student Centred Learning	90 hours
Total hours	150 hours

Indicative Content

The Hotel Industry
Hotel departments
Front office operations
Housekeeping operations
Food and Beverage operations
Safety and Property Security
Facility engineering and maintenance
The general manager

Recommended Reading & Required Reading

- **Required Reading/Learning Materials**

Hayes, D.K. & Ninemeier, J. D. (2005) *Hotel Operations Management.* Pearson Prentice Hall

Kappa, M., A. Nitsche, P. Schappert (1997) *Managing housekeeping operations*. 2nd ed. Educational Institute of the American Hotel and Motel Association Baker, S., J. Huyton, P. Bradly (2003) *Principles of front office operations*. London: Thomson Ball, S., P. Jones, D. Kirk, A. Lockwood (2003) *Hospitality operations. A systems approach.* London: Continuum Bardi, J. (2007) Hotel Front Office Management. Hoboken, NJ: John Wiley & Sons • **Recommended Reading/Learning Materials** Academic journals in tourism, hospitality, leisure, events, recreation from VUM's library and online resources **Access to Specialist Requirements** Field trip to a hotel
Access to Specialist Requirements
None

Hotel software

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Hotel Operations *Subject*: Hotel software	COM211		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
		3			Compulsory

Teaching Period	**Pre-requisites**
	Introduction to hospitality

Module Leader	**School(s)**	**Campus**

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Practical exam	40 minutes	100%	

Aim(s)
The aim of the subject is that students gain knowledge and skills for working with a hotel software. The subject uses the most popular hotel software worldwide– Opera by Fidelio
Learning Outcomes0
On completion of this unit the student will Be able to input different types of rooms in the system Determine room rates Be able to check-in and check-out guests Generate financial statements from the system Prepare payment documents
Learning and Teaching Delivery Methods

Seminars	*15 hours*
Student Centred Learning	35 hours
Total hours	50 hours

Indicative Content
Introduction to the system and its modules Creating various types of rooms Creating different types of rates Reservations - individual and group Check-in Check-out Payment documents Accounting issues Interaction between different departments Additional services

Recommended Reading & Required Reading
Ball, S., P. Jones, D. Kirk, A. Lockwood (2003) Hospitality operations. A systems approach. London: Continuum Hayes, D.K. & Ninemeier, J. D. (2005) Hotel Operations Management. Pearson Prentice Hall Jones, P and Lockwood, A. (2002) The Management of Hotel Operations, Thomson Jones, T.J.(2007) Professional Management of Housekeeping Operations, 5th edition, John Wiley & Sons Kappa, M., A. Nitsche, P. Schappert (1997) Managing housekeeping operations. 2nd ed. Educational Institute of the Ame Hotel and Motel Association Fallon, M.J. and Rutherford, D.G. (2011) Hotel Management and Operations, 5th edition, John Wiley & Sons Sheela, A.M. (2002) Economics of Hotel Management, New Age International Publishers Walker, J. R Introduction to hospitality. Prentice Hall, current edition Walker, J. and Walker, J.T. (2012) Exploring the Hospitality Industry, 2nd edition, Prentice Hall

Human Resource Management

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Human Resources and Organisational Behaviour	MAN202		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
5		6			Compulsory

Teaching Period	**Pre-requisites**
Semester 1	Economics and Business environment

Module Leader	**School(s)**	**Campus**
Irina Petkova	International University College	Dobrich, Varna, Sofia

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate date of submission**
Written Examination	2 hours	50%	
Written Examination	2 hours	50%	

Aim(s)
This subject aims acquisition of theoretical and practical knowledge about the management of human resources within the company. The subject is fundamental and compulsory for all programmes. It creates the skills necessary for the strategic and daily management of human resources.

Learning Outcomes
On completion of this unit the student will: Acquire basic knowledge, models and approaches for human resource management Be able to apply technical skills connected with selection, recruitment, analysis and evaluation of human resources Have participated in a management games and have skills for proper behaviour within an organisation

Know about the different factors affecting the management of human resources in the company Be able to prepare a strategy and a programme for motivation of human resources

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars and consultations	45 hours
Student Centred Learning	90 hours
Total hours	150 hours

Indicative Content

Introduction in human resource management theory
Strategic human resource management
Human resource management and the labour market
Human resource planning
Recruitment and selection
Managing equality and diversity
Learning and development
Management development
The employee relationship and employee rights at work
Establishing the terms and conditions of employment
Reward and performance management
Employee participation and involvement
International HRM

Recommended Reading & Required Reading

Required Reading/Learning Materials

- Beardwell, J., T. Claydon (2007) Human Resource Management. Prentice Hall
- Gomez – Mejia, L., D. Balkin, r. Cardy (2007), Managing Human Resources, Prentice H
- Dessler, G. (1991) Personnel/Human Resources Management, Prentice Hall

Recommended Reading/Learning Materials

- Edwards, T., C. Rees (2006) International Human Resource Management. Prentice Hall
- Byars, L., L. Rue, Human Resource Management,

Journals

British Journal of Industrial Relations,
Human Resource Management Journal,
International Journal of Human Resource Management,
Journal of Employee Relations,
Personnel Today Personnel Review
Human Resource Management Review
Employment Relations
People Management (CIPD)

Access to Specialist Requirements

None

Information Technologies

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Information Technology ***Subject:* Information Technology**	**HM**		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**

		8			**Compulsory**

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
Nikolay Raychev	**IUC**	**Varna**

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Current control	15 short in class exercises	10%	
Coursework Word	2 hours	20%	
Coursework Excel	3 hours	20%	
Written examination	2 hours	50%	

Aim(s)

Introduces the basic features of Microsoft Office, Windows basics, and file management. Develops familiarity with Word, Excel, Access, PowerPoint, email, and Internet basics. Covers components of the Internet and Computing Core program content. Keyboarding by touch recommended. Audit available.

Learning Outcomes

Upon successful completion of this course, 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

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	30 hours
Student Centred Learning	30 hours
Total hours	75 hours

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
H. Terminology and Vocabulary
    1. Parts of computer system
    2. Software: Applications and Operating system
I. Windows Concepts
    1. Windows navigation
    2. Multi-task applications
    3. File-management (reinforce and emphasize throughout the length of the course)
J. Basic Word Processing Concepts
K. Basic Spreadsheet Concepts
L. Basic Presentation Concepts
M. Basic Internet Skills
    1. Browsers
    2. Searching
    3. Ethics
N. Basic Communication Skills
    1. Email
    2. Attachments

Overview of dec.vumc.eu Portal H. Basic Database Concepts

O. Terminology and Vocabulary
    1. Parts of computer system
    2. Software: Applications and Operating system
P. Windows Concepts
    1. Windows navigation
    2. Multi-task applications
    3. File-management (reinforce and emphasize throughout the length of the course)
Q. Basic Word Processing Concepts
R. Basic Spreadsheet Concepts
S. Basic Presentation Concepts
T. Basic Internet Skills
    1. Browsers
    2. Searching
    3. Ethics
U. Basic Communication Skills
    1. Email
    2. Attachments
    3. Overview of dec.vumc.eu Portal H. Basic Database Concepts

Recommended Reading & Required Reading

Recommended Reading/Learning Materials

Dan Gookin (2013) Word 2013 For Dummies
Joan Lambert, Joyce Cox (2011) MOS 2010 Study Guide for Microsoft® Word, Excel®
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
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

Intercultural Awareness for Business

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Intercultural Awareness for Business	BUS 202		

Level (O–M)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
		6			

Teaching Period	**Pre-requisites**

Module Leader	**School(s)**	**Campus**
Roumiana Konstantinova	Varna University of Management	Varna&Dobrich

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Group presentation	15 slides	20%	2 November 2015
Individual reflective report	2000 words	20%	9 November 2015
Written group coursework	3000 words	60%	11 January 2016

Aims

The module is designed to foster intercultural learning and sensitivity to cultural diversity. This will enable students to recognise and address various dimensions of culture-bound differences when working in multicultural business environments.

Learning Outcomes

Upon completion of the module students should be able to:

- Evaluate and articulate the contribution of intercultural learning in business and other related areas of their studies
- Analyse and reflect on how cultures differ; identify cultural values, styles of communication and socio-cultural behaviour inherent to the target cultures that could clash with their own culture.
- Apply theoretical approaches to culture to analyse cultural differences in given work related scenarios
- Evaluate and analyse culture-bound differences on specific issues such as: power distance, time orientation, management of uncertainty, gender, individuality, attitudes to conflict, etc.
- Critically appraise business and personal issues from a perspective other than their own cultural background to operate effectively in culturally diverse settings.

Learning and Teaching Delivery Methods

Lectures, seminars, collaborative and individual independent learning and students centred learning.

Lectures	15 hours
Seminars	45 hours
Student Centred Learning	90 hours
Total	150 hours

Indicative content

- Introduction to the academic fields of Intercultural Studies, Communication Studies and Cultural Studies
- Key principles and theories of Intercultural Studies
- The communication process: Barriers to intercultural communication
- Beyond linguistic barriers: the hidden dimensions of culture
- Cultural taxonomies: Edward Hall, Hofstede, Trompenaars, Bond, Schwartz, Adler, Schein, Kluckhohn
  & Strodtbeck
- A critical approach to cultural taxonomies
- European cultural identity and diversity: united in diversity
- Business etiquette and protocol: Do's and Don'ts when conducting business in specific cultures/countries

International and Global Marketing

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
International and Global Marketing	BSP6004	N550	7

Level (3 - 8)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
6	20	10	2.0	0%	Taught

Teaching Period	**Pre-requisites**
Semester 1 and 2	

Module Leader	**School**	**Campus**
Nina Zlateva	Varna University of Management	Dobrich, Varna, Sofia

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Writ1 – Assignment	3000 words equivalent	50%	January
Exam	3 hours (3000 words equivalent)	50%	April

Aims

The aim of this module is to apply and expand on students' knowledge of marketing in an international and global context.

Thus, it explores how organisations utilise the conceptual models, tools and techniques of marketing to design, plan and implement international and global marketing strategies

It also examines the corporate social, ethical and environmental issues that must be taken into account in the international and global marketing of goods or services.

Learning Outcomes

On successful completion of the module, the student should be able to:
Identify and evaluate sources of information, methods of collection and analysis suitable for international and global marketing strategy development.
Compare and contrast international and global business environments.
Evaluate different international and global marketing strategies, and the planning and implementation issues associated with different contexts.
Analyse market and customer intelligence as well as relevant data in order to ensure informed decision-making in the preparation of marketing plans in real-world settings.
Construct a convincing and comprehensive strategic marketing plan with accompanying costs and schedules.
Identify and analyse ethical and environmental factors relating to international and global marketing

Learning and Teaching Delivery Methods

Lectures	24 hours
Seminars	24 hours
Independent Study	152 hours
Total	200 hours

Indicative Content

Marketing planning for international and global markets.
International and global marketing research.
The international and global business environment.
Analysis and decision making tools used in international and global marketing.
Market assessment and selection.
International and global marketing strategies.
International and global market entry methods.

International and global integrated marketing mix – from traditional to new age and the social media driven digital mix.
Adaption vs standardisation approaches.
World Bank, International Monetary Fund, World Trade Organisation as well as other data and sources eg Population Research Bureau, (PRB), Interbrand, UN.
Ethical, environmental issues and Corporate Social Responsibility
Contemporary cases and themes via cutting-edge case studies and “good practice examples”.

Recommended and Required Reading

Required Reading
Doole I. and Lowe R.(2012) *International Marketing Strategy* 6/e. Pearson, London (e-Book)
Hollensen, S. (2013) *Essentials of Global Marketing*, Financial Times Press, London Hollensen, S. (2014) *Global Marketing* . Pearson, London

Recommended Reading
Burton, D (2009) *Cross-Cultural Marketing*. Taylor & Francis, Abingdon (e-book)
Malhotra, M., Birks. D., & Wills, P. (2012). *Marketing Research: An Applied Approach*. Pearson
Usinier and Lee (2013) *Marketing across cultures* Pearson, London
Wild, J (2007) *International business : the challenges of globalization*, New Jersey, N.J. : Prentice Hall,
Wilson, R. and Gilligan, C. (2012) *Strategic Marketing Planning: Planning, Implementation and Control.* Butterworth Heinemann. Oxford (e-book)

Journals
European Jnl of Marketing (e-jnl & print)
Irish Marketing Review (e-jnl)
International Marketing Review
Journal of International Marketing (e-jnl & print)
Marketing Management Journal (e-jnl)
Harvard Business Review

Access to Specialist Requirement

None

International Business Management

Module Title	**Module Number**	**JACS Subject Code**	**ASC Category**
International Business Management	BSP6061	N550	7

Level	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
6	20	10	2	0%	Taught

Teaching Period	**Pre-requisites**
Semester 1 and 2	Year 1 and 2 modules

Module Leader	**Schools**	**Campus**
Violina Ratcheva	Varna University of Management	Varna, Dobrich

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Individual Assignment	2500 words	25%	14.12.2015
Group Assignment	2500 words	25%	22.02.2016
Examination	3hours	50%	25.04.2016

Aims

The principal aims are to:

- To develop a critical understanding of the main functional areas of business administration, the management process within a variety of institutional and organisational contexts.
- To develop graduates with the necessary skills and knowledge so that they can make effective contributions to organisations as junior managers upon graduation.
- To develop in students a critical appreciation of the roles managers undertake in the modern business world.
- To lay the foundation for future and continuing professional development.
- To provide students with the analytical and evaluative skills commensurate with degree level higher education. That is, to develop students' intellectual and imaginative powers, their understanding and judgment; their problem-solving skills; their ability to communicate; their ability to see relationships within what they have learned and to perceive their study of business in a broader perspective.
- To provide students with high level language skills and intercultural awareness.
- To foster an appreciation of cultural differences and how these impact on business.

Learning Outcomes

On successful completion of the module, the student should be able to:

- Demonstrate a broad and critical understanding of the global business context including its main institutional frameworks.
- Analyse the functional areas of business and the forces shaping the wider environment.
- Demonstrate an understanding of the ways organisations use resources to develop capabilities and competencies which lead to sustainable competitive advantage.
- Analyse the changing international context of business and the challenges this poses to organisations and management.
- Demonstrate an ability to apply critical skills to the operation and practice of business within organisational contexts.
- Display an ability to adopt a broad perspective and to engage in informed criticism of existing business practices.

Learning and Teaching Delivery Methods

Contact Hours	24 hrs lecture; 24 hrs seminars
Independent Study	152 hrs
Total	200hrs

Indicative Content

- Strategic planning for international/global markets

- The international/global business environment
- Analysis and decision making tools used in international/global strategic management
- Competitive Advantage
- Market assessment and selection
- International/global marketing strategies
- International/global market entry methods
- Managing change
- Stakeholder analysis
- Strategy models
- Ethical, environmental issues
- Corporate social responsibility

Recommended Reading and Required Reading

Required Reading

Johnson, G., Whittingdon, R. and Scholes, K. (2011) Exploring Corporate Strategy (Text and Cases) 9th Ed, FT-Prentice Hall.
Deresky, H. (2012) International Management Managing across Countries and Borders, 8th Ed, Pearson.

Recommended Reading

Lasserre, P. (2012) Global Strategic Management, 3rd Ed, Palgrave Macmillan.
Hill, C.W.L. (2013) International Business: Competing in the Global Marketplace, 9th Ed., McGraw-Hill, New York.
Wild, J & Wild, K.L. (2012) International Business: The Challenges of Globalisation, Pearson, Boston.
Browaeys, M-J & Price, R. (2008) Understanding Cross-Cultural Management, Prentice Hall-Financial Times, Harlow, England.

Journals

Harvard Business Review
Journal of International Management
Journal of International Business Studies
Journal of Strategy and Management
Long Range Planning
Strategic Management Journal
Journal of Management
Journal of Management Development
European Management Journal
Long Range Planning
British Journal of Management

International Food & Beverage Management

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
International Food and Beverage Management	HLT6014	N221	7

Level	**Credits**	**Module Value**	**% Taught in Welsh**	**Module Type**
3	20	2.0	0	Standard Taught Module

Teaching Period	**Pre-requisites**	**ECTS Value**
All year	Level 1 and 2 core modules	10
Module Leader	**School(s)**	**Campus**
Clive Horscroft	Varna University of Management	Dobrich, Varna, Sofia

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission

Individual Presentation	1500 words	25%	23rd November 2015
Report	4500 words	75%	29th February 2016

Aim(s)

This module aims to develop in students a critical awareness of the various internal and external factors which influence the management of food and beverage departments in the UK and overseas. The module requires students to review current and theoretical practices and to explore issues that are presently affecting the effective management of Food and Beverage operations. Students will be required to identify and evaluate issues that appertain to the current and/or future of a selected commercial/non-commercial organisation, make a qualitative judgement and propose a solution to the issues identified and their implications for management.

The module builds upon the knowledge and experience gained at Levels 1 and 2, including Industrial Work Experience

Learning Outcomes

By the end of the module, students will be able to:-

Assess and propose responses to changes in government policy / legislation as they affect operational issues within food and beverage departments both in general and as they relate to current debates.

Assess and evaluate current issues which are influencing types of food and beverage provision and consumer demand and managerial responses to them;

Assess and evaluate the application of a systems approach to the management of food and beverage in the control of resources and their efficient and effective operation in the achievement of outputs;

Analyse and discuss the consumer product relationship as a process in order to understand and effect its successful development and adaptation;

Evaluate techniques of measuring and appraising the performance of food and beverage operations and consider and apply approaches to strategic decision making;

Evaluate the role of planning, implementation and management of food and beverage provision within the different sectors of the hospitality industry.

Learning and Teaching Delivery Methods

Lectures	20 hours
Action Learning Sets	15 hours
Presentations	5 hours
SCL	160 hours

Indicative Content

Characteristics of the industry which influence the manner in which food and beverage operations are managed, e.g. “the nature of the industry”, casualisation, labour issues, customer perceptions, quality issues

The application of systems thinking to the management of food and beverage within two distinct dimensions. i.e. design, planning, control and the management of operating systems within a food and beverage provision. e.g. the importance of the menu and wine list as a marketing tool and the implications of the use of this point of sale

The importance of developing a consumer-product relationship as dynamic, organic and continuous. e.g. trends and developments that influence dining out to an increasingly more aware and discerning customer

The appraisal of a food and beverage operation to involve individual consideration of a range of operational variables and the consideration of the operation as a whole in order to provide a basis for making strategic management decisions

The determination of elements that are central to the management of Human Resources in service environments such as competencies, collaboration and empowerment

The media influenced changes in the consumption of wine, food and how this impacts upon how the effectiveness and speed with which managers of food and beverages respond to consumer demand and change

The need for effective organisational structures in order to provide a consistent management of food and beverage operations within the profit orientated and cost provision sectors of the hospitality industry. e.g. staffing profiles, company objectives , financial imperatives and individual and team tensions

Recommended Reading and Required Reading

Lashley, C., Lynch, P., Morrison, A. (Ed) 2006. Hospitality: a Social Lens. Boston, MA. Elsevier

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

Korsmeyer, C. Ed. (2005). The Taste Culture Reader: Experiencing Food and Drink. Berg, Oxford

Required Reading

Sloan, D, (Ed), (2004). Culinary Taste-(Consumer Behaviour in the International Restaurant Sector.) Butterworth-Heinemann, Oxford
Williams, A, (2002). Understanding the Hospitality Consumer. Butterworth-Heinemann, Oxford
Wood, R.C. (2000). Strategic Questions in Food and Beverage Management. Butterworth-Heinemann, Oxford

International Hotel Management and Development

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
International hotels development and management	HSP203	N221	7

Level	**Credits**	**Module Value**	**% Taught in Welsh**	**Module Type**
5	4		0	Compulsory

Teaching Period	**Pre-requisites**	**ECTS Value**
Semester Two	Economics and business environment Introduction to tourism Hotel operations management Marketing and business communications	4

Module Leader	**School(s)**	**Campus**
Maya Ivanova	Varna University of Management	Dobrich, Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Written group	2500 words	50%	25th April 2016
Written examination	2 hours	50%	13th May 2016

Aim(s)

The subject aims at students gaining knowledge and developing skills for managing a hotel in an international and multicultural environment. Hotel chains are largely discussed as typical examples of international hotels – their nature, internationalization, functional dimensions. The subject covers the phases in developing a new hotel and its managerial implications. It also aims at students being able to choose the most appropriate way for expanding or joining a hotel chain – direct investment, franchising, marketing consortium, management contract, leasing.

Learning Outcomes

On completion of this subject the student will

- Know about hotel chains – specific characteristics, management and operational issues
- Identify the ways for expanding or joining a hotel chain
- Know about cultural differences and human resource management in a multicultural environment
- Be able to manage hotel operations in a multicultural environment
- Be able to market the hotel in an international environment
- Know the phases in developing new hotel in an international environment

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	30 hours

Student Centred Learning	55 hours
Total hours	***100 hours***

Indicative Content

- Introduction to international hotel development and management
- Hotel chains and globalisation
- Political, economic, social and environmental aspects of international tourism
- Hotel chains
- Type of expansion/affiliation to hotel chains – management contracts, franchising, marketing consortia, joint ventures, leasing
- International human resource management
- International hotel operations management
- International hotel standards and classifications
- International hotel marketing management
- Developing a project for a new hotel abroad

Recommended Reading and Required Reading

Required Reading/Learning Materials

- Gee, C. (2008) International hotels development and management. Educational Institute of American Hotel and Lodging Association

Recommended Reading/Learning Materials

- Lashley, C., A. Morrison (eds.) (2000) Franchising hospitality services. Oxford: Butterworth-Heinemann
- Bowie, D., F. Buttle (2003) Hospitality marketing. Oxford: Butterworth-Heinemann

Introduction to accounting

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
Introduction to accounting	ACC101		

Level	**Credits**	**Module Value**	**ECTS**	**% Taught in Welsh**	**Module Type**
			6		Compulsory

Teaching Period	**Pre-requisites**	**ECTS Value**
	Economics And Business Environment	6
Module Leader	**School(s)**	**Campus**
Diyan Dimov	VUM	Dobrich/Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Midterm Exam	2 hours	50%	
Final Exam	2 hours	50%	

Aim(s)

This subject aims knowledge of basic principles, terms and relations between main accounting categories – assets, liabilities, capital and their usage in official financial statements – Balance Sheet and Income Statement. The knowledge gained will help students in other modules – Entrepreneurship, Strategic Planning.

Learning Outcomes

On completion of this unit the student will

- Know and apply methods for double-entry accounting rule
- Work out main financial statements – Balance Sheet and Income Statement
- Work out bookkeeping in accounting
- Work out financial result for a given accounting period

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	45 hours
Student Centred Learning	90 hours
Total hours	150 hours

Indicative Content

Introducing the world of accounting

- Accounting in context /accounting as the basis for business decisions/
- Balance sheet
- Income statement
- Using accounts
- The bookkeeping base of accounting

Recommended Reading and Required Reading

Required Reading/Learning Materials

- Meigs, Walter, *Accounting – the basis for business decisions*, McGraw-Hill Book Company, current edition

Recommended Reading/Learning Materials

- Sundem, Horngren, Elliott, *Introduction to Financial Accounting*, current edition
- Wild, J., Shaw, K., & Chiappetta, B. (2011). *Fundamental accounting principles*. McGraw-Hill Publishers
- Atrill, P. (2005) *Accounting – an introduction.* Pearson Education
- Williams, J., Haka, S., Bettner, M., & Meigs, R. (2002). *Financial and Managerial Accounting: The Basis for Business Decisions*. McGraw-Hill Publishers
- Hand, L. (2004) *Introduction to accounting for non-specialists*. Thomson Learning EMEA
- Kaluza, H. (1990) *Accounting – a system approach.* McGraw-Hill Publishers
- Mariott, P. (2002) *Introduction to accounting.* Sage Publications
- Davies, T., Boczko, T. (2005) *Business accounting and finance*. McGraw-Hill Publishers

Access to Specialist Requirements

Introduction to finance

<table>
<tr><th colspan="4">Module Title</th><th>Module Number</th><th>JACS Subject Code(s) and % of each subject</th><th>ASC Category</th></tr>
<tr><td colspan="4">Introduction to finance</td><td>FIN101</td><td></td><td></td></tr>
<tr><th>Level</th><th>Credits</th><th>Module Value</th><th>ECTS</th><th colspan="2">% Taught in Welsh</th><th>Module Type</th></tr>
<tr><td></td><td></td><td></td><td>6</td><td colspan="2"></td><td>Compulsory</td></tr>
<tr><th colspan="4">Teaching Period</th><th colspan="2">Pre-requisites</th><th>ECTS Value</th></tr>
<tr><td colspan="4"></td><td colspan="2">Economics And Business Environment
Accounting</td><td>6</td></tr>
<tr><th colspan="4">Module Leader</th><th colspan="2">School(s)</th><th>Campus</th></tr>
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Diyan Dimov		VUM	Dobrich
Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Midterm Exam	2 hours	50%	
Final Exam	2 hours	50%	

Aim(s)

This subject aims acquisition of knowledge regarding basic rules for business establishment and management, company, investment policy, financial possibilities and sources for the business activities. The subject is designed in conjunction with Introduction to Accounting.

Learning Outcomes

On completion of this unit the student will

- Know and apply methods for evaluating time value of money
- Manage financially small enterprise by using available resources in an optimal way
- Define the return on investments in long-term assets
- Define the risk within financial investments
- Be able to apply capital budgeting techniques
- Be able to make basic financial analysis of a company

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	45 hours
Student Centred Learning	90 hours
Total hours	150 hours

Indicative Content

- Introduction to finance
- The financial system
- Time value of money
- Capital budgeting
- Financial analysis
- Long term financing
- Short term financing
- Leasing

Recommended Reading and Required Reading

Required Reading/Learning Materials

- Ross, S. A., R. W. Westerfield, J. Jaffe. *Corporate finance*. Irwin McGraw-Hill, 5th ed.
- Petty, J. W., A. J. Keown, D. F. Scott, J. D. Martin. *Basic financial management*. Prentice Hall, current edition

Recommended Reading/Learning Materials

- Pinches, G. E. (1990) *Essentials of financial management*. New York: HarperCollins Publishers
- Atrill, P. (2009) *Financial management for decision makers*. FT Prentice Hall
- Chatfield, R.E, Dalbor, M.C. (2005) *Hospitality Financial Management*. Pearson Prentice Hall.
- Copeland, T. E., Weston, J. F., Shastri, K. (2005) *Financial theory and corporate policy*. Pearson Prentice Hall
- Davies, T., Boczko, T. (2005) *Business accounting and finance*. McGraw-Hill
- Guilding, C. (2005) *Financial Management for Hospitality Decision Makers*. Elsevier Butterworth-Heinemann

- Petty, J. W., A. J. Keown, D. F. Scott, J. D. Martin (1993) *Basic financial management*. Prentice Hall, 6th ed.
- Schmidgall, R. S., J. W. Damitio (2006) *Hospitality industry financial accounting*. AHLA Educational Institute
- Seitz, N., M. Ellison (2005) *Capital budgeting and long-term financing decisions*. Thomson South-Western, 4th ed.

Introduction to Hospitality and Tourism

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Introduction to Tourism *Subject:* Introduction to Hospitality and Tourism	TOUR201		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
Level 5		8			Compulsory

Teaching Period	**Pre-requisites**
Semester 3	None

Module Leader	**School(s)**	**Campus**
Maya Ivanova, PhD	Varna University of Management	Dobrich

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Integrated assignment	3000 words	50%	30 November 2015
Written examination	2 hours	50%	15 January 2016

Aim(s)

The subject introduces the main terms in tourism and hospitality and is the basis for all other subjects in the field. The module covers fundamental topics related with tourism demand and supply, resources, economic and non-economic impacts of tourism, destinations, sustainable tourism and introduces students into the basics of hotel management, restaurant management, tour operations and passenger transport. The aim is that students gain knowledge about tourism as an industry and its impacts on the surrounding environment.

During the subject students gain experience in relation to the chosen career and are more motivated to study the theoretical modules. Essential tourism analytics are explored, which will help students in their future management practice.

The aim of the presentations is to improve their presenting skills, which are a crucial for every manager in recent years.

Learning Outcomes

On completion of this subject the student will
Know the theoretical and practical backgrounds and terminology of hospitality and tourism
Gain basic knowledge in the field of hotel and restaurant management, tour operations, passenger transport _
Learn the basics of tourism and destination management
Be able to critically analyse tourism demand and supply
Be able to identify traveller's motives
Be able to critically analyse tourism's economic, social and environmental impacts
Know about the tourist resources and their relation to tourism development

Learning and Teaching Delivery Methods

Lectures	15 hours
Seminars	30 hours
Consultations	30 hours
Student Centred Learning	125 hours
Total hours	200 hours

Indicative Content

The tourism system
Tourism demand
Tourism supply
Tourist resources
Economic impacts of tourism
Non-economic impacts of tourism
Human resources and career in tourism
Sustainable tourism

Tourism policy
Tourist destinations
Tourism analysis
Fundamentals of hotel management
Fundamentals of F&B in tourism
Fundamentals of tour operations
Fundamentals of passenger transportation – air, road and water transportation

Recommended Reading & Required Reading

Recommended Reading/Learning Materials
Candela, G and Figini, P. (2012). *The economics of tourism destinations*. Springer
Cooper, C. & Hall, C.M. (2012). *Contemporary Tourism: An international approach*, Elsevier Butterworth - Heinemann
Cooper, C. (2012). *Essentials of Tourism*, Harlow: Pearson Financial Times / Prentice Hall
Fletcher, J., Fyall, A., Gilbert, D. & Wanhill, S. (2013) *Tourism: Principles and practice*. Harlow: Pearson Education Goeldner, C. R., J. R. Brent Ritchie (2005) *Tourism: principles, practices, philosophies*. Chichester: John Wiley and Sons Holloway, J.C and Humphreys (2012) *The Business of Tourism*, 9th ed, Essex: Pearson Education Ltd. International Recommendations for Tourism Statistics (IRTS) (2008) UNWTO. Retrieved from: http://statistics.unwto.org/content/irts-2008
Ivanov, S. and Zhechev, V. (2011) *Hotel Marketing*. Varna: Zangador.
Jeffries, D. (2001) *Governments and tourism*. Oxford: Butterworth-Heinemann
Mill, R. and Morrison, A. (2012). *Tourism System*. Dubuque, IA: Kandall Hunt Publishing
Morrison, A. (2013). *Marketing and Managing Tourism Destinations*. Abington, Oxon: Routledge.
Pender, L. and R. Sharpley (eds.) (2006). *The management of tourism*. Sage Publications
Plog, S. C. (2004). *Leisure travel: A marketing handbook*. Harlow: Prentice Hall
Robinson, P., Luck, M. and Smith, S. (2013). *Tourism*. Cambridge, MA: CAB International.
Swarbrooke, J. (1999) *Sustainable Tourism management*. London: CABI Publishing.
Tourism Highlights Report (2014) UNWTO. Retrieved from: http://mkt.unwto.org/publication/unwto-tourism-highlights2015-edition
Tourism Satellite Account (TSA) (2008). UNWTO. Retrieved from: http://statistics.unwto.org/en
Walker, J. and Walker, J.T. (2012) *Exploring the Hospitality Industry*, 2nd edition, Prentice Hall
Weaver, D. (2005) *Sustainable tourism*. Oxford: Butterworth-Heinemann
Weaver, D. (2012). Organic, incremental and induced paths to sustainable mass tourism convergence. *Tourism Management*, 33, 1030-1037.

Access to Specialist Requirements

Management

Module Title	**Module Number**	**JACS Subject Code**	**ASC Category**
Management	MAN 201		

Level	Credits	ECTS Credit	Module Value	% Taught in Welsh	Module Type
2		6		0%	Taught

Teaching Period	Pre-requisites

Module Leader	Schools	Campus
Dr. Violina Ratcheva	International University College	

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Assignment (Group Report)	2500words	50%	16 November 2015
Examination	2hours	50%	13 January 2016

Aims

This is an introductory module which will familiarise students with the general principles of management and the features of managerial process in contemporary organisations. The students will be introduced to the overall process of organisational management and more specifically to how managers plan, organise, direct, and control human and other resources to achieve goals efficiently and effectively. Over the semester, the components of the management process will provide the framework for class discussions and allow students to engage with issues through the application to situations which managers encounter on a daily basis.

Learning Outcomes

On successful completion of the module, the student will be able to:

- Develop an understanding of managerial functions and practices as interrelated activities.
- Demonstrate familiarity with the structure and characteristics of organisations.
- Critically apply the key principles of management to the analysis of case studies.

Identify priority managerial goals and evaluate their implications for organisations.

Develop a basic understanding of the principles of individual, group and organisational behavior and evaluate the implications for managerial practices.

Understand the challenges for managing in a global environment and the implications of culture, diversity and managerial ethics.

Learning and Teaching Delivery Methods

Contact Hours	60 hrs lectures and seminars
Independent Study	90 hrs
Total	150 hrs

Indicative Content

Management terminology and management process
Development of managerial thought
Foundations of decision-making
Fundamentals of planning and business strategy
Fundamentals of organizational design
Managing human resources
Understanding individual and group behavior
Organisational change
Motivation
Leadership
Foundations of control/operations management

Recommended Reading and Required Reading

Required Reading

Combe, C. (2014) *Introduction to Management*, 1st edition, Oxford University Press, England.

Robbins, S., Bergman, R., Stagg, I. & Coulter, M. (2009) *Foundations of Management*, 3rd edition, Pearson Education Ltd.

Bateman, T. (2014) *Management: Leading & Collaborating in a Competitive World*, 11th edition, McGraw-Hill Education, England.

Recommended Reading

Boddy. R. (2014) *Management: An Introduction*, 5th edition, Pearson Education Ltd., England.

Quinn, S. (2010) *Management Basics*, BookBoon (e-book)

Pownall, I. (2012) *Effective Management Decision Making: An Introduction*, BookBoon (e-book).

Journals
Journal of Management
Harvard Business Review
European Management Journal
Journal of Management Development
Long Range Planning
British Journal of Management

Managerial Accounting

Module Title	**Module Number**	**JACS Subject Code**	**ASC Category**
Managerial Accounting	IBM153		

Level	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
		2		0%	Elective

Teaching Period	**Pre-requisites**

Module Leader	**Schools**	**Campus**
Diyan Dimov	VUM	Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Group presentation	15-20 Minutes	50%	
Final Exam	2hours	50%	

Aims

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, financial statements.

Learning Outcomes

On completion of this unit the student will:

- Be able to define and apply knowledge regarding variable and fixed costs
- Be able to prepare budget financial statements
- Be able to prepare schedule for CGM and CGS
- Be able to define break even quantities

Learning and Teaching Delivery Methods

Lectures	10 hours
Seminars	15 hours
Student Centred Learning	25 hours
Total hours	50 hours

Indicative Content

- Introduction in Managerial Accounting
- Fixed and Variable Costs
- Budgeting and main financial statements
- Schedule for CGM
- Schedule for CGS
- Break even analysis quantities

Recommended Reading and Required Reading

Required Reading/Learning Materials

- Horngren, C., G. Foster, S. Datar. *Cost accounting – managerial emphasis*. Prentice hall, current edition

Recommended Reading/Learning Materials

- Garisson, R., E. Noreen (2000) *Managerial Accounting*. Irwin/McGraw-Hill
- Copeland, T. E., Weston, J. F., Shastri, K. (2005) *Financial theory and corporate policy*. Pearson Prentice Hall

- Davies, T., Boczko, T. (2005) *Business accounting and finance*. McGraw-Hill
- Seitz, N., M. Ellison (2005) *Capital budgeting and long-term financing decisions*. Thomson South-Western, 4th ed.
- Walsh, C. (2008) *Key management ratios*. Pearson Education

Access to Specialist Requirement

Marketing Communications

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Marketing communications and Marketing research *Subject*: Marketing communications	BMS131		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
		4			Compulsory

Teaching Period	**Pre-requisites**
	Economics and business environment Management Marketing and business communications

Module Leader	**School(s)**	**Campus**
Vladyslav Ralko		

Assessment Methods			
Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Individual Assignment	2000 words	50%	
Group Assignment	3000 words	50%	

Aim(s)
This subject aims acquisition of theoretical and practical knowledge regarding principles of marketing communications, their elements, way of integration and their role for increasing sales. Students should gain knowledge and skills that will help them prepare their business plans.

Learning Outcomes
On completion of this unit the student will Acquire basic knowledge, principles and approaches to marketing communications Be able to analyze and make difference between the elements of marketing communications Be able to integrate marketing communications elements Be able to analyze the influence of marketing communications on sales Be able to prepare a marketing communications campaign

Learning and Teaching Delivery Methods	
Lectures	15 hours
Seminars	35 hours
Student Centred Learning	50 hours
Total hours	100 hours

Indicative Content
Introduction in marketing communications Advertising Public relations Personal selling Direct marketing Integrated marketing communications Influence of marketing communications on sales Marketing communications budgeting Marketing communications campaign

Marketing communications and the Internet

Recommended Reading & Required Reading

Required Reading/Learning Materials/Recommended Reading/Learning Materials
Baddeley, M., (2013), Behavioral Economics and Finance, Routledge
Breakenridge, D., 2008, PR 2.0: New Media, New Tools, New Audiences, FT Press
Cornelissen J., 2004, Corporate Communications: Theory and Practice, Sage Publications
Georgson, Keller, 2008, Strategic Brand Management, Pearson Education Ltd
Grunig J., 2006, The future of Excellence in Public Relations and Communication Management, Lawrence Erlbaum Associates
Jeweler A., 2005, Creative Startegy in advertising, Thomson Wadsworth
Kimmel, Allan, (2005) Marketing Communications – new approaches, technologies and style. Oxford University Press.
Meerman, D., Scott, PR: Real-Time Marketing and How to Instantly Engage Your Market, Connect ..., Wiley Publisher's, 2011
Ogilvy, D., Parker, S.A., 2012, Confessions of an Advertising Man
Pickton, D., A. Broderick (2005) Integrated marketing communications. Harlow: Prentice Hall, 2nd ed.
Smith Paul, (2004), Marketing Communications – an integrated approach. Kogan Page Publisher
Solis, B., Breakenridge, D., 2009, Putting the Public Back in Public Relations: How Social Media Is Reinventing.., FT Press
Tuckwell K., Integrated Marketing Communications: Strategic Planning Perspectives, Pearson Education, 2007

Marketing Research

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Marketing Research	MAR201		

Level (3-8)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
5		6			Taught

Teaching Period	**Pre-requisites**
Semester 2	Principles of Marketing Research and Statistics

Module Leader	**School(s)**	**Campus**
Ina Stanoeva, PhD	Varna University of Management	Dobrich

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
In-class activity 1 (Problem definition & secondary sources research - individual)		10%	23.02
In-class activity 2 (questionnaire design - individual) – 20%		20%	28.03
In-class activity 3 (data analysis - individual)		20%	30.03, 01.04, 11.04
Marketing research report (group)	3000 words	50%	End of semester – 26.04

Aim(s)

This subject aims acquisition of theoretical and practical knowledge regarding collecting, classifying, storage and analysis of marketing information. Students must learn how to gather information, to design a survey, to prepare a questionnaire, to analyse the data and to report it. Students analyse the data with the help of SPSS or Excel software studied in Module Research and Statistics.

Learning Outcomes

On completion of this unit the student will be able to
use methods for market research, for collecting information
conduct market research
prepare a survey questionnaire
analyse data
draw marketing conclusions on the basis of gathered information

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 undertake self-directed learning to complement classroom-based teaching.

Lectures	20 hours
Seminars	40 hours
Student Centred Learning	90 hours
Total hours	150 hours

Indicative Content

Introduction to Marketing research
Research plan
Sources of information and gathering information
Measurement and scaling
Questionnaire design
Sampling
Data analysis: Descriptive statistics
Data analysis: Hypothesis testing
Data analysis: Interpretation of the results
Reporting

Recommended Reading & Required Reading

Required reading:
Zikmund, W., Babin, B. (2007)*Exploring marketing research.* (9th ed.). Mason: Thomson
Hair, J. et al. (2013)*Essentials of marketing research.*(3rd ed.). NY: McGrow-Hill
Baines, P., Chansarkar, B. (2002)*Introducing Marketing Research.* John Wiley and Sons (available at VUM library in Dobrich)
Malhotra, N., Birks, D. (2006) *Marketing research.* Prentice Hill (available at VUM library in Dobrich)
Schmidt, M., Hollensen, S. (2006) *Marketing research.* Prentice Hill (available at VUM library in Dobrich)

Additional reading:
Vriens, M., Grover, R. (2006)*Handbook of marketing research.* Sage (available at EBSCOhost database)
Taylor, C., Schwaiger, M. & Sarstedt, M. (2011) *Measurement and Research methods in International marketing.* Bingley, UK: Emerald publishing group (available at EBSCOhost database)
Bradley, N. (2013) *Marketing Research: tools& techniques.* (3rd ed.). Oxford University Press
Burns, A. & Bush, R. (2012) *Basic Marketing Research: Using Microsoft Excel Data Analysis.* (3rd ed.) . Harlow: Pearson
Cooper, D. & Schindler, P. (2006) *Marketing research.* Boston: McGraw Hill
Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2013) *Principles of Marketing.* (6th ed.). Harlow: Pearson
Malhotra, N. (2010) *Marketing Research: an applied orientation.* (6th ed.) . Harlow: Pearson
Malhotra, N. & Birks, D. (2007) *Marketing Research. An Applied Approach.* 3rd ed. Prentice Hall
McDaniel, C. & Gates, R. (2010) *Marketing Research with SPSS.* (8th ed.) John Wiley & Sons
McGivern, Y. (2013) *The Practice of Marketing Research: An Introduction.* (4th ed.) . Harlow: Pearson

Organizational Behaviour

<table>
<tr><th colspan="4">Module</th><th>Module Number</th><th>JACS Subject Code(s) and % of each subject</th><th>ASC Category</th></tr>
<tr><td colspan="4">Subject: Organisational Behaviour</td><td>MAN 203</td><td>N120</td><td>7</td></tr>
<tr><th>Level</th><th colspan="2">Credits</th><th>Module Value</th><th colspan="2">% Taught in Welsh</th><th>Module Type</th></tr>
<tr><td>2</td><td colspan="2">6</td><td>1.0</td><td colspan="2">0</td><td>Standard Taught Module</td></tr>
<tr><th colspan="4">Teaching Period</th><th colspan="2">Pre-requisites</th><th>ECTS Value</th></tr>
<tr><td colspan="4">Semester 1</td><td colspan="2">Management</td><td>6</td></tr>
<tr><th colspan="4">Module Leader</th><th colspan="2">School(s)</th><th>Campus</th></tr>
<tr><td colspan="4">Silvena Dencheva (module leader)</td><td colspan="2">Varna University of Management</td><td>Varna, Dobrich</td></tr>
<tr><th colspan="7">Assessment Methods</th></tr>
<tr><td colspan="2">Assessment Type</td><td colspan="2">Duration/Length of Assessment Type</td><td colspan="2">Weighting of Assessment</td><td>Approximate Date of Submission</td></tr>
<tr><td colspan="2">Exam</td><td colspan="2"></td><td colspan="2">50 %</td><td></td></tr>
<tr><td colspan="2">Assignment</td><td colspan="2"></td><td colspan="2">50 %</td><td></td></tr>
<tr><th colspan="7">Aim(s)</th></tr>
<tr><td colspan="7">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</td></tr>
</table>

structures. 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.
Learning Outcomes
To learn the nature of human behaviour in order to predict, control and modify behaviour of people in organisations. To learn approaches and apply them in the process of motivation of the people during work.
Learning and Teaching Delivery Methods
Lectures 30 hours Seminars 30 hours Student centered learning 90 hours
Indicative Content
Organisational behavior as science Individual and organizational behavior Solving problems and decision making Individual human characteristics and people's labor behavior Personal characteristics. Behavioral theory for the personality Phenomenological and psychoanalytical theories Communications in organizations Organization culture Organization alteration and development. Time management Conflict management in organizations Negotiations Inter-group relations
Recommended Reading and Required Reading
Required Reading Robbins, St."Organisational behavior" 2008 Mullins, "Managament and organizational behavior" Prentice Hall, seventh edition, 2010 Kreitner, R., A. Kinicki p *Organisational behaviour.* McGraw-Hill

Project Management

Module				**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Industry Project Management				HLT7032	N800	7
Level (3 - 8)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**	
					Taught	
Teaching Period				**Pre-requisites**		
Semester 4				Economics and business environment Marketing and business communications Management		

Module Leader	**School(s)**	**Campus**
Vladyslav Ralko	Varna University of Management	Dobrich and Varna

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Coursework (preparation of a business project for EU programmes)	2000-4000 words	70%	Week 5
Presentation and defence of the team project	PowerPoint presentation (max 20 minutes)	30%	Week 11

Aim(s)

Its objective is to develop practical knowledge and skills to manage operationally a business project. That will include choosing a business idea, evaluation of one's capabilities and the market conditions. The three stages of project management will be reviewed: commencement, management and closing of a project.

Learning Outcomes

On completion of this unit the student will be able to understand:

1. Selection of business project
2. Evaluation of the new product or service
3. Analysis of the business environment
4. Analysis of the available resources
5. Analysis of the institutions
6. Creating a project plan. Operational project plans.
7. Managing the project
8. Closing the project

Learning and Teaching Delivery Methods

Seminars	15 hours
Consultations	15 hours
Student Centred Learning	45 hours
Total hours	75 hours

Indicative Content

- Project Management: Principles and Practices
- Roles and Responsibilities of Project Team Members
- Aspects of Project Implementation and Management
- Project Management Processes
- Project Manager's Roles and Responsibilities
- Leaders vs. Managers in Project Management
- Project Quality Management
- Human Resources Management
- Project Closing

Recommended Reading & Required Reading

Required Reading/Learning Materials:
Barrow, C., Barrow, P. & Brown, R. (2012). The Business Plan Workbook. 7th Edition, Kogan Page
Burke, Rory (2013) Project management. Fifth Edition. Wiley
Burns, P. (2007). Entrepreneurship and Small Business. 2 nd Edition, Palgrave Macmillan
Burns, P. (2013). Corporate Entrepreneurship. Third Edition, Palgrave Macmillan
Meredith, J. R., S. J. Mantel (2008) Project management: A managerial approach. Wiley

Recommended Reading/Learning Materials
Lock, D. (2013) Project management. Tenth edition. Gower
Mariotti, S. & Glacking, C. (2012) Entrepreneurship: Starting and Operating a Small Business. 3 rd Edition, Prentice Hall
Maylor. H. (2005) Project management. FT Prentice Hall
Meredith, J. et al. (2010) Project management: a managerial approach. John Wiley and Sons, Inc.
Oakey, R. (2012). High-Technology Entrepreneurship. Routledge

Journals
International Journal of Entrepreneurship and Small Business
Journal of Small Business Management
Creativity and Innovation Management
International Small Business Journal

Access to Specialist Requirements

Library and learning resources

Research and Statistics

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category (ies)**
Research and Statistics *Subject*: Research and Statistics	RES 101		

Level (0 - M)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
4		8			Compulsory

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
Julia Stefanova	International University College	Dobrich

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Written Examination	3 hours	50%	May
Written Assignment	3000 words	50%	April

Aim(s)

This subject 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 completion of this unit the student will

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	30 hours
Seminars	40 hours
Student Centred Learning	125 hours
Total hours	200 hours

Indicative Content

Research process and methods for information collection
Types of research methods
Statistical variation, normal distribution
Statistical relations
Hypotheses testing
Introduction to Microsoft Excel for statistical analysis
Introduction to SPSS

Recommended Reading & Required Reading

Required Reading/Learning Materials: Anderson, D. R., Sweeney, D. J., Williams, T. A. (2011) *Statistics for business and economics*. South-Western Cengage Learning Collins, J. & Hussey, R. (2009). *Business research: A practical guide for undergraduate and graduate students*. Palgrave MacMillan. **Recommended Reading/Learning Materials:** Brotherton, B. (2009) *Researching hospitality and tourism*. SAGE Bryman, A., Bell, E. (2007) *Business research methods*. Oxford University Press Crowther, D. Lanacaster, G. (2010) *Research methods*. Butterworth-Heinemann Gill, J., Johnson, P. (2010) *Research Methods for Managers*. SAGE Patton, M. Q. (2002) *Qualitative research and evaluation methods*. SAGE Ridley, D. (2012) *The literature review. A step-by-step guide*. SAGE. 2nd ed. Saunders, M., Lewis, P., Thornhill, A. (2009) *Research methods for business students*. FT Prentice Hall Somekh, B., Lewin, C. (eds.) (2005) *Research methods in the social sciences*. SAGE Taylor, S. J., Bogdan, R. (1998) *Introduction to Qualitative Research Methods*. John Wiley and Sons
Access to Specialist Requirements
SPSS, MS Excel

Strategic Management in tourism, Hospitality and Events

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
Strategic Management for Hospitality, Tourism, Leisure and Events	**HLT6021**	N211	7

Level	**Credits**	**Module Value**	**% Taught in Welsh**	**Module Type**
3	20	2.0	0	Taught

Teaching Period	**Pre-requisites**	**ECTS Value**
Terms 1 and 2		10
Module Leader	**School(s)**	**Campus**
Silvena Dencheva (module leader), PhD	Varna University of Management	Varna, Dobrich, Sofia

Assessment Methods			
Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Assignment	3000 words	50%	January
Exam	2 hours	50%	April

Aims
This module helps the student to develop a visionary and strategic approach to management with particular reference to strategic analysis, strategic choice, and strategy implementation in the hospitality, tourism, leisure and events industries. The module also consolidates the student's learning by incorporating strategic applications of management in the key areas of finance, human resources, and marketing.
Learning Outcomes. By the end of this module students should be able to:
By the end of the module, students will be able to: Discuss the role of strategic management within hospitality, tourism, leisure and events organisations; Appraise the impact of organisational culture on strategic applications; Evaluate the role of competitive advantage within the business environment; Analyse the major internal and external factors affecting the formulation and implementation of strategies in the hospitality, tourism, leisure and events industries; Evaluate a systems approach to strategic change management. Formulate decisions based on applied strategic applications of financial, human resources, and marketing management. Evaluate the impacts of corporate social responsibility on organisational strategic planning Apply the principles and methods of strategic management to case studies focused on the hospitality, tourism, leisure and events industries.
Teaching Strategies

Lectures 22 hours Seminars/Workshops 44 hours Student-centred learning 134 hours
Indicative content
Overview of strategic management including the nature and development of strategic management within hospitality, tourism, leisure and events organisations The impact of organisational culture on strategic decision-making; the role of strategic management within the competitive environment The strategic management process: the dynamic perspective of strategic management, internal capability appraisal, external opportunities assessment, managing change, strategic options analysis and selection, strategy implementation and control, strategy review and evaluation Applications of strategic models in the management of resources (financial, human, marketing) within hospitality, tourism, leisure and events organisations; The increasing role and expectations of corporate social responsibility in the strategic planning undertaken by hospitality, tourism, leisure and events organisations; Current strategic issues in the UK and global hospitality, tourism, leisure and events industries.
Recommended Reading and Required Reading
Required Reading Cole, G.A. (1997) Strategic Management (2nd Edition). Continuum Recommended Reading Carpenter, S (2008) Strategic Management. Pearson Education. Grayson, D. (2004) Corporate social opportunity! : 7 steps to make corporate social responsibility work for your business. Greenleaf: Sheffield Hancock, J. (2005) Investing in corporate social responsibility: a guide to best practice, business planning & the UK's leading companies. Kogan Page: London Johnson, G, Scholes, K, & Whittington, R. (2008) Exploring Corporate Strategy (8th edition). Prentice-Hall: Kotler, P. (2005) Corporate social responsibility [electronic resource]: doing the most good for your company and your cause. Wiley Press Laszlo, C. (2003) The sustainable company [electronic resource]: how to create lasting value through social and environmental performance. Island Press: Washington Lynch, R. (2000) Corporate Strategy (2nd Edition). Prentice-Hall. Rosen, R (1995) Strategic Management – An Introduction. Pitman; Torrington, D, Hall, L, & Taylor, S. (2005) Human Resources Management (6th Edition). Prentice-Hall;
Access to Specialist Requirements

Tour operators, travel agents and passenger transport

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
Tour operators, travel agents and passenger transport	TOUR202		

Level	**Credits**	**Module Value**	**% Taught in Welsh**	**Module Type**
4			0	Compulsory

Teaching Period	**Pre-requisites**	**ECTS Value**
Semester 1	Non	4
Module Leader	**School(s)**	**Campus**
Maya Ivanova	Varna University of Management	Varna, Dobrich, Sofia

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Assignment	2000 words	50%	December
Exam	2 hours	50%	January

Aims
The subject aims at developing professional knowledge and skills by combining three interrelated tourism activities – tour operations, travel agents and passenger transport. The goal is that students be able to prepare

different types of package tours, manage tour operation activities, and successfully sell travel related products. Another goal is that students gain skills to effectively negotiate with tour operators

Learning Outcomes. By the end of this module students should be able to:

On completion of this subject the student will

- Be able to prepare different types of package tours
- Be able to effectively sell package tours and other travel products
- Be able to effectively negotiate as hotel managers with tour operators
- Gain knowledge about different types of transport – road, air, water and rail
- Be able to prepare travel brochures
- Be able to work with hotel reservation systems

Teaching Strategies

Lectures	15 hours
Seminars/Workshops	30 hours
Student-centred learning	55 hours
Total	100 hours

Indicative content

- Basic concepts in travel agencies operations
- Characteristics of specific services and products offered by travel agencies
- Characteristics of tour operators
- Package tours
- Travel agents
- Legal aspects and documentation in the outgoing travel agency
- Advertising materials – brochures, leaflets, posters, catalogues
- Online hotel reservation systems
- Characteristics of passenger transport
- Passenger rail transport
- Passenger road transport
- Passenger air transport
- Passenger water transport
- Incoming travel agencies
- Tour operator representatives
- Tour guiding
- Legal aspects and documentation in the incoming travel agency
- Handing with complaints
- Managing tourist flows

Recommended Reading and Required Reading

Required Reading/Learning Materials

- Lumsdon, L. M. Stephen Page (eds.) (2003) Tourism and transport. Issues and agenda for the new millennium. Oxford: Pergamon
- Syratt, G. (2003) Manual of travel agency practice. London: Longman, 3rd ed.
- Yale, P. (1995). The business of tour operations. London: Longman

Recommended Reading/Learning Materials

- IATA/UFTAA (2006) International travel and tourism training programme. Foundation course. Montreal & Geneva: IATA/UFTAA
- Cooper, C., S. Wanhill, J. Fletcher, D. Gilbert, A. Fyall (2005) Tourism: principles and practice. Harlow: Prentice Hall, 3rd ed

Master of Business Administration (Programme Specification)

General description of the programme

1. Awarding institution body	Varna University of Management, Bulgaria
2. Teaching institution	Varna University of Management, Bulgaria
3. Final award	Master of Business Administration (MBA)
4. Programme	Master of Business Administration (MBA)
5. Mode of study	Full-time
5. Programme Director	Prof. Vesselin Blagoev, PhD
6. Admission requirements	Applicants for the MBA programme should have, or expect to obtain before the admission deadline, a diploma of higher education (Bachelor's or Master's) accompanied by a Transcript of Records with a minimum of 180 ECTS (European Credits Transfer System) credits. Diplomas should have been issued by an officially accredited university in Bulgaria or abroad, recognized as required by the National Education Act, article 5. The average grade of the diploma of higher education (BA/BSc) should be no less than the equivalent of "Good"according to the Bulgarian grading system. Transfer students' requests will be evaluated based on students' university transcripts (ECTS). Additional entry requirements may be imposed in compliance with the ratified Classifier of higher education areas and professional fields in Bulgaria. Prospect students applying for MBA programmes taught in English need to demonstrate English language skills through an internationally recognized English Language Certificate (TOEFL IBT, SAT, IELTS or similar). The Minimum scores are as follows: TOEFL IBT with score of min. 79 points; SAT over 1000 points from two sections; IELTS 6.0 (or equivalent score from another testing system). If there is no such certificate, prospect students should take VUM's English language proficiency test with a minimum score of 60%. The English language proficiency requirement may be waived if the applicant has a diploma issued by a UK university. Applicants for the collaborative MBA programme might be subject to additional requirements. Relevant management experience and professional qualification might be considered a competitive advantage for entering the collaborative programmes.
7. Duration of the programme	Depending on the number of ECTS credits obtained in the Bachelor degree and the higher education area and professional field of the Bachelor degree of the applicant, the length of the education varies from three to four semesters.
8. Educational aims of the programme	✓ To offer an innovative, dynamic and flexible programme that critically considers developments in the academic study of Management and the changing contexts of Management in an international context. ✓ To critically explore the demands and supply issues within a global business environment. ✓ To advance students' knowledge of the complexity of understanding the relationship between ideologies and the responsibilities of managers within the workplace. ✓ To provide a robust theoretical framework for students to develop an integrated and critically aware understanding of Management; this is provided through clear learning outcomes and assessment criteria, provided for students for each module from the start of the course.

	✓ To develop in students, a range of intellectual skills reflecting the rigor required at this level of education. ✓ These should demonstrate within a graduate a high level of student autonomy and self-direction in order to help demonstrate initiative, originality alongside integrity and ethical judgement, in an understanding of Management.
9. Programme outcomes At the end of the programme, the successful student will be able to:	Knowledge and Understanding: ✓ Demonstrate a critical awareness of the main issues, theories and methodologies that are central to management ✓ Understand the role of the manager and the challenges that they face ✓ Understand the relationship between management modules and possible contexts including economic, environmental, ethical, legal, political, sociological and technological together with their effects at local, national and international level ✓ Demonstrate a critical awareness of the strategy, behaviour and management of organisations ✓ Implement a critical application of theory to the advancement of management practice ✓ Demonstrate a critical awareness of research in the evolution of management practice Cognitive Skills: ✓ Critically evaluate theories, tools and models in the field of management ✓ Reflect on their learning experience ✓ Analyse and critically evaluate primary and secondary information collected from research ✓ Creatively apply knowledge from different approaches to management issues and problems ✓ Handle complex situations holistically ✓ Analyse, synthesise and solve complex business problems ✓ Implement agreed solutions effectively and efficiently ✓ Act independently in planning and managing of learning with limited guidance Practical/Professional Skills ✓ Be able to conduct research into business and management issues and present findings both orally and in writing using a range of media ✓ Demonstrate numeracy and quantitative skills ✓ Demonstrate project management skills ✓ Use interpersonal skills including listening, persuading or influencing others. ✓ Be aware of and acknowledge the diversity in people and different situations Transferable Skills ✓ Monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills ✓ Analyse the effectiveness of alternative approaches to skills development ✓ Be an autonomous learner and user of resources for learning

	✓ Be confident and autonomous in problem solving ✓ Engage confidently in academic and professional communication with others within their field ✓ Clarify a group task and lead or work within a group towards defined outcomes In addition to the above skills, students who successfully complete a Master's degree should be able to: ✓ Demonstrate the application of techniques and concepts to the global business context; ✓ Demonstrate awareness of current issues and research in management for a sustainable and dynamic business world; ✓ Undertake an extended piece of relevant MBA research.
10. Teaching / Learning Methods and Assessment	The programme has been designed to accommodate the needs of recent graduates, and those students currently holding positions in the business environment or wishing to advance or change careers. The MBA programme is delivered on a traditionally taught method with lectures, seminars and tutorials during taught semesters using new media technologies and the online learning environment. The programme team has a commitment to high quality teaching, and they incorporate a wide variety of learning and teaching techniques to form a collaborative partnership with students to facilitate depth of learning. In this way, they are able to foster group interaction and allow students to engage with ideas, questions and discussions. Modules have a structured approach in their design. The programme uses a range of different assessment strategies, which include: essays and reports; critical reviews and commentaries; analytical exercises; individual or group presentations; a project-based report; a dissertation; computer-based assessments and informed discussion and debate. Students who fail to pass a module will be afforded one opportunity to resit the elements of the module they have failed. The MBA programme employs a variety of formative assessment methods, which enable tutors to better assess the students' level of experience, and tailor teaching in accordance with student needs. Feedback obtained from module leaders and students has suggested that this has been immensely beneficial for students, and better prepared them for the module's summative assessments. A vigilant verification process is applied to all work undertaken by students, with each summative assignment being double marked. If the two markers are unable to agree, of if there is a significant difference in marks, the work might be subject to third-marking.
11. Career prospects	The programme learning outcomes request that all students develop the following during their time on the course: ✓ A systematic understanding of operational and strategic management concerns with a critical awareness of contemporary issues and recent developments. ✓ A comprehensive understanding of the appropriate techniques applicable to investigation into management concerns, debates and issues. ✓ A conceptual understanding of core theories enabling evaluation of critically complex issues, both systematically and creatively, and to evaluate improving outcomes within the business environment.

✓ Developed skills required to work independently and to communicate conclusions clearly to specialist and non-specialist audiences.

MBA graduates are expected to have acquired skills that are easily transferable to any of the below career in the public and private sectors:

- Accounting
- Management
- Product Management
- Technology Management
- Finance
- Healthcare Management
- Human Resources
- Education
- Marketing
- Sales
- Government
- Banking
- Supply chain management
- Entrepreneurship
- Administration

Many of the MBA graduates are already employed and working in the business field. Some companies sponsor their employees during their time studying an MBA course if the student remains working for them once the MBA degree has been achieved which additionally benefits MBA graduates' career path in the company.

12. Programme structure and map:

The programme structure is as follows:

VARNA UNIVERSITY OF MANAGEMENT
STUDY PROGRAMME
MASTER of BUSINESS ADMINISTRATION

№	Code	Module/Subject	ECTS
1	2	3	11
Year One			
First semester			
Compulsory modules			
	MAN501	People and Organisations	10
	MAR511	Marketing	10
	ACC501	Accounting for Decision Makers	10
	BUS501	Operations Management	10
		Total	**40**
Second semester			
Compulsory modules			
	MAN502	Strategic Management	10
	MAN502	Management of Finance	10
	MAR502	Buyer Behaviour and Relationship Marketing	10

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<tr><td colspan="3"><b>Total</b></td><td><b>30</b></td></tr>
<tr><td colspan="4"><b>Year Two</b></td></tr>
<tr><td colspan="4"><b>Third semester</b></td></tr>
<tr><td colspan="4"><b><i>Compulsory modules</i></b></td></tr>
<tr><td></td><td><b>MAR503</b></td><td>Brand Management</td><td>10</td></tr>
<tr><td></td><td><b>MAN507</b></td><td>Innovation Management</td><td>10</td></tr>
<tr><td></td><td><b>MAN508</b></td><td>Leadership Management</td><td>10</td></tr>
<tr><td colspan="3"><b>Total</b></td><td><b>30</b></td></tr>
<tr><td colspan="4"><b>Fourth semester</b></td></tr>
<tr><td colspan="4"><b><i>Compulsory modules</i></b></td></tr>
<tr><td></td><td></td><td>Diploma seminar</td><td>5</td></tr>
<tr><td></td><td></td><td>Diploma Project</td><td>15</td></tr>
<tr><td colspan="3"><b>Total</b></td><td><b>20</b></td></tr>
<tr><td colspan="3"><b>Total for the 2 years of study</b></td><td><b>120</b></td></tr>
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<td>13. Support for students and their learning</td>
<td>A range of support is provided during and prior to the programme through:
Programme Director;
Module leaders;
Student Affairs office;
Student Representatives;
An Induction programme;
Student handbook and module guides;
Library and study skills support;
Library and learning resources of VUM</td>
</tr>
</table>

MSc International Hospitality and Tourism Management (Programme Specification)

General description of the programme

1. Awarding institution body	Varna University of Management, Bulgaria
2. Teaching institution	Varna University of Management, Bulgaria
3. Final award	MSc International Hospitality and Tourism Management (MSc IHTM)
4. Programme	MSc International Hospitality and Tourism Management
5. Mode of study	Full-time
5. Programme Director	Maya Ivanova, PhD
6. Admission requirements	Applicants for the MSC IHTM programme should have, or expect to obtain before the admission deadline, a diploma of higher education (Bachelor's or Master's) accompanied by a Transcript of Records with a minimum of 180 ECTS (European Credits Transfer System) credits. Diplomas should have been issued by an officially accredited university in Bulgaria or abroad, recognized as required by the National Education Act, article 5. The average grade of the diploma of higher education (BA/BSc) should be no less than the equivalent of "Good"according to the Bulgarian grading system. Transfer students' requests will be evaluated based on students' university transcripts (ECTS). Additional entry requirements may be imposed in compliance with the ratified Classifier of higher education areas and professional fields in Bulgaria. Prospect students applying for MSC IHTM programmes taught in English need to demonstrate English language skills through an internationally recognized English Language Certificate (TOEFL IBT, SAT, IELTS or similar). The Minimum scores are as follows: TOEFL IBT with score of min. 79 points; SAT over 1000 points from two sections; IELTS 6.0 (or equivalent score from another testing system). If there is no such certificate, prospect students should take VUM's English language proficiency test with a minimum score of 60%. The English language proficiency requirement may be waived if the applicant has a diploma issued by a UK university. Applicants for the collaborative MSC IHTM programme might be subject to additional requirements. Relevant management experience and professional qualification might be considered a competitive advantage for entering the collaborative programmes.
7. Duration of the programme	Depending on the number of ECTS credits obtained in the Bachelor degree and the higher education area and professional field of the Bachelor degree of the applicant, the length of the education varies from three to four semesters.
8. Educational aims of the programme	✓ Provide students with the opportunity to improve their understanding and competence in management within the hospitality and tourism industry; ✓ Enable students to develop analytical research and creative problem-solving skills which demonstrate full ownership of their learning and studies; ✓ Support students in critically assessing their own performance and using personal reflection to develop management expertise and competence. ✓ Offer students, from a variety of academic and professional backgrounds, the opportunity to advance their understanding of the hospitality and tourism industry through critical enquiry; ✓ Encourage a commitment to self-directed learning and continuing professional education through the setting of personal goals and the identification of their own learning needs;

	✓ Using a live case study, provide students with the opportunity to experience and assess the physical and cultural resources of the tourism and hospitality industry. ✓ Enable students to reflect critically on theory in the light of their professional experience. ✓ Provide students with the opportunity to gain practical work experience in order to deepen their critical understanding of operational and management issues within the tourism and hospitality sector. ✓ Encourage students to manage and evaluate their own studies through the completion of a substantive piece of research.
9. Programme outcomes At the end of the programme, the successful student will be able to:	Knowledge and Understanding: ✓ Critically understand the main concepts, issues, models, theories and methodologies that are central to management in the hospitality and tourism industry. ✓ Be aware of the role of the hospitality and tourism manager and the professional and ethical considerations associated with it. ✓ Critically apply theory to the advancement of hospitality and tourism management practice. ✓ Be critically aware of research into the evolution of hospitality and tourism management practice. ✓ Display knowledge and critical understanding of the major management processes within the context of the hospitality and tourism industry. ✓ Critically understand the nature and scope of the hospitality and tourism industry with a focus on strategic and cultural aspects. ✓ Appreciate the complex dynamics of the hospitality and tourism industry and its management practices. ✓ Critically analyse and evaluate international management processes within a hospitality and tourism context. Cognitive Skills: ✓ Critically analyse information and evidence relating to complex hospitality and tourism business and management issues with appropriate reference to underpinning theory and awareness of its limitations in practice. ✓ Critically appreciate the complexity of management roles within hospitality and tourism management contexts. ✓ Synthesize theory and practice, incorporating a realistic appreciation of limitations within the hospitality and tourism industry. ✓ Reflect on his/her learning experiences. ✓ Analyse and critically evaluate primary and secondary information collected from research activities. ✓ Utilise problem-solving and decision-making skills in a hospitality and tourism management context. ✓ Evaluate and critically appraise hospitality and tourism organisational policies and practices. ✓ Suggest solutions for effective and efficient implementation. ✓ Act independently in planning and managing learning with limited guidance through the completion of a substantive piece of personal research. Practical/Professional Skills ✓ Demonstrate numeracy and quantitative skills. ✓ Communicate effectively and appropriately. ✓ Conduct research into hospitality and tourism business and management issues and present findings both orally and in writing using a range of media.

	✓ Conduct research within the parameters of ethical guidelines and commercial sensitivity. ✓ Use interpersonal skills, including negotiation, persuasion and influencing others. ✓ Articulate conclusions and recommendations based on evidence and which are subject to a well-developed critical appraisal and imaginative judgement. Transferable Skills ✓ Communicate effectively with a wide variety of people using a variety of means. ✓ Manage time and work to deadlines prioritising workloads individually and in a team. ✓ Be an autonomous learner and user of resources for learning. ✓ Effectively clarify a group task and lead or work within a group towards defined outcomes. ✓ Research and present findings using appropriate technology. ✓ Practice and promote ongoing personal development. ✓ Analyse hospitality and tourism principles and theoretical perspectives to synthesise an approach suitable to the situation or task. ✓ Use creative and imaginative thinking in both problem-solving and decision-making activities.
10. Teaching / Learning Methods and Assessment	The programme is a combination of learning and teaching methods which will seek to blend lectures with experiential and active learning. Where appropriate, students are expected to capitalise on their current and prior experiences. The programme will enable students to develop concepts and theories relating to tourism and hospitality; stimulate critical thinking and transform management problems into opportunities from a multidisciplinary perspective. The programme will also offer students the opportunity to reflect on their knowledge, experience and industry practice, particularly through peer interaction. LEARNING STRATEGIES Postgraduate students are expected to take increased responsibility and ownership for their own learning. Lectures are used to deliver information to students, whilst tutorials, seminars, workshops and case studies are used to develop higher cognitive capabilities. Postgraduate students are required to undertake greater independent reading around their subjects and to critically evaluate the material throughout the programme. Practical exercises given to the students are more investigative in nature, require greater skills of analysis and synthesis and require the results to be put into a broader context than is expected of students at undergraduate level. All non-lecture sessions require students to participate and contribute both prior to and during the sessions. Where groupwork is appropriate, students become aware of self-management and also group dynamics and the team approach to problem solving. Underlying these activities is the desire to utilise the experience, opinions and knowledge of the student body and to provide a creative context for the collaborative exploration and development of ideas. Within the overall programme aims, students are encouraged to evaluate their own learning needs. Students are encouraged to seek many additional sources

of information and then critically evaluate the knowledge obtained. The benefits of a self-analytical approach to learning and the process of learning, as well as the product, are emphasised.

Across the programme, the aim is to develop active and independent learners who can:

✓ Set their own goals by identifying their own learning needs and relevant issues for study;
✓ Reflect critically on theory in the light of their professional experience;
✓ Manage and evaluate their studies.

TEACHING STRATEGIES

The programme has been designed to facilitate student learning that takes place against a background of professional expertise, exposure and commitment and internationalism.

The pedagogic approach combines lectures, seminars, workshops, tutorials, case studies, guest speakers, field visits and groupwork, as well as independent study. The overall philosophy of the programme is based on student-centred learning which will provide students with the optimal opportunity to utilise and extend their experience within a participative learning environment.

Lectures

Lectures contribute to the teaching strategies for the programme. They are an effective way of delivering core material and establishing a framework for a module against which other material can be set. Students are issued with a Module Handbook which outlines the content of each module and a list of the topics to be covered as well as sources of additional material (required and recommended reading). Members of staff aim to present lecture material in as effective and stimulating a manner as possible.

Seminars

Seminars involve student(s) presenting previously-prepared work to peers and a lecturer. This strategy is used to extend specific theoretical or practical concepts as well as incorporating problem-solving approaches into the programme. Seminars are used to provide students with valuable experience in presentational skills as well as providing staff with a method of assessing student-centred learning.

Workshops

Practical workshops are used to develop skills in a supportive environment where students can get feedback from a member of academic staff. Practical workshops represent a valuable bridge between theory and practice.

Tutorials

These are meetings of a student or group of students with a lecturer or lecturers to: expand on material covered in lectures through an enquiry-driven problem solving approach appropriate to the needs of postgraduate students; include additional work to overcome deficiencies in a student's background knowledge.

Case Studies

Case studies are a learning and teaching strategy which can be employed within a variety of teaching methods. Students may be presented with a real or simulated complex problem which they will have to analyse in detail and suggest/present their own solutions.

Guest Speakers

Guest lecturers from the public, private and voluntary sectors also participate in the learning and teaching process. They enhance award delivery by introducing a sense of the outside world into the learning and teaching process.

Field Visits

Visits to a range of hospitality and tourism organisations and other sites in Bulgaria or abroad will be arranged to provide students with an opportunity to see some of the theory they have studied being implemented in the work-place in a variety of settings.

The students will undertake a significant amount of guided research before the field visit part of the module commences, probably in March or April annually.

Groupwork

For some modules, a specific and substantial element of the learning process takes place through students working and learning as part of a team (eg *Industry Project Management*). All the team members are responsible for managing team performance. Groupwork provides support for individual students, allows confidence building, negotiating skills and generally enhances the learning process. The ability to work as part of a team is vital in many of the career paths within hospitality and tourism management. Groupwork may be required for: presentations, reports, collating information or critically evaluating research.

ASSESSMENT STRATEGIES

The role of assessment is threefold; to monitor student performance as they proceed through the programme, to provide feedback to students and to measure the level of attainment at the end of the programme. To achieve these objectives the assessment involves a range of coursework which are designed to give students the opportunity to submit evidence of reflective thought, reading, analysis and problem-solving abilities, in addition to relating their academic studies to their actual work experience.

Assessments will relate directly to learning outcomes and one assessment will usually cover a range of learning outcomes. In designing and deciding upon an assessment format for a module the following have been considered:

- ✓ The module learning outcomes and their level, with particular emphasis on the student's ability to analyse, synthesise, evaluate and communicate information derived from: module content; learned knowledge from other areas/qualifications; experience; the implementation of systematic information-seeking strategies.
- ✓ Opportunities for students to apply their skills to specific industry/business problems.
- ✓ Problem-solving skills developed systematically to resolve these problems.
- ✓ Assessment performance criteria, as communicated to the student in the assessment briefs.
- ✓ The validity and reliability of the assessment methods, which are monitored by module leaders and programme teams via performance indicators; including Module Evaluation forms and external examiner comments.
- ✓ Time constraints (for students and staff) and the need to ensure consistency.
- ✓ The use of a range of strategies through which a student can demonstrate what he/she understands or can do.
- ✓ The need for assessment to allow for review and reflection by the student.

<table>
<tr><td></td><td>Assessments take the form of essays, group and individual presentations, podcasts, group and individual reports, a research proposal, reflective portfolios, a viva, a feasibility study and a Dissertation or an Enterprise Project.</td></tr>
<tr><td>11. Career prospects</td><td>Once they are in professional practice, Master’s graduates should be able to:
✓ Consistently apply their subject-specific knowledge and wider intellectual skills
✓ Deal with complex issues both systematically and creatively, making sound judgements and communicating their conclusions clearly to a range of audiences
✓ Be proactive in recognising the need for change and have the ability to manage change
✓ Be adaptable, and show originality, insight, and critical and reflective abilities which can all be brought to bear upon problem situations
✓ Make decisions in complex and unpredictable situations
✓ Evaluate and integrate theory and practice in a wide range of situations
✓ Be self-directed and able to act autonomously or in group situations when planning and implementing projects at professional levels
✓ Take responsibility for continuing to develop their knowledge and skills.

MSc IHTM graduates should have acquired skills enabling them to embark upon successful professional careers as managers, leaders, and entrepreneurs within all the sectors of the hospitality and tourism industry worlwide. They can take up employment opportunities in official tourist organizations, transportation companies, hotels, tour operating and travel agency companies, governmental institutions and other organizations where knowledge of tourism management is highly valuable. VUM maintains excellent connections with businesses in the field of hospitality and tourism industry in the UK, Spain, Malta, South Africa, USA, etc.
Many of the MSC IHTM graduates are already employed and working in the business field. Some companies sponsor their employees during their time studying an MSC IHTM course if the student remains working for them once the MSC IHTM degree has been achieved which additionally benefits MSC IHTM graduates’ career path in the company.</td></tr>
<tr><td>12. Programme structure and map:</td><td>The programme structure is as follows:
<b>VARNA UNIVERSITY OF MANAGEMENT</b>
<b>STUDY PROGRAMME</b>

<b>MSc INTERNATIONAL TOURISM and HOSPITALITY MANAGEMENT</b>
<table>
<tr><th>№</th><th>Code</th><th>Module/Subject</th><th>ECTS</th></tr>
<tr><td>1</td><td>2</td><td>3</td><td>11</td></tr>
<tr><td colspan="4"><b>Year One</b></td></tr>
<tr><td colspan="4"><b>First semester</b></td></tr>
<tr><td colspan="4"><b><i>Compulsory modules</i></b></td></tr>
<tr><td></td><td>BUS502</td><td>Industry Project Management</td><td>10</td></tr>
<tr><td></td><td>TOUR501</td><td>THE Industries in Context</td><td>10</td></tr>
<tr><td></td><td>MAN517</td><td>Managing People and Markets across Cultures</td><td>10</td></tr>
<tr><td colspan="3"><b>Total</b></td><td><b>30</b></td></tr>
<tr><td colspan="4"><b>Second semester</b></td></tr>
</table></td></tr>
</table>

Compulsory modules			
	RES501	Research Methods	10
	TOUR503	Exploring Hospitality and Tourism Landscapes	10
Optional modules			
	BUS519	Internship *or*	10
	BUS520	Crisis, Risk and Strategic Change Management	10
Total			**30**
Year Two			
Third semester			
Compulsory modules			
	MAR513	Brand Management in THE Industries	10
	MAN517	Innovation Management in THE Industries	10
	MAN518	Leadership Management in THE Industries	10
Total			**30**
Fourth semester			
Compulsory modules			
		Diploma seminar	5
		Diploma Project**	15
		Academic Writing	10
Total			**30**
Total for the 2 years of study			**120**

**** Students choose 1 out of 2 options:**

***Dissertation* DPD**

***Enterprise project* DPE**

13. Support for students and their learning	A range of support is provided during and prior to the programme through:
	Programme Director;
	Module leaders;
	Student Affairs office;
	Student Representatives;
	An Induction programme;
	Student handbook and module guides;
	Library and study skills support;
	Library and learning resources of VUM

Module Descriptions for VUM Master Programmes’ Courses

People & Organizations

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
People and Organisations	MBA7000	N500	7

Level (3-8)	Credits	ECTS	Module Value	% Taught in Welsh	Module Type
7	20	10	1.0	0	Taught

Teaching Period	Pre-requisites
	None

Module Leader	School(s)	Campus
Michaal Minkov (Module leader) Silvena Dencheva, Denitsa Borisova	VUM, Bulgaria	Varna

Assessment Methods			
Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Portfolio/ Integrated Assignment	6,000 words	100%	End of Semester

Aim(s)
To allow students to develop a critical insight into the factors that influence the behaviour of people within organisations and how such behaviour contributes to organisational effectiveness. To provide a critical appreciation of the diversity of HRM issues and the primary role and key functions of HR with reference to relevant theoretical models and concepts of HRM. To pay particular attention to organisation structure, culture, conflict and the management of change. To explore the role of the effective human resource management in the broad organisational context. To examine the relationships beyond the organisation and wider environmental and economic factors that can affect the development of an enterprise. To provide students with the opportunity to develop effective planning, analytical and problem solving skills.

Learning Outcomes
At the end of this module, students should be able to: Critically analyse key theoretical approaches to the management of change with reference to structure, culture, conflict and managing self Critically examine organisational behaviour in a variety of contexts and develop discussion based on complex scenarios and the changing external environment Develop, explore and critique human resource management approaches in these contexts with reference to contemporary theory and an understanding of current practice A conceptual understanding of the core theories in understanding people and their role in organisations

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.

Indicative Content
The module is structured into three distinct and equally weighted sections as outlined below; **Reflective Practice**- examining theories of learning and reflective practice, professional practice, management and reflection. **Organisational Behaviour**- examining theories of organisational practice, including organisational structure, culture and power and politics. **Human Resource Management**- examining key concepts of strategic HRM, with application to a contemporary case study.

Recommended Reading & Required Reading
Required Reading Linstead S, Fulop, L and Lilley S (2009) Management and Organisation, London: Palgrave Hall **Recommended reading:**

Armstrong, M., (2006), *Strategic HRM, A Guide to Action*, (23rd. ed), Kogan Page
Beardwell, L., & Claydon, T., (2010), *HRM, A Contemporary Perspective*, (6th ed), FT/Prentice Hall
Blyton., P & Turnbull, P., (2006), *The Dynamics of Employee Relations*,(5th ed),Palgrave
Cole, G., (2006), *Personnel & HRM*, Continuum, (9th Ed),
Cottrell, S., (2010), *Skills for Success, The Personal Development Planning Handbook*, (2nd ed), Palgrave
Kew, J., & Stedwick, J., (2010), *Human Resource Management in a Business Context,* CIPD
Morgan, G., (2006), Images of Organization,(updated edition), Sage
Robbins, S.P., and Judge, T. A.,(2012), *Organisational Behaviour, Global Edition*,(, 15th ed), Pearson
Banfield and Kay (2008), *Introduction to human resource management*, Oxford University Press

Journals

International Journal of Human Resource Management
Human Resource Management Journal
Humane Resource Management Review
Employment Relations
People Management (CIPD)

Access to Specialist Requirements
None.

Accounting for Decision Makers

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Accounting for Decision-Makers	MBA7001	N300	7

Level (0 - 8)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	1.0	0	Taught

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
Svetlana Drenska (module leader) Diyan Dimov	VUM, Bulgaria	Varna

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Date of Submission**
Coursework: Time-constrained test	Multiple Choice Question Test (MCQ) (1.5 hours)	50%	Mid semester
Examination	2.5 hours	50%	End of semester

Aim(s)

To provide future managers with a level of practical understanding that is genuinely useful in the workplace by covering a range of key financial and management accounting areas
To interpret financial statements
To understand cost classification and behaviour in short-term decision making
To understand the principles of budgeting and budgetary control.

Learning Outcomes

After completion of the module, the student will be able to:
Demonstrate a critical understanding of, and evaluate, balance sheets and income statements
Interpret the financial data commonly provided by accountants to managers
Use marginal costing & breakeven analysis to evaluate and solve of a range of realistic problems
Prepare & interpret cash budgets as part of budgetary control

Indicative Content

Introduction to Accounting
Nature and roles of accounting, Users of financial information and their needs, Distinction between financial and management accounting;

Financial Statements
Prepare a simple balance sheet and income statement; Discuss accounting conventions underpinning the financial statements; Discuss uses and limitations of the financial statements.

Ratio Analysis
Calculation of key ratios for assessing the profitability, efficiency, liquidity and gearing of a business; Explain the significance of the ratios calculated; Discuss the limitations of ratios as a tool of financial analysis.

Working Capital
Managing Inventories, Receivables, Payables and the Operating Cash Cycle.

Cost-Volume-Profit analysis
Distinction between fixed and variable costs – their classification and behaviour; Using break-even analysis to evaluate business opportunities; Using marginal costing for decision making on maximising returns;

Budgeting
Explain the budgeting process and the interlinking of the various budgets within the business; Construct various budgets, including the cash budget from relevant data; Understand why profit is not the same as cash flow.

Recommended Reading & Required Reading

Required Reading
Atrill, P., & McLaney, E.,(2012) *Accounting and Finance for Non-Specialists (with MyAccountingLab), (8th ed), Financial Times/Prentice Hall,* ISBN-10: 0273778161 | ISBN-13: 978-0273778165
All students require access to a calculator e.g. Casio fx-82 which must include the following functions: powers; roots; brackets; memory; sign change.
Recommended Reading
Davies, T., & Crawford, I., (2011), *Business Accounting and Finance, (1st ed),* Financial Times/ Prentice Hall ISBN-10: 027372312X | ISBN-13: 978-0273723127
McLaney, E., & Atrill, P., (2012), *Accounting: An Introduction (with MyAccountingLab), (6th ed),*Financial Times, Prentice Hall ISBN-10: 0273771949 | ISBN-13: 978-0273771944
Weetman, P.,(2013), *Financial and Management Accounting: An Introduction (with MyAccountingLab), (6th ed),* Financial Times/Prentice Hall, ISBN-10: 027378952X | ISBN-13: 978-0273789529
Professional articles posted on Blackboard.

Access to Specialist Requirements

Web based learning & self assessment packages

Strategic Management

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Strategic Management	MBA7002	N240	7

Level (0 - 8)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	1.0	0	Taught

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
	Varna University of Management	

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Portfolio	3,000 words	50%	End of semester
Examination	2.5 hours	50%	End of semester

Aim(s)

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. In the development of understanding the exploration of internationalisation, sustainability, corporate values and social responsibility informs the curriculum. 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

At the end of this module students should be able to:

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
Critically assess the debate that surround corporate values and social responsibilities.
To analyse competition and customer requirements in order to identify oppertunities for competitive advantage within an industry.
Identify different types of strategic change programmes and assess the value of different leadership styles in managing strategic change.

Learning and Teaching Delivery Methods

Lectures will be used to explore basic concepts and principles. Tutorials and seminars will be used to discuss and explain specific problem areas. Students will also be expected to undertake Self-Directed learning to complement their classroom-based learning.

Indicative Content

The Environment
Strategic Capabilities
Integrating Internal & External Environment
The Nature and Sources of Competitive Advantage
Strategic Purpose
Culture & Strategy
Business Strategy / Business Level Strategy
Corporate Strategy and Diversification
International Strategy
Leadership & Strategic Change

Recommended Reading & Required Reading

Required Reading:
Kapferer, J. (2012). The New Strategic Brand Management: advanced insights and strategic thinking. (5th ed.) Kogan Page
Henk, W., Volbarda et al. (2011). *Strategic Management, (9th Edition)*, South- Western,Cengage Learning
Johnson, G., Whittington, R., Scholes, K. (2011). Exploring strategy (9th edition). Pearson Education

Recommended Reading:
Barney J., Hesterly, W. (2012). Strategic Management and Competitive Advantage (4th edition). Pearson Education, Inc.
Goodman, M. & Dingli, S. (2013). Creativity and Strategic Innovation Management. London: Routledge
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
Lynch, R. (2009). Strategic Management. (5th ed). FT/Prentice Hall
Shimizu, K. (2012). The Cores of Strategic Management. New York: Routledge
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.

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

Marketing

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Marketing	MBA7003	N550	7

Level (3-8)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	1.0	0	Taught

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
Vesselin Blagoev (module leader) Stanislav Ivanov	Varna University of Management	Varna

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Integrated Assignment / Group Coursework	3,000 words	50%	Mid-semester
Integrated Assessment / Examination	2 hours	50%	End of semester

Aim(s)

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.
To apply key theories, concepts and techniques to develop an in-depth understanding of a market
To develop appropriate marketing strategies and plans

Learning Outcomes

At the end of this module, students should be able to:
Demonstrate a critical understanding of the role and function of marketing in a variety or market and organisational contexts.
Critically evaluate and utilise marketing research data and methods to a given marketing situation.
Apply and evaluate the principles of organisational and environmental audits to inform marketing strategies, decisions and objectives.
Develop and justify a marketing plan and mix for a given target market.

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.

Indicative Content

The marketing concept: theories and concepts, planning, organisational context (B2C/B2B/NfP)
Dynamics of the marketplace: supply/demand, types of market, competitiveness
Consumer behaviour: purchasing models/factors, decision making unit, purchasing
Market segmentation/STP: methods of segmentation, targeting strategies, positioning
Marketing research techniques: primary/secondary, quantitative/qualitative
Analysing of research data to inform marketing strategies and plans
Internal audits: organisational/marketing capabilities- strengths/weaknesses
Environmental audits:micro/macro/global, market opportunities/threats
Developing marketing strategy
Strategic decisions: market selection, positioning, competitive stance, growth
Operationalising the marketing mix for a target segment (4P/4C/7P)
Product: categories, goods/services, lifecycle, USP/FAB, portfolio, new product dev't
Price: role of price, break-even/contribution, strategic/tactical pricing strategies,
Place: role of distribution, channels, emergence of retail/e-tail channels, logistics
Promotions: aims of promotion, promotional mix, push/pull/profile, IMC
7Ps: goods vs services, physical evidence, people, processes

Recommended Reading & Required Reading

Required Reading:
Armstrong, G., Kotler, P., Harker, M., Brennan, R., (2012), *Marketing: An Introduction 2/E*, Pearson
Blythe, J., (2009), *Principles and Practice of Marketing*, Cengage Learning
Hooley, G., Piercy, N.F., Nicolaud, B., (2012), *Marketing Strategy & Competitive Positioning 5th Ed*, FT Prentice Hall

Lee, K., & Carter, S., (2012), *Global Marketing Management*, Oxford
McDaniel, C. J.r., Gates, R., (2012), *Marketing Research 9th Ed International Student Version*, Wiley

Recommended Reading:
Aaker, D., (2010), *Strategic Marketing Management: Global Perspectives*, Wiley
Aaker, D., (2010), *Marketing Research, 10th Ed International Student Version*, Wiley
Blythe, J., (2012), *Essentials of Marketing*, Pearson
Bradley, N., (2010), *Marketing Research: tools & techniques*, Oxford University Press
Chaffey, D., Ellis-Chadwick, F.,(2012), *Digital Marketing: Strategy, Implementation & Practice, 5/E*, Pearson
DePelsemaker, P., Kenhove, P., Janssens, W., Wijnen, K., (2008), *Marketing research with SPSS*, FT Prentice Hall
Doole, I., Lowe, R., (2012), *International Marketing Strategy*, Cengage Learning,Keegan
Hollensen, S., (2012), *Essentials of Global Marketing, 2/E*, Pearson
Lamb, C.W., Hair, J.F., McDaniel, C., (2012), *Essentials of Marketing*, Cengage Learning
McDonald, M., (2011), *Marketing Plans- How To Prepare Them, How To Use Them,* Wiley
Solomon, M., (2012), *Consumer Behavior: Global Edition, 10/E*, Pearson
Wilson, M.S., Gilligan, C., (2005), *Strategic Marketing Management*, CIM/Elsevier (e-book)
Wood, M.B., (2010), *Essential Guide to Marketing Planning*, FT Prentice Hall

Journals
Marketing
Journal of Consumer
European Journal of Marketing
Journal of Marketing Research
Irish Marketing Review
Marketing Management Journal
Journal of Consumer Behaviour
Journal of Strategic Marketing
Journal of Marketing
Journal of International Marketing

Other Sources:
Chartered Institute of Marketing (CIM) www.cim.co.uk
Marketing Week www.marketingweek.co.uk
Financial Times www.ft.com
The Times www.timesonline.co.uk

Access to Specialist Requirements
Mintel, KeyNote and Mintel/DataMonitor market research reports

Management of Finance

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category**
Management of Finance	MBA7005	N300	7

Level (0 - 8)	**Credits**	**ECTS**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	1.0	0%	Taught

Teaching Period	**Pre-requisites**
	None

Module Leader	**School(s)**	**Campus**
	Varna University of Management	

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Coursework	2,500 words	50%	Mid –end of semester

Exam	2 .5 hrs	50%	End of semester

Aim(s)

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;
To raise awareness of external considerations, such as take-over threats, interest rate movements, and currency fluctuations, which may impinge on decision making;
To cover the major financial issues 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

After completing this module the student should be able to:

Critically evaluate financial statements using appropriate techniques to assess the financial position of the organisation;
Undertake a strategic appraisal of financial problems and financial information for use in making strategic investment decisions;
Critically evaluate project proposals in terms of risk, return and asset valuation;
Critically analyse complex problems and apply techniques to unfamiliar situations, particularly with reference to the requirements of the small business environment.

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 be expected to undertake self-directed learning to complement the lectures and seminars.

Indicative Content

Financial statements analysis
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.

Financing decisions
Sources of long-term finance, ordinary equity capital, methods of raising capital, loan notes and debentures

Investment and Risk
Risk and return. Portfolio theory. The Capital Asset Pricing Model.
Foreign Exchange Risk
Identifying and measuring exchange rate exposure risk. Techniques to reduce exposure to foreign exchange risk.
Small Business Finance
Sources of finance, cash flow management, growth, working capital management, flotation, factoring, leasing, Mergers and acquisitions, Business plans and projected financial statements.

Recommended Reading & Required Reading

Required Reading
Gitman, L. J., and Zutter, C. J., (2012), *Principles of Managerial Finance*, Pearson Higher Education
Recommended Reading
Atrill, P., (2011), *Financial Management for Decision Makers*, Financial Times Press
McLaney, E. J., (2011), *Business Finance: Theory and Practice*, FT Prentice Hall
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*, Financial Times, Prentice Hall
Journals
Journal of Finance
Managerial Finance
Financial Management
Financial Analysts Journal
Quality financial press such as Financial Times, Bloomberg, and The Wall Street Journal

Access to Specialist Requirements

None

Operations Management

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
Operations Management	MBA7061	N900	7

Level (3-8)	Credits	ECTS Credit	Module Value	% Taught in Welsh	Module Type
7	20	10	1.0	0	Taught

Teaching Period	Pre-requisites
	None

Module Leader	School(s)	Campus
Prof. Nako Stefanov (module leader) Boyko Ovcharov	VUM, Bulgaria	Varna

Assessment Methods			
Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Coursework	Written assignment (6,000 words)	100%	End of Semester

Aim(s)
To develop and introduce and develop a critical understanding operations management for modern organisations in a variety of sectors of activity; To consider operations strategy in its broadest sense and relate this to the internal management and organisation of the production of goods and services within organisations in different sectors of the economy; To examine how to organise resources and operations, and how to improve them using a variety of quality tools and techniques and process improvement activities; To consider the organisation in its wider context; examining how inputs on the supply side can be managed and improved, and on the demand side how customers, and customer satisfaction can be understood.

Learning Outcomes
On completion of this module, students should be able to: Evaluate the nature, scope and extent of manufacturing and service operations strategy; Critically evaluate the use of quality tools and techniques for a wide range of organisational problems; Solve complex operational problems related to managing capacity and constraints within organisations; Demonstrate the application of strategies, tools and techniques to improve business operations and appraise and select appropriate methods for managing supply bases for a variety of organisations.

Learning and Teaching Delivery Methods
Lectures/ seminars Independent study

Indicative Content
The content of this module will focus primarily on the future needs of students and can be tailored to their likely subsequent careers. For those students likely to be entering the service sector the module can primarily be focused on service operations management with manufacturing operations management being taught as the minor component. For those students with a likely career in manufacturing, then manufacturing operations can be the major focus with service operations management taught as the minor component. Operations strategy Customer service Managing capacity and demand Scheduling operations Waiting, queuing theory and practice Managing inventory Quality management tools and techniques Process analysis and improvement New product and service development

Purchasing and supplier management

Recommended Reading & Required Reading

Required reading
Hill, A., and Hill, T., (2012), Operations management, Palgrave Macmillan; Basingstoke
Johnson, R., and Clark, G., (2012), Service operations management: improving service delivery, FT Prentice Hall; London

Recommended reading
Cousins, P., Lamming, R., Lawson, B., and Squire, B., (2008), Strategic Supply Management: Principles, Theories and Practice, Prentice Hall; London.
Fitzsimmons, J., and Fitzsimmons, M., (2010), Service Management: operations, strategy and information technology, McGraw-Hill Higher Education; Boston MA.
Hollins, W., and Shinkins, S., (2006), Managing service operations: design and Implementation, Sage Publications; London.
Slack, N., Brandon-James, A., and Johnston, R., (2013), Operations Management, Pearson; London

Journals
California Management Review
Harvard Business Review
International Journal of Production Economics
International Journal of Operations & Production Management
International Journal of Logistics Management
International Journal of Physical Distribution and Logistics Management
International Journal of Production Economics
International journal of Services and Operations Management
Journal of Operations Management
Production and Operations Management

Buyer behaviour and Relationship marketing

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
Buyer Behaviour and Relationship Marketing	MBA7063	N500	7

Level (3-8)	Credits	ECTS	Module Value	% Taught in Welsh	Module Type
7	20	10	1.0	0	Taught

Teaching Period	Pre-requisites
	None

Module Leader	School(s)	Campus
	Varna University of Management	

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Integrated Assignment / Coursework	3000 words	50%	Mid-semester
Integrated Assessment / Coursework	3000 words	50%	End of semester

Aim(s)

To build on the core module and develop the student's understanding of buyer behaviour and its impact on strategic decision making;
To critically analyse buyer behaviour in both the consumer and business to business environments;
To critically evaluate a wide range of buying models and processes;
To examine how intervening factors, such as the Internet, are reshaping and changing purchasing decisions.

Learning Outcomes

After completing the module, the student should be able to:
Differentiate between types and classes of customer and how this affects their buying behaviour, to include the effects of sustainability and recycling on buyer behaviour;

Critically review relevant motivational theories and their effects on customer behaviour;
Evaluate decision making-processes and customer behaviour in both B2C and B2B contexts;
Critically assess purchasing systems, value chaining, value mapping and how production systems such as JIT and OPT influence value and waste within B2B markets.

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 undertake self-directed learning to complementclassroom-based teaching.

Indicative Content

Definitions and classification (buyer, consumer, repeat, loyal, lapsed, rational, etc.).
The Consumer research process.
Market segmentation and strategic targeting.
Consumer motivation, personality and consumer behaviour.
Perceptions, learning and attitudes.
Communication and consumer behaviour.
The role of culture, including sub-cultural differences and ethnic diversity.
New products, diffusion and innovation.
Marketing ethics and social responsibility.
The impact of e-marketing and e-channels on buyer behaviour.
The impact of advertising, packaging and other marketing activity.
The sales process (needs identification, information giving, close, objections, etc.).
Purchasing systems and processes in B2B markets.
Supply chain management and logistics in B2B markets.
The concept of relationship marketing in B2B markets.

Recommended Reading & Required Reading

Required Reading
Schiffman, L., Kanuk, L., and Hansen, H. (2012). *Consumer Behaviour: A European Outlook, International Edition.* (2nd ed.). Upper Saddle River: Pearson

Recommended Reading
Blythe, J. (2013). *Consumer Behaviour*, (**2nd ed.). London: Sage Publications Ltd**
Blythe, J. (2014). *Principles and Practice of Marketing*. (3rd ed.). London: Sage
Brennan, R., Canning, L. & McDowell, R. (2014). *Business-to-Business Marketing*. (3rd ed.). London: Sage
Clow, K, Baack, D. (2014). *Integrated Advertising, Promotion and Marketing Communications.* (6th ed.). Harlow: Pearson
Dibb, S., Simkin, L., Pride, W. And Ferrell, O. (2012). *Marketing. Concepts and Strategies*. (6th ed.). Hampshire: Cengage Learning
Evans, M., Jamal, A., and Foxall, G. (2009). *Consumer Behaviour.* (**2nd ed.**). Chichester: John Wiley and Sons
Ford, D., Gaddle, L., Hakansson, H. And Snehota, I. (2011). *Managing Business Relationships.* (**3rd ed.**). Chichester: John Wiley and Sons
Hoyer, W. D., and Maclnnis, D. J. (2012), *Consumer Behaviour.* (6th ed.). Mason, OH: South Western College Publishing
Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2013). *Principles of Marketing*. (6th ed.). Harlow: Pearson
Payne, A. and Frow, P. (2013). *Strategic Customer Management. Integrating Relationship Marketing and CRM.* New York: Cambridge University Press
Solomon, M. R., Bamossy, G., Askegaard, S., and Hogg, M. K. (2013). *Consumer Behaviour A European Perspective*. (5thed.). Harlow: Pearson
Solomon, M., Marshall, G., Stuart, E., Barnes, B., and Mitchell, V. (2013). *Marketing. Real People, Real Decisions.* (**2nd ed.**). Harlow: Pearson
Wright, R. (2013). ***Consumer Behaviour, Applications in Marketing*** (**2nd ed.). London: Sage Publications Ltd**

Journals
Journal of Consumer Behaviour
International Journal of Consumer Studies
Journal of Consumer Research
Industrial Marketing Management (free online access)

Dissertation

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category(ies)
Dissertation	MBA7099	N200	7

Level (0 – 8)	Credits	ECTS Credit	Module Value	% Taught in Welsh	Module Type
7	40	20	2.0	0	Dissertation

Teaching Period	Pre-requisites
Semester 3	None

Module Leader	School(s)	Campus
Prof. Vesselin Blagoev	VUM, Bulgaria	Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Dissertation	10,000 - 12,000 words	100%	Semester 3

Aim(s)

The dissertation provides an opportunity for in depth study of a topic relevant to management. It requires students to:
Critically evaluate major schools of thought within relevant management theory to fit with business practice.
Translate theory into practice through the study of its application in the real world.
Undertake empirical research in this area.
Draw conclusions about the implications of the results for managerial decision-making, in particular strategic.

Learning Outcomes

At the completion of the dissertation the student should be able to:
Formulate research questions at a level appropriate for a Masters;
Critically review the relevant literature / business environment information;
Select the most appropriate methods for the collection of data, justifying that choice.
Apply methods to collect data;
Select a method of analysis appropriate to their research question, within the context of what is commensurate to Masters level;
Present the results clearly and comprehensively;
Draw conclusions about the results.

Learning and Teaching Delivery Methods

The Dissertation builds on the Research Methods Module/Pathway Specific Modules. Students will be assigned a personal tutor with whom they will be expected to have a minimum of three one-to-one tutorials, the outcome of which will be fully documented.
A dissertation handbook will be available for all students that will include details of
Regulations and attendance requirements
Role of supervisor
Timing and planning
Topic selection
Presentation
Referencing
Assessment

Indicative Content

Specific research topic selected by student.
Statement of research question
Literature review / background business research
Justification of methodology for collection of data
Justification for method of analysis
Analysis
Presentation of data
Presentation of results
Discussion

Recommended Reading & Required Reading

Required Reading:
Gill, J., and Johnson, P., (2007), *Research Methods for Managers,* (Third Edition), Sage

Saunders, M., Lewis, P., and Thornhill, A., *Research Methods for Business Students, (6th edition),* Harlow: FT/Prentice Hall
Recommended Reading:
Al Theide, D.L., & Schneider, C.J., (2012), *Qualitative Media Analysis, 2nd Edition*, Sage
Biggam, J., (2011), *Succeeding with your Masters Dissertation: A Step-by-Step Handbook*, Sage; London
Blasius, J., & Thiessen, V., (2012), *Assessing the Quality of Survey Data*, Sage
Callegaro, M., Manfreda, K.L., and Vehovar, V., (2014), *Web Survey Methodology*, Sage; London
Fielding, N.G., Lee, R., & Blank, G., *The Sage Handbook of Online Research Methods*
Fisher, C., (2007), *Researching and Writing a Dissertation: A Guidebook for Business Students*, FT/Prentice Hall; London
Furseth, I., & Everett, E.L., (2013), Sage Study skills Series; London
Guest, G., (2013), *Public Health Research Methods* Sage; London
Gill, J., and Johnson, P., (2011), *Research Methods for Managers*, e-book
Hart, C., (2004), *Doing your Masters Dissertation* ,Sage Study skills; London
Herr, K., & Anderson, G.L., *The Action Research Dissertation: A Guide for Students and Faculty* Sage; London
Lomas, R.,(2011), *Mastering your Business Dissertation: How to Conceive Research and Write a Good Business Dissertation*, Routledge; Oxon
Moore, N., (2006), *How to do Research: the Complete Guide to Designing and Managing Research Projects (3rd revised edition)*, Facet Publishing; London
Myers, M.D., (2013), *Qualitative Research in Business and Management*, Sage;London
Nezieiek, J.N., (2012), *Diary Methods*, Sage; London
Picardi, C., & Masick, C.J., (2013), *Research Methods Designing and Conducting Research with a Real World Focus*, Sage; London
Russell, B.H., (2012), *Social Research Methods: Qualitative and Quantitative approaches, (2nd edition)*, Sage; London
Sieber, J.E., & Tolich, M.B., (2013), *Planning Ethically Responsible Research, (2nd edition*), Sage; London
Wentz, E.A., (2013), *How to Design, Write and Present a Successful Dissertation Proposal*, Sage; London
Zikmund, W.G., (2003), *Business Research Methods (7th edition),* Thomson South-Western;UK

Managing People and Markets across Cultures

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Managing People and Markets across Cultures	HLT7031	N800	7

Level (3 to 8)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	2.0	0	Taught

Teaching Period	**Pre-requisites**
Semester 1	None

Module Leader	**School(s)**	**Campus**
Michael Minkov (module leader) Roumiana Konstantinova Silvena Dencheva Violina Ratcheva Stanislav Ivanov	Varna University of Management	Sofia and Varna

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
WRIT 1	1500	25%	Week 7
WRIT 2	4500	75%	Week11
Aim(s)			

This module aims to facilitate students’ understanding of the importance of intercultural communication in the tourism, hospitality and events industries. It will develop the skills required to become an effective intercultural communicator, in order to equip students to manage both people and markets in a culturally diverse society.

Learning Outcomes

On completion of this module, the student should be able to:

Demonstrate an understanding of the challenges of living and working in a global society.
Explore the dimensions of culture that influence behaviours.
Recognize the multi-faceted nature of communication and exhibit the knowledge and skills required to become an effective intercultural communicator.
Critically evaluate the role of media and culture when managing markets across cultural boundaries.
Identify the importance of developing intercultural business and professional relationships.

Learning and Teaching Delivery Methods

Lecture/Workshops: 48 hours
Student-centred learning: 152 hours

Indicative Content

Globalization, interconnectedness, global village, traditionalism, transformationism, business economies, citizenship, migration and international exchange, multiculturalism, cross-culturalism.
Social, interpersonal and human relationships, cultural norms, social exchange theory, inclusion, control.
Models of communication, verbal and non-verbal communication, power and language, components and characteristics of verbal and non-verbal codes, communication styles and gender differences.
Agenda-setting theory, global, political and economic influences on media, media and cultural change, role of media and technology in cross-cultural marketing, intercultural marketing strategy.
Ethical communication, cultural theory, values and behaviours, socialization, power and distance, managing a culturally diverse workforce.

Recommended Reading & Required Reading

Required reading
Byrd, M. & Scott,C. (2014) *Diversity in the Workforce*, London: Routledge.
Fairclough, N. (2001) *Language and Power*, Harlow, UK: Longman.
French, R. (2008) *Cross-Cultural Management in Work Organisations*, CIPD, London: Sage.
Liu, S., Volcic, Z & Gallois, C. (2011) *Introducing Intercultural Communication: Global Cultures and Contexts,* London: Sage.
Schneider, S., Barsou, J.L. (2003), *Managing across cultures*, Pearson Educations, Prentice Hall
Usinier, J-C & Lee, J. (2012) *Marketing across Cultures,* (6th edition), Harlow:Pearson Education Ltd.

Recommended reading
Geertz, C. (1973) *The Interpretation of Cultures,* New York,: Basic Books.
Hofstede, G. (2001) *Culture’s Consequences:Comparing Values, Behaviours, Institutions and Organisations across Nations* (2nd edition), Thousand Oaks, CA: Sage.
Hogan, C. (2007) *Facilitating Multicultural Groups. A Practical Guide.* London:Hogan Page
Jandt, F.(2007), *An Introduction to Intercultural Communication:Identities in a Global Community,* (5th edition), Thousand Oaks, CA: Sage.
Lull, J. (2000) *Media, Communication, Culture:A Global Perspective*, (2nd edition), New York: Columbia University Press.
Thomas, D. (2008) *Cross-Cultural Management. Essential Concepts*. (Edition 2) CA,:Sage.

Access to Specialist Requirements

Blackboard (VLE) supported module

Industry Project Management

Module	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Industry Project Management	HLT7032	N800	7

Level (3 - 8)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	2.0		Taught

Teaching Period	**Pre-requisites**
Semester 1	None

Module Leader	**School(s)**	**Campus**
Viktoria Gedinach (module leader) Stanislav Ivanov Maya Ivanova Diyan Dimov Plamen Petrov	Varna University of Management	Sofia and Varna

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
WRIT 1	Group Feasibility Study (equivalent to 2000 words)	30%	Week 5
PRES	Group Presentation	50%	Week 11
WRIT 2	Individual Essay (equivalent to 1000 words)	20%	Week 12

Aim(s)

This module is designed to provide the student with a good theoretical and practical knowledge of Project Management focused within the Events, Hospitality & Tourism (EHT) 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

After completing this module the student should be able to:
Apply the key principles, tools and techniques as detailed within the Project Management Institute Project Management Book of Knowledge (PMI PMBOK) to a range of project management contexts.
Critically evaluate the differences between and applications of the main project management methodologies in use today.
Examine and assess EHT industry based issues/problems/innovation and present solutions/ideas to an individual organisation.
Effectively demonstrate individual learning enhancement alongside developing industry based relationships.
Reflect critically upon practice and adapt that practice to a variety of contexts and challenges

Learning and Teaching Delivery Methods

Lectures	24 hours
Workshops	24 hours
Student-Centred Learning	152 hours
Total	200 hours

Indicative Content

Project Management Methodologies principally (but not exclusively) PMI PMBOK, PRINCE2, Agile, SCRUM, Waterfall Approach
Foundation principles of projects, programmes and portfolios; project and organisational structures, the role of the Project Manager and the structure and role of the Project Management Office (PMO) focusing on the Events, Hospitality and Tourism sectors.
Principles and practice for the management of project scope, time, costs, integration, communication, human resources, procurement, risk and quality
A broad range of management theory. Examples would include Communications Theory, Team Theory, Complexity Theory, Motivation Theory, Financial Forecasting and Estimation, and Principles of Leadership
Presentation of findings and recommendations through a variety of mediums and the enhancement of reflective and analytical skills.

Recommended Reading & Required Reading

Required Reading/Learning Materials:
Barrow, C., Barrow, P. & Brown, R. (2012). The Business Plan Workbook. 7th Edition, Kogan Page
Bryman, A and Bell, E. (2007) *Business Research Methods*, 2nd edition, Oxford University Press, Oxford
Burke, Rory (2013) Project management. Fifth Edition. Wiley

Burns, P. (2007). Entrepreneurship and Small Business. 2nd Edition, Palgrave Macmillan Burns, P. (2013). Corporate Entrepreneurship. Third Edition, Palgrave Macmillan Markham C, (2000) *How to be Your Own Management Consultant: Consulting Tools and Techniques*, Kogan Page Meredith, J. R., S. J. Mantel (2008) *Project management: A managerial approach*. Wiley Teare, R. (Ed.) (Latest Edition) *Managing Projects in Hospitality Organisations*. Cassell. London Wickham P.A., Wickham, and L Cope, M (2008) *The Severn Seas of Consulting; the Definitive Guide to the Consultancy Process*, 2nd edition, Prentice Hall Recommended Reading/Learning Materials Chiu-Chi, W. (2012) *Event Project Management Body of Knowledge*. 2nd Edition American Project Management Association. Cobb, A. T. (2012) *Leading Project Teams*. London: Sage. Harvard Business Press (2007) *Harvard Business Review on Managing Projects* Harvard Business Press. Koster K. (2010) *International Project Management*. London: Sage. Lewis, J. P. (2007) *Fundamentals of Project Management* 3rd Edition Amacom. Lock, D. (2013) *Project management*. Tenth edition. Gower Mariotti, S. & Glacking, C. (2012) *Entrepreneurship: Starting and Operating a Small Business*. 3rd Edition, Prentice Hall Maylor. H. (2005) *Project management*. FT Prentice Hall Meredith, J. et al. (2010) *Project management: a managerial approach*. John Wiley and Sons, Inc. Oakey, R. (2012). *High-Technology Entrepreneurship*. Routledge PMI., (2008). *A Guide to the Project Management Body of Knowledge* (PMBOK Guide), Fourth Edition. Project Management Institute Teare, R. (Ed) (latest edition) *Managing Projects in Hospitality Organisations*. London: Cassell. Journals Journal of Project, Program and Portfolio Management (electronic resource). International Journal of Project Management (electronic resource). Subject specific material supported by key Master's texts in Events, Hospitality & Tourism Management as appropriate to each project.
Access to Specialist Requirements

Tourism, Hospitality and Events Industries in Context

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Tourism, Hospitality and Events Industries in Context	HLT 7034	N800	7

Level (3–8)	**Credits**	**ECTS Credit**	**Module Value**	**% Taught in Welsh**	**Module Type**
7	20	10	2.0	0	Taught

Teaching Period	**Pre-requisites**
Semester 1	N/A

Module Leader	**School(s)**	**Campus**
Stanislav Ivanov (module leader) Miroslava Dimitrova Maya Ivanova Irena Pencheva	Varna University of Management	Sofia and Varna

Assessment Methods

Assessment Type	**Duration/Length of Assessment Type**	**Weighting of Assessment**	**Approximate Date of Submission**
Individual viva	20 minutes	40%	Commencing week 6

Individual report	3500 words	60%	Week 10

Aim(s)

To ensure students gain a critical insight into the structure and the characteristics of the THE industries as well as the factors influencing current and future demand and supply.

Learning Outcomes

On completion of this module, the student should be able to:

1. Critically investigate the structure and components of the THE industries.
2. Analyse and appreciate current supply and demand for THE, and discuss the DEEPLIST factors impacting on each.
3. Identify and evaluate issues of competitiveness and innovation to responsible THE management.

Learning and Teaching Delivery Methods

Lectures/Seminars	48 hours
Student-centred Learning	152 hours

Indicative Content

- Supply structures and stakeholders within the THE industries including private, public and third sectors.
- The characteristics of national and international demand for THE.
- DEEPLIST factors impacting on current and future THE demand and supply e.g. changing demographics, the world economy, sustainability, digital marketing, globalisation.
- Concepts of business stewardship and triple-bottom line approaches to sustainability.

Recommended Reading & Required Reading

Required reading:

Bowdin, G., Allen, J., O'Toole, W., Harris, R., McDonnell, I. (2010) *Events management,* 3rd edition. Oxford: Elsevier Butterworth-Heinemann.

Bramwell, B. & Lane, B. (Eds) (2000) *Tourism Collaboration, and Partnerships: politics, practice and sustainability*. Channel View: Clevedon.

Brotherton, B. (Ed) (2006) *The International Hospitality Industry. Structure, characteristics & issues*. Butterworth Heinemann: Oxford.

Clarke, A. & Chen, W. (2007) *International hospitality management concepts & cases*. Butterworth Heinemann: Oxford.

Cooper, C., Fletcher, J., Wanhill, S. and Gilbert, D. (2007) *Tourism Principles and Practice.* 3rd edition, Pearson Education:Harlow.

Getz, D. (2012) *Event Studies*. 2nd edition, Oxford: Elsevier Butterworth-Heinemann.

Hall, D. & Brown, F. (2006) *Tourism and Welfare: Ethics, Responsibility and Sustainable Well-Being*. CABI:Wallingford.

Hawkins, R. & Bohdanowicz, P. (2012) *Responsible hospitality: Theory and practice*. Oxford: Goodfellow Publishers.

Raj, R., Walters, P. & Rashid, T. (2009) *Events management: an integrated and practical approach.* London: Sage.

Tum, J., Norton, P. & Nevan Wright, J. (2005) *Management of event operations*. Oxford: Elsevier Butterworth-Heinemann.

Recommended reading:

Hall, C. M. (2005) *Tourism: Rethinking the social science of mobility*. Pearson: Harlow.

Hall, C. M. (2008) *Tourism Planning: policies, processes and relationships*. 2nd edition. Pearson: Harlow.

Ineson, E. (2005) *Current issues in international tourism development*. Business Education Publishers:Sunderland.

Jones, E. and Haven-Tang, C. (2005) *Tourism SMEs, Service Quality and Destination Competitiveness*. CABI: Wallingford.

Masterman, G. (2007) *Sponsorship for a return on investment*. Oxford: Elsevier Butterworth-Heinemann.

Page, S.J (2007) *Tourism Management: Managing for Change*, 2nd edition. Oxford: Butterworth-Heinemann.

Ritchie, B.R. & Crouch, G. (2003) *The Competitive Destination: a sustainable tourism perspective*. CABI:Wallingford.

Rogers, T. (2008) *Conferences and conventions: a global industry* - second edition. Oxford: Elsevier Butterworth-Heinemann.

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

In addition: • Various Mintel reports • WTO Tourism Market Trend reports • Travel Trade Gazette • Mintel Tourism Analyst • Audience • Conference and incentive travel • Stadium and Arena Management • Stage • The Main Event
Access to Specialist Requirements
Library and learning resources

Research Methods

Module Title	**Module Number**	**JACS Subject Code(s) and % of each subject**	**ASC Category(ies)**
Research Methods	HLT7036	X210	7

Level (3 to 8)	**Credits**	**ECTS Credit**	**Module Value**	**%Taught in Welsh**	**Module Type**
7	20	10	2.0	0	Taught

Teaching Period	**Pre-requisites**
Semester 2	

Module Leader	**School(s)**	**Campus**
Stanislav Ivanov (module leader) Vesselin Blagoev Maya Dafinova	Varna University of Management	Varna

Assessment Methods			
Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate date of submission
PRES	15 minutes	50%	13th March 2017
WRIT (Research Proposal)	3000 words	50%	10th April 2017

Aim(s)
This module aims to extend the essential skills of conducting systematic enquiry in tourism, hospitality and event management. It will explore the major paradigms and debates in tourism, hospitality and events management research and seek to develop students as ethical and reflexive researchers.
Learning Outcomes
On completion of this module, the student should be able to: Critically evaluate quantitative and qualitative research paradigms. Appreciate the importance and relevance of theoretically-informed research practice and the relationship between epistemology, theoretical perspective, methodology and methods. Demonstrate knowledge and understanding of a range of research designs and their appropriate utilisation. Source, evaluate and appropriately reference information from a range of sources Develop a research proposal appropriate for an Independent Research Project, which demonstrates consideration of epistemology, theory and reflexivity.
Learning and Teaching Delivery Methods
Lecture/Workshops: 48 hours Student-centred learning: 152 hours
Indicative Content
Epistemological stances, e.g. positivism, post-positivism, constructionism, interpretivism, their contributions and limitations. Academic and practice-based research. The research process: literature review, problem formulation, data collection and analysis. Qualitative and quantitative methodologies and methods, e.g. questionnaires, interviews, focus groups, participant observations, secondary sources. Research ethics.

Developing a research proposal.
Qualitative and quantitative data analysis, interpretation and evaluation.

Recommended Reading & Required Reading

Required reading:
Bryman, A. (2012) *Social Research Methods*, 4th Edition. Oxford: Oxford University Press.
Crotty, M. (1998) *The Foundations of Social Research, meaning and perspective in the research process.* London: Sage.
Gilbert, N. (2008) *Researching Social Life*, 3rd Edition. London: Sage.
Robson, C. (2011) *Real World Research*, 3rd Edition. Chichester: John Wiley & Sons.
Sarantakos, S. (2012) *Social Research,* 4th Edition. Basingstoke: Palgrave Macmillan.
Schutt, R.K. (2012) *Investigating the Social World: The Process and Practice of Research,* 7th Edition,. Thousand Oaks: Sage.
Seale, C. (2012) *Researching Society and Culture*, 3rd Edition. London: Sage.
Veal, A.J. (2011) *Research Methods for Leisure and Tourism,* 4th Edition. London: Financial Times/Prentice Hall.

Recommended Reading
Alvesson, M. and Skoldberg, K. (2009) *Reflexive Methodology: New vistas for qualitative research*, 2nd edition. London: Sage.
Bernard, H. R. and Ryan, G. W. (2010) *Analysing Qualitative Data – Systematic Approaches*. Thousand Oaks:Sage.
Botterill, D. and Platenkamp, V. (2012) *Key Concepts in Tourism Research*, London: Sage.
Clough, P. and Nutbrown, C. (2012) *A Student's Guide to Methodology*, 3rd edition. London: Sage.
Field, A. (2013) *Discovering Statistics using IBM SPSS Statistics,* 4th edition. London: Sage.
Gray, D.E. (2013) *Doing Research in the Real World*, 3rd edition. London: Sage.
Hammersley, M. and Atkinson, P. (2007) *Ethnography: Principles in Practice*, 3rd Edition. London: Routledge.
Hart, C. (1998) *Doing a Literature Review.* Sage: London.
Hesse-Biber, S. N. and Leavy, P. (2011) *The Practice of Qualitative Research*, 2nd edition. Thousand Oaks: Sage.
Jennings, G. (2010) *Tourism Research*, 2nd edition. Milton,: John Wiley & Sons Australia, Ltd.
Krueger, R. A. and Casey, M. A. (2009) *Focus Groups: A Practical Guide for Applied Research*, 4th edition. Newbury Park, CA: Sage.
Lee-Treweek, G. and Linkogle, S. (2000) *Danger in the field: Risk and ethics in social research.* London:Routledge.
Pallant, J. (2010) *SPSS Survival Manual*, 4th Edition. Buckingham: Open University Press.
Rose, G. (2011) *Visual Methodologies: An introduction to the interpretation of visual materials*, 3rd edition. London: Sage.
Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students,* 6th edition. Harlow: Financial Times/ Prentice Hall.

Access to Specialist Requirements

SPSS

Exploring Hospitality and Tourism Landscapes

Module Title	Module Number	JACS Subject Code(s) and % of each subject	ASC Category
Exploring Hospitality and Tourism Landscapes	HLT 7039		

Level	Credits	Module Value	% Taught in Welsh	Module Type
7	20	2.0	0%	

Teaching Period	Pre-requisites	ECTS Value
Semester 2	None	10

Module Leader	School(s)	Campus
Stanislav Ivanov (module leader) Miroslava Dimitrova Maya Ivanova Irena Erbakanova	Varna University of Management	Varna and Sofia

Assessment Methods

Assessment Type	Duration/Length of Assessment Type	Weighting of Assessment	Approximate Date of Submission
Group Presentation	1500 word equivalency	25%	Week 6
Individual Written Assignment	4,500	75%	Week 9

Aim(s)

The aim of this module is to give students the opportunity to experience and assess physical and cultural resources which contribute to hospitality and tourism identities and experiencescapes

Learning Outcomes

By the end of the module students will be able to:-
Appreciate the physical and cultural resources of a landscape
Critically evaluate consumer demand for physical and cultural landscapes in a specified region
Understand the role and impact of stakeholders within the specified landscape
Develop a regional strategy, based on the physical and cultural resources of a chosen case study in order to enhance its hospitality/ tourism identity/ experiencescape.

Learning and Teaching Delivery Methods

Lectures	24 hours
Seminars	24 hours
Student Centred Learning	152 hours

Indicative Content

Forms of hospitality and tourism which are embedded in landscapes, such as heritage, natural features, wine, and food,
Consumer demographics, trends in market demand, national and international perspectives
Local, regional, national and international government policies and initiatives; local resident perspectives, labour market potential and requirements
Competitive and comparative advantage and destination identity
Concept of Sense of Place and innovative applications to hospitality and tourism
Debates surrounding authenticity in the hospitality and tourism experience
Potential contribution of a variety of hospitality and tourism experiences to specific landscapes
Review the economic, environmental and cultural impact of the development/ redevelopment upon the landscape

Recommended Reading and Required Reading

Required Reading:
Ritchie, J.R.B., & Crouch, G.,I.(2003) *The Competitive Destination; A Sustainable Tourism Perspective*. Wallingford, UK, CABI
Recommended Reading:
European Commission (2012) *Reference Document on Best Environmental Management Practice in the Tourism Sector* Joint Research Centre (Institute for Prospective Technological Studies & Sustainable Production and Consumption Unit) June. Available at http://susproc.jrc.ec.europa.eu/activities/emas/documents/TOURISM_BP_REF_DOC_2012j.pdf
Frochot, I. & Batat, W. (2013) *Marketing and Designing the Tourist Experience*. Oxford, UK, Goodfellows Publishers Limited.
Timothy, D. J. (2011) *Cultural Heritage and Tourism: An Introduction*. Bristol, UK, Channel View Publications.
Williams-Forson, P. & Counihan, C. (eds) (2012) *Taking Food Public; Redefining Foodways in a Changing World.* Abingdon, UK, Routledge (available as an ebook)

The following journals contain papers relevant to this module:
Annals of Tourism
European Journal of Tourism Research
International Journal of Hospitality Management
International Journal of Contemporary Hospitality Management
International Journal of Wine Business Research
Journal of Destination Marketing & Management
Journal of Heritage Tourism