



# SOFIA UNIVERSITY “ST. KLIMENT OHRIDSKI”

FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

## CURRICULUM

Approved .....

Approved by the Academic Council  
Protocol of Proceedings № 15 / 17.07.2024

**Professional field: 3.7 Administration and Management**

**Educational qualification degree “Master”**

**Major: Business Administration**

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**Master’s Program: BUSINESS ADMINISTRATION – HUMAN RESOURCES MANAGEMENT, in English**

**Form of Study: Full-time**

**Length of Study (number of semesters): 4 (four), summer semester admission**

**Professional Qualification: Master in Business Administration – Human Resources Management**

## Qualification description

### Major: Business Administration

### Master's Program: BUSINESS ADMINISTRATION – HUMAN RESOURCES MANAGEMENT

#### 1. Program focus, educational objectives

The Master of Business Administration program “Human Resources Management” **is aimed at candidates** of any major who has obtained a Bachelor’s degree or a Master’s degree.

**The objective** of the MBA program "Human Resources Management" is to prepare highly qualified specialists who master modern methods and means of management with a specific focus on the human resources management and development in organizations. These include micro and macro-diagnostics of the environment, industry analysis, functional analysis of the organization, strategies for organization and human resources management, business strategies, resource and functional strategies, international strategies etc.

The program targets three main groups of people:

- A) Specialists from the industry with non-economic/management education, which career plans include high-ranked management positions, who want to serve as advisors to the government or serve as public officials in government’s strategic planning units.
- B) Bachelors in administration and management fields with 180 or 210 ECTS, who would like to continue their education with a master of business administration. According to the Bulgarian legislation, that category of students should obtain 120 ECTS within two years.
- C) Entrepreneurs with education in the field of economics and management, who are aware of the necessity of sound theoretical equipment, and continuous education, training, and self-actualization.

The program is offered in English language to target the growing ex-pat community in Bulgaria, to attract highly qualified bachelors from abroad as well Bulgarians who will have English-speaking careers. The program is an excellent multicultural environment for learning and leadership development.

After completing the program, the student should be familiar with the ideas behind human resources management – from strategic planning to real-time management. The program will also create awareness of the need and a basis for continuous self-improvement in practice. The program gives the students the opportunity to work both in profit and in non-profit organizations, and to specialize in methods used for the strategic and operational management of human resources.

The graduates of the program obtain **“Master in Business Administration - Human Resources Management” qualification.**

**The program application requirements** are as follows:

- Applicants with a bachelor’s degree from a non-Bulgarian university must apply first for recognition of their higher education according to the Law on Higher Education and Sofia University regulations on recognition of higher education obtained in non-Bulgarian universities. The procedure<sup>1</sup> is lengthy and complex and we advise applicants to apply as early as four months prior to the start of the program.
- There is a minimum threshold of GPA of 4.0 and should have as a minimum 36 months of working (or entrepreneurial) experience. Preference will be given to those with managerial experience of 5 or more years.
- **The admission in the program requires submitting a CV and an interview.**

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<sup>1</sup> [Recognition of higher education acquired at a foreign higher education institution / International Students / Admission / Home - Софийски университет "Св. Климент Охридски" \(uni-sofia.bg\)](https://www.uni-sofia.bg/index.php/eng/admission/international_students/recognition_of_higher_education_acquired_at_a_foreign_higher_education_institution) [https://www.uni-sofia.bg/index.php/eng/admission/international\\_students/recognition\\_of\\_higher\\_education\\_acquired\\_at\\_a\\_foreign\\_higher\\_education\\_institution](https://www.uni-sofia.bg/index.php/eng/admission/international_students/recognition_of_higher_education_acquired_at_a_foreign_higher_education_institution)

## 2. Program scope and application (knowledge and skills necessary for successful professional activities; general theoretical and special training, etc.)

Admission to the program is from the **summer semester**.

**The duration of studies** is four semesters (two academic years), and it includes:

- Basic mandatory training – compulsory academic disciplines shaping the professional specialization of a Master of Business Administration;
- Profiled training in Human Resources Management – compulsory and elective academic disciplines in various trendy domains as digitalization, marketing, environmental management, assessment centres, visual psychodiagnostics, etc. and writing of a Master thesis.

There is an opportunity to study additional disciplines in an optional form. The credits from these disciplines are not considered for the completion of the curriculum.

The students graduate by elaboration and defence of a **Master's thesis**. The Master's thesis defence sessions are in March and July.

The program attracts many guest lecturers and visits to companies from different economic sectors and managerial layers. The Master of Business Administration – Human Resources Management program follows the classical MBA design, where the education relies on the rich and diversified experience of the students. Classes are small and include students from different countries and cultures and professional background – state and private sectors, employed and entrepreneurs. The program envisages many HR workshops related to interviewing, assessment, development, training as well as to access to modern tools/software for HR management. Through its Career Centre the Faculty of Economics and Business Administration provides career counselling, meetings with potential employers and practical projects. Students could benefit from the classical Erasmus university exchanges or entrepreneurial exchanges up to six months under the Erasmus for Young Entrepreneurs.

## 3. Professional and general competences, specific competences

At the end of the studies, the Master in Business Administration – Human Resources Management must:

### □ HAVE KNOWLEDGE OF:

- The contemporary economic theories and how to analyse the economic environment by using the appropriate tools;
- The tools of human resources management;
- The key technological trends and transformative power of new ICT
- The methods for organizational and industry diagnostics;
- The methods for goal setting, formulation, and realization of strategies;
- The methods and approaches for structuring the organization;
- The methods for work in the socio-cultural layer of the organization, and with the human resources;
- Public and corporate finance, the tools of the financial institutions, legal norms;
- The legal and administrative basis of businesses;
- The Bulgarian accounting practices and international accounting standards.

### □ BE ABLE TO:

- Implement what has been learned as theory and shared practical experience to solve practical problems;

- Make independent functional analysis, argument decisions and provide recommendations;
  - Prepare job descriptions, placements for job announcements, use new ICT/social networks to reach out potential recruits;
  - Carry out industry analysis, environment, and organization diagnostics;
  - Conduct business process modelling and optimize existing processes;
  - Formulate goals and strategies, write plans, control;
  - Intervene in the socio-cultural layer of the organizations;
  - Apply the knowledge in the human resources management and to develop skills for working with people;
  - Carry out real organizational changes;
  - Communicate effectively;
  - Plan and organize own tasks;
  - Use and work with various information sources.
- **BE:**
- Creative;
  - Open to innovation;
  - With a developed sense of business and people;
  - Tolerant of differences and with a desire for self-development and lifelong learning.

**4. Professional realization (according to the National Classification of Professions and Positions in the Republic of Bulgaria / international classifications and according to the position of the future professional in the National Qualifications Framework for Higher Education and the Qualifications Framework of the European Higher Education Area)**

The Master in Business Administration – Human Resources Management program provides an opportunity for profiling and specialization of the students, for upgrading of knowledge and skills necessary for the successful fulfilment of the requirements of a particular position or group of positions, for the performance of specific work functions.

Graduates of the Master in Business Administration – Human Resources Management program can become managers of organizations of various sizes and specificities, they can work as specialists in the management bodies of the organization, dealing with strategic management or planning, human resources management, operational management, etc. Successful graduates can occupy management and administrative positions in business organizations, the middle and higher levels of the state administration, organizations from the third sector; to work as consultants; to continue their studies and research work in doctoral studies; to be lecturers at different levels of the higher education system; to work in research and development units. Typically, graduates will go through positions like recruiter, trainer, project or product manager, account manager, procurement manager, business development, etc. and after a while they could serve as executive managers, high-ranked civil servants, senior analysts at think-tanks, or develop a research and consultant career.

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Major Business Administration/ Master's Program: Business Administration - Human Resources Management

Code of specialty

Academic year beginning from 2023/2024; Form of Study: Full-time, 4 semesters; Summer Admission

№	course code				Course Title	Type - R, E, F	Term	ECTS credits	Number of Classes - total					Weekly load	Type of Grading* - e, ca, m, a
									Total	Lectures	Seminars	Practical classes / practice	Out-of-class work		
1	2				3	4	5	6	7	8	9		10	11	12
<b>Compulsory courses</b>															
1	R	8	2	8	Finance	R	1	3	90	45	0	0	45	3+0	E
2	R	8	3	3	Managerial Accounting	R	1	5	150	30	30	0	90	2+2	E
3	R	8	2	6	Human Resources Management and Organizational Behavior	R	1	7	210	45	30	0	135	3+2	M
4	R	8	2	2	Commercial and Tax Law	R	1	3	90	30	0	0	60	2+0	E
5	R	8	1	1	Organizational Change and Development	R	1	6	180	30	30	0	120	2+2	M
6	R	8	1	3	Fundamentals of Management	R	2	6	180	45	30	0	105	3+2	M
7	R	8	2	9	Global Economic Environment	R	2	4	120	30	15	0	75	2+1	E
8	R	8	3	0	Managerial Economics	R	2	4	120	30	15	0	75	2+1	M
9	R	8	0	2	Business Intelligence	R	2	5	150	30	30	0	90	2+2	M
10	R	8	3	4	Innovation Management	R	3	5	150	30	30	0	90	2+2	M
11	R	8	3	1	Leadership and Organizational Culture Development	R	3	5	150	30	30	0	90	2+2	M
12	R	8	2	7	Learning Organization	R	3	5	150	30	30	0	90	2+2	M
13	R	8	1	8	Strategic Marketing	R	4	5	150	30	30	0	90	2+2	M

14	R	8	1	9	Strategic Management	R	4	5	150	30	30	0	90	2+2	M
15	R	8	0	1	Intrapreneurship	R	4	5	150	30	15	0	105	2+1	M

**Elective courses\* - the chosen courses must provide a minimum of 32 credits for the entire period of study**

1	E	8	6	2	Money, Banking and Financial Markets	E	1	4	120	30	15	0	75	2+1	E
2	E	8	6	6	Management and Development of Startups and SMEs	E	1	3	90	30	15	0	45	2+1	E
3	E	8	7	9	Assessment Centers	E	2	4	120	30	15	0	75	2+1	E
4	E	8	6	4	Negotiations Techniques and Skills	E	2	3	90	30	15	0	45	2+1	E
5	E	8	5	2	Business Statistics	E	2	4	120	30	15	0	75	2+1	E
6	E	8	5	8	Ecological Management	E	2	4	120	30	15	0	75	2+1	E
7	E	8	8	8	Data Analysis and Research Methods	E	2	3	90	30	15	0	45	2+1	M
8	E	8	5	9	Internationalization of Small and Medium Enterprises	E	2	4	120	30	15	0	75	2+1	E
9	E	8	5	7	Agile Management	E	2	3	90	30	15	0	45	2+1	E
10	E	8	8	5	Business Process Modeling and Reengineering	E	2	5	150	45	0	0	105	3+0	E
11	E	8	7	0	NGO Management	E	2	3	90	30	15	0	45	2+1	E
12	E	8	5	4	Visual Psychodiagnostics	E	3	3	90	30	0	0	60	2+0	E
13	E	8	5	6	Introduction to Management of Intellectual Products	E	3	4	120	30	15	0	75	2+1	E
14	E	8	6	7	Business Planning	E	3	3	90	30	15	0	45	2+1	E
15	E	8	5	3	Economic Agents' Decision Making	E	3	4	120	30	15	0	75	2+1	E
16	E	8	7	4	Project Management (PMBOK)	E	3	5	150	45	0	0	105	3+0	E

Facultative (optional) courses - the credits on them are NOT considered for the implementation of the curriculum.															
1	R	8	3	2	International Business Strategies and Leadership	F	1	5	150	30	15	0	105	2+1	M
2	R	8	4	2	Customer Relationship Management	F	2	5	150	30	30	0	90	2+2	M
3	R	8	1	2	Organizational Theory	F	3	5	150	30	30	0	90	2+2	M
4	E	8	5	1	Analysis and Management of Customer Requirements	F	4	5	150	45	0	0	105	3+0	M

#### Educational practices / Course projects

No	course code	Practice	Type - R, E, F	Term	ECTS credits	Weeks	Hours	Type of Grading* - e, ca, m, a
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**All students are required to elaborate a course project in the following disciplines:** Fundamentals of Management; Managerial Economics; Business Intelligence; HRM and Organizational Behavior; Organizational Change and Development; Strategic Marketing; Strategic Management; Intrapreneurship; Innovation Management; Leadership and Organizational Culture Development; Learning Organization; Data Analysis and Research Methods; International Business Strategies and Leadership; Customer Relationship Management; Organizational Theory; Analysis and Management of Customer Requirements.

**\*The students can only choose disciplines from the listed in the curriculum.**

#### GRADUATION

Mode of graduation	ECTS - credits	First Exam Session	Second Exam Session
Master's Thesis Defence	15	March	July

The curriculum was approved at a Faculty Council meeting with Record of Proceedings №6/23.03.2023 and revised with Record of Proceedings №10/18.06.2024

Dean: .....  
/Assoc. Prof. Atanas Georgiev, PhD/

Sofia University "St. Kliment Ohridski"

**Curriculum Reference Statement**

Major: Business Administration / Master's Program: Business Administration - Human Resources Management

Mode of study - full time, length of study - 4 semesters, Summer Admission

Load, ECTS-credits and grades by semester																					
Type of activity	I semester			II semester			III Semester			IV Semester									Total		
	Load (h.)	ECTS credits	number of grades	Load (h.)	ECTS credits	number of grades	Load (h.)	ECTS credits	number of grades	Load (h.)	ECTS credits	number of grades							Load (h.)	ECTS credits	number of grades
Compulsory courses	720	24	5	570	19	4	450	15	3	450	15	3							2190	73	15
Min elective courses	180	6	2	330	11	3	450	15	4	0	0	0							960	32	9
Master thesis defence	0	0	0	0	0	0	0	0	0	450	15	1							450	15	1
<b>Total</b>	<b>900</b>	<b>30</b>	<b>7</b>	<b>900</b>	<b>30</b>	<b>7</b>	<b>900</b>	<b>30</b>	<b>7</b>	<b>900</b>	<b>30</b>	<b>4</b>							<b>3600</b>	<b>120</b>	<b>25</b>
of which auditorium	360			360			360			165									1245		

Mode of graduation	ECTS - credits	Number of hours preparation	First Exam Session	Second exam Session
Master's Thesis Defence	15	450	March	July

Professional qualification acquired:

Master in Business Administration - Human Resources Management

The curriculum was approved at a Faculty Council meeting with Record of Proceedings

№6/23.03.2023

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Dean: .....

/Assoc. Prof. Atanas Georgiev, PhD/