



Country BULGARIA	Institution Vasil Levski National Military University	Course Fundamental Management	ECTS 3.0
Service All Languages English, Bulgarian	Minimum Qualification for Lecturers <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG 6001 Level 2. • Adequate physical training and medical condition. • Adequate pedagogical and psychological competences. • Thorough knowledge of the topic taught. 		
Prerequisites for international participants: <ul style="list-style-type: none"> • English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. • The end of the 1st year of national (military) higher education. • Adequate physical and psychological preparation and good medical condition. 		<p style="text-align: center;">Goal of the Course:</p> <p>In the 20th century, when the national borders restricted competition, the most effective and profitable were large corporations, and consumers got what business decided to offer them. In the 21st century, the increasing importance of SMEs as an engine of the economy can be observed, the business accepts and recognizes its social responsibility and production depends on the needs of the users. The management changes too. It is being implemented in a world without borders, where the production and supply of goods and services is carried out worldwide.</p> <p>Fundamental Management Course is directed to two main target groups. The first target group includes foreign cadets and students trained within Erasmus Programme. The second target group includes cadets and students actively using English language.</p> <p>The main goal of the course is to present the diversity of topics and issues of management, while provoking interest in students. At the end of the training, they should be familiar with the basic categories, concepts and trends in the management and will have the necessary skills to apply the available knowledge in their professional development.</p> <p style="text-align: center;">Practical orientation of the current curriculum</p> <p>The "Management Focus" section is aimed at provoking reflection in learners and gives feedback. It can be used as case study situations and can lead to further study of proposed topics and giving personal opinion. The following topics are included:</p> <p style="text-align: center;"> Alfred Nobel – a Man behind Nobel Prize Microsoft Stopped Support for Windows XP European Enterprise Awards 2011 Narcissism ... Motivational Profile Leadership War for Three Trillion Dollars ... </p> <p>The section "Discussion and work tasks" raises questions about verification and questions for provoking creative thinking, topics for essays, analysis and topics for applied research projects.</p>	



Learning outcomes	Know-ledge	<p>As a result of the training under this program, learners should acquire new knowledge about:</p> <p>2.2.1. The origin of management 2.2.2. The evolution of management science and practice 2.2.3. Essential characteristic of the organization and its environment 2.2.4. The main management functions 2.2.5. The main motivational theories 2.2.6. Leadership and power in management 2.2.7. The personnel policy of the organization 2.2.8. Group management and teamwork 2.2.9. Conflict management</p>
	Skills	<p>As a result of the exercises foreseen in the program, learners should build new skills:</p> <p>2.3.1. To take scientifically motivated and motivated managerial decisions 2.3.2. To solve problematic situations related to the management of economic and non-profit organizations 2.3.3. To develop models for managing individuals, groups and teams 2.3.4. To guide and motivate staff in the organization 2.3.5. To manage conflicting situations.</p>
	Competences	<p>In response to the need of managerial knowledge, skills and competences, the Fundamental Management course aims to give learners basic managerial ideas, knowledge and skills, focusing above all on the practical application of the problems under consideration.</p>

Verification of learning outcomes

The main academic methods of giving knowledge are lectures and seminar sessions, which are held in mix training courses of both students and cadets.

Evaluation on results of the course is built on the current curriculum. For this purpose, it is provided a semester examination as a preparation course project on a topic of curriculum.

Module Details		
Main Topic	Recommended WH	Details
Topic One. History of management	6	<p>The first section "History of Management" discusses the ideas of over 50 authors working in the area of management from ancient times.</p> <p>Introduction</p> <p>1. Early theories of management</p> <p>1.1. "Art of War" by Sun Tzu 1.2. "Arthashastra" by Cautín 1.3. " Prince" by Niccolo Machiavelli</p> <p>2. Management in the 18th - 19th century 3. Management in the 20th century</p> <p>Conclusion</p> <hr style="border: 1px solid orange;"/> <p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT Alfred Nobel – a man behind Nobel Prize</i></p>



		<p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT Nobel Prize for Economics</i></p> <hr/> <p>DISCUSSION AND WORK TASKS</p>
<p>Topic Two. Basics of management</p>	<p>2</p>	<p>The second section "Basics of Management" defines and presents the concept of management, basic management functions, decision-making process, and the different functional areas of business management.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Management and basic management functions 2. Management decisions 3. Business Management <ol style="list-style-type: none"> 3.1. Managing brand 3.2. Business Process Management 3.3. Change Management 3.4. Manage customer relationships 3.5. Information Management 3.6. Knowledge Management 3.7. Project Management 3.8. Quality Management 3.9. Time Management 3.10. Risk Management 4. Communication and perception management <p>Conclusion</p> <hr/> <p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT Microsoft stopped support for Windows XP</i></p> <hr/> <p>DISCUSSION AND WORK TASKS</p>
<p>Topic Three. Organizations as systems</p>	<p>2</p>	<p>Section three "Organization as Systems" looks at the organization in terms of the system approach, presents concepts for production resources and design of an organization, provides information on the different types of organizations, focusing on non-profit organizations, and the social enterprise in particular.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Organizations as systems 2. Type of organization <ol style="list-style-type: none"> 2.1. Government and public organizations 2.2. Business organizations and non-profit organizations <ol style="list-style-type: none"> 2.2.1. Company declines (company) 2.2.2. Non-profit organizations 2.2.3. Social Enterprise <p>Conclusion</p> <hr/> <p style="text-align: center;"><i>THE FOCUS OF MANAGING European Enterprise Awards 2011</i></p> <hr/> <p>DISCUSSION AND WORK TASKS</p>



<p>Topic Four. Individual and group behavior</p>	<p>4</p>	<p>Section four "Individual and Group Behavior" explains the basics of individual work behavior, defines the terms "group", "groupthink" and "collective narcissism", presents types of groups and the reasons why people join groups, considers theories of group development and the process of team building.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Organizational Behavior 2. Foundations of individual behavior 3. Foundations of group behavior <ol style="list-style-type: none"> 3.1. Groups and group structure 3.2. Groupthink and collective narcissism 3.3. Group Development 3.4. Team Building and virtual teams 3.5. Development of Social Card team <p>Conclusion</p> <hr style="border: 1px solid orange;"/> <p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT narcissism ...</i></p> <hr style="border: 1px solid orange;"/> <p>DISCUSSION AND WORK TASKS</p>
<p>Topic Five. Motivation</p>	<p>6</p>	<p>Section five "Motivation" presents basic concepts in the field of motivation, considers the basic motivational theories and develops content and process motivational theories.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Characteristics of the concepts <ol style="list-style-type: none"> 1.1. Needs and motivation 1.2. Satisfaction with work 2. Systematization of the main theories of motivation <ol style="list-style-type: none"> 2.1. Motivational theories oriented towards the needs 2.2. Biologizirani theories of motivation 2.3. Psychoanalytic theories of motivation 2.4. Behavioral theories of motivation 2.5. Cognitive theories of motivation 2.6. Socio-cognitive field 3. Substantive and procedural motivational theories <p>Conclusion</p> <hr style="border: 1px solid green;"/> <p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT Motivation profile of staff</i></p> <hr style="border: 1px solid green;"/> <p>DISCUSSION AND WORK TASKS</p>
<p>Topic Six. Leadership and Power into Management</p>	<p>4</p>	<p>Section six "Leadership and Power into Management" makes a distinction between the concepts of leadership and management, presents the main theories of leadership, explains the concept of "power", and discusses the types of power.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Management and Leadership 2. Leadership Theories 3. Power. Characteristics of power. Types of power <p>Conclusion</p> <hr style="border: 1px solid orange;"/> <p style="text-align: center;"><i>THE FOCUS OF MANAGEMENT Leadership</i></p> <hr style="border: 1px solid orange;"/>



Erasmus Module
Fundamental Management
 Description

Vasil Levski National Military University
 Doc.: ES/2018/08
 Date: 09-08-2018
 Origin: BG VELIKO02

		DISCUSSION AND WORK TASKS
Topic Seven. Conflicts	6	<p>Section seven "Conflicts" presents etymology, nature and basic theories of "conflict", types of conflicts, conflict at the workplace, the problem of aggression at the workplace, explains the main strategies for conflicts management.</p> <p>Introduction</p> <ol style="list-style-type: none"> 1. Conflict and conflicting 2. Organizational conflict and aggression in the workplace 3. Management of work-related stress 4. Conflict Management 5. Science for peace and the concept of the cost of the conflict <p>Conclusion</p> <hr/> <p><i>THE FOCUS OF THE MANAGEMENT For the U.S. withdrawal from Iraq</i></p> <hr/> <p>DISCUSSION AND WORK TASKS</p>
Academic hours	30	
Additional hours to increase the learning outcomes		
Self-Study	10	<ul style="list-style-type: none"> • Enhancing knowledge as a self-preparation on a particular subject for the final exam. • Reflection of the topics issued.
Total	40	

Main available resources from the author:
 /in English/

Textbook:

Petrova, E., Brief Introduction to Management, Publishing complex of National Military University, Bulgaria, Veliko Tarnovo, 2015, ISBN 978-954-753-120-8

International Monography:

Petrova, E., Integration of military logistics, chapter entitled: Strategic Partnerships in Business - as an Innovative Solution for the Development of Logistics in the Military Area, "Integration in military logistics", National Defence University 103 Chruściela Alley, 00-910, Poland, Warsaw, 2015.

Monography:

Petrova, E., Genesis of Strategic Management , 1st edition © 2017 Elitsa Petrova & bookboon.com, ISBN 978-87-403-1843-2

International Monography:

Petrova, E., The Contract between Society and Authority in the Context of the Necessity of Education in Social Security , Klaipeda University Press 2017

ISBN 978-9955-18-955-8

Additional resources from the author:
 /in English/



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- Petrova, E., STUDENTS' MOTIVATION IN THE TRAINING PROCESS AND ITS RELATION TO THE REWARDS FROM SUPERIORS FOR GETTING BETTER PERFORMANCE, The Annals of Spiru Haret University, Romania, Vissue 3, 2017, ISSN 2393-1795, ISSN-L 2068-6900, pp. 75 ÷ 85.
- Petrova, E., The influence of positive reinforcements on motivation for education and training activities, Journal of Economic Development, Environment and People Volume 6, Issue 3, 2017, ISSN 2285 – 3642, ISSN-L = 2285 – 3642, pp. 6 ÷ 15.
- Petrova, E., Motivation for Education and Learners' Satisfaction with the Choice of Military Specialisation or Civilian Specialty, The 23rd International conference Knowledge-Based Organization, Sibiu, Conference proceedings ISSN 1843-682X, ISBN 978-973-153-274-5, 15-17 June 2017, Vol. XXIII No 2 2017, pp. 355-360.
- Petrova, E., Study on Motivation for Education by use of Control Groups for Comparison at the National Military University, Bulgaria The 23rd International conference Knowledge-Based Organization, Sibiu, Conference proceedings ISSN 1843-682X, ISBN 978-973-153-274-5, 15-17 June 2017, Vol. XXIII No 2 2017, pp. 361-366.
- Petrova, E., Specific Subjects of License Academic Program - an Important Stage of Professional Development of Future Military Leaders at the National Military University, Bulgaria, The Annals of Spiru Haret University, Romania, Volume 6, issue 3, 2016, ISSN 2393-1795, ISSN-L 2068-6900, pp.113 ÷ 119. 7 p.
- Petrova, E., Leadership Theories In the Modern Security Management
- University of Information Technology and Management, Science Journal 'Security Review' 1/2016, Poland, pp. 3 ÷ 13, 10 p.
- Petrova, E., A Study on the Cadets' Satisfaction with Choice of Academic Specialty at the National Military University, Bulgaria, Socio-economic Analysis Scientific Journal, Department of Economics, St. St. Cyril and Methodius University, Bulgaria, 2016 / Volume 8 / Number 1, ISSN: 2367-9379, pp. 38 ÷ 43, 6 p.
- Petrova, E., Methodology on Study of Motivation for Education based on Opinions' Research of Cadets from Vasil Levski National Military University, Bulgaria
- Socio-economic Analysis Scientific Journal, Department of Economics, St. St. Cyril and Methodius University, Bulgaria, 2015 Book 2 / Volume 8 / ISSN: 2367-9379, pp. 127 ÷ 133, 7 p.
- Petrova, E., Leadership and Power in Large Social Groups, Revista Academiei Fortelor Terestre, NR. 1 (77)/2015, Sibiu, Romania, Nicolae Balcescu Land Forces Academy, 2015, 6 p.
- Nichev, N., Petrova, E., Professional Training of Future Logistic Officers at the National Military University of Bulgaria, Sibiu, Romania, The 21st International Conference The Knowledge-Based Organization, Nicolae Balcescu Land Forces Academy, 11-13 June 2015, pp. 259 ÷ 263, ISSN 1843-6722
- Petrova, E., Zegoicea, Andrei, Comparative Case Study Regarding Cadet's Motivation – Methodology, Revista Academiei Fortelor Terestre, Nicolae Balcescu Land Forces Academy, Sibiu, Romania, Vol. XVIII, Nr. 3 (71), Trimestrul III, 2013, pp. 301 ÷307, 7 p.