



**SOUTH-WEST UNIVERSITY "NEOFIT RILSKI"**

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## **Department of Tourism**

### **ECTS Information Package**

### **Tourism Major**

### **Master Programme: Hotel and Restaurant Management**

This training is intended for graduates of Bachelor's/Master's degree in the professional field 3.9. Tourism.

#### **1. GENERAL PRESENTATION OF THE PROGRAM**

This Qualification Characteristics reflects the scope and level of professional knowledge and skills to be acquired by graduates of the Master's Degree Program in "HOTEL AND RESTAURANT MANAGEMENT" and the areas of their future professional development.

The pragmatically organized curriculum is in line with the requirements of the modern labor market and has as its main objective to prepare competitive, highly qualified professionals in the tourism industry. This curriculum is aligned with the requirements of the contemporary labour market in Bulgaria, as well as is based on focused national research aiming at meeting the growing needs for the professionals in the hospitality industry.

Graduates of the Master's program in "HOTEL AND RESTAURANT MANAGEMENT" acquire key managerial competences in practical skills enabling them to organise their own hotel or restaurant business and/or perform top management functions. Therefore, the curriculum includes courses that build the knowledge base related to the management, planning and technology of hotel and restaurant operations. Particular attention is paid to special activities such as digital distribution in hospitality, revenue management in hospitality, and human resource management and organizational behavior.

#### **2. PURPOSE OF THE TRAINING:**

The study of the complex domain of academic disciplines is intended to prepare professionals with fundamental theoretical and practical knowledge and skills providing them with the ability to perform professional duties in the field of hospitality and restaurant business.

By acquiring a professional qualification in the programme, graduates will be able to manage and participate in the managerial, organisational, marketing and innovation activities of companies in the tourism sector and more specifically those operating in the hotel and restaurant sector.

The Master's programme in "HOTEL AND RESTAURANT MANAGEMENT" provides in-depth theoretical knowledge, skills and competencies related to the management, planning and technology of hotel and restaurant activities, sales skills and marketing approaches, as well as financial instruments used in the sector.

The training in the Master's studies includes compulsory specialized training, elective courses and optional ones. On this basis, a body of specific knowledge related to the peculiarities of management, planning and technology of hotel and restaurant activities is achieved. Particular attention is paid to special activities focusing on the digitalization and technologization of processes in the field of hospitality, luxury hotel management, hotel animation, catering and sommeliering.

#### **3. KNOWLEDGE, SKILLS AND COMPETENCES ACQUIRED ACCORDING TO THE NATIONAL QUALIFICATION FRAMEWORK**

##### **Knowledge**

The specialists with a Master's degree from the Master's programme in "HOTEL AND RESTAURANT MANAGEMENT" have a high organisational, social and economic culture. Their knowledge is

related to the management, planning and technology of hotel and restaurant business, as well as to specific processes and activities typical of the hospitality industry. Specifically, they shall be able:

- to explain the different types of main categories of hotels, hotel complexes and other types of accommodation;
- to explain the different types of basic categories of restaurants and other types of eateries;
- to reveal the nature and functions of places of amusement and entertainment, theme parks and other tourist attractions;
- to explain and recreate the main functions of entrepreneurial activity in tourism;
- to know and present the types of basic and complementary products and services in the hospitality industry;
- to list and explain the nature of the different stages in the main production processes in the hospitality industry;
- to present the content, focus and purpose of the main types of management strategies in the hospitality industry;
- to explain the nature of the main technology techniques in the implementation of business processes in the hospitality industry;
- to know and explain the purpose of the personnel management function in the hospitality industry, including its recruitment, selection training and motivation;
- to know and explain in detail the nature and philosophy of marketing in the hospitality industry, including the different types of marketing policies such as product policy, advertising policy, communication and promotion policy, distribution policy and pricing policy;
- to explain in detail the main types of approaches and methods for conducting marketing and other types of research in the hospitality industry, for collecting and processing information and its subsequent interpretation.
- to explain the nature of making advertising slogans and conducting advertising campaigns for the needs of hotel and restaurant enterprises.
- to explain the importance and scope of risk management in the hospitality industry processes;
- to know the processes of inducing and managing change in the organisation and the creation of new products and services;
- to know the nature and approaches to applying the concept of sustainable management in the hospitality industry, including water and energy management, waste management and the conservation of natural and anthropogenic resources.

### **Skills**

Specialists who have completed the educational and Master's with professional qualification "HOTEL AND RESTAURANT MANAGEMENT" have specific skills in the areas of: management of processes in hotel and restaurant facilities, the specifics of the functioning of hotel and restaurant chains; asset management in hotel complexes; logistics and resource provision of hotel and restaurant activities; culinary tourism, catering and sommelier, regulatory framework in tourism. More specifically, they have the following skills:

- to implement independent management activities (including the functions of overall management, planning, organization and control of own tourism business) in relation to enterprises in the hospitality industry, including the formulation of the necessary strategic and operational objectives and policies;
- to have the ability for independent analytical and critical thinking;
- to generate and/or lead the process of generating and selecting ideas for the development of new tourism products and services, both independently and as team leaders;
- to plan, organize and control business processes in their organizations;
- to take into account the appropriate level of risk, plan organize and carry out activities to monitor and control business processes and implemented business projects;
- to develop marketing plans and marketing strategies for the hotel or restaurant organisation in which they work or which they manage;
- to carry out marketing research, consumer opinion surveys and gather other types of market or non-market information for the needs of the hotel or catering organisation in which they work or manage, either alone or in a team or as team leader;
- to maintain, monitor and if necessary conduct all business correspondence relating to the activities of the relevant tourism business organisation;
- to carry out and, if necessary, to fully manage the recruitment, selection, selection and training processes for staff in the hotel or restaurant business enterprise;
- to assist, monitor and control the financial and accounting management processes of the tourism enterprise in which they work or which they manage.
- to apply the theoretical knowledge learned and practical experience shared to solve problems of practice.

- to prepare thematic analyses, diagnostics of the organisation's environment and of the organisation itself.

- to formulate objectives and strategies, develop plans and implement different types of controls.
- to provide effective communication.
- to plan and organise their own work effectively.
- to be able to use a variety of information sources and work independently with them.
- to put into practice the concept of the unique selling proposition (USP) and the concept of brand image in their management of the production of advertising slogans and the conduct of advertising campaigns for the needs of hotel and restaurant businesses.

- to put into practice the basic strategies, techniques and tools of risk management in the hospitality industry processes;

- to apply in practice the main strategies, techniques and tools for inducing and managing change in the organisation and the creation of new products and services;

- to apply in practice the main strategies, techniques and tools for sustainable management in the hospitality industry, including water and energy management, waste management and the conservation of natural and anthropogenic resources.

### **Competences**

The characteristics of the competences to be acquired according to the requirements of the European Qualifications Framework (EQF), the National Qualifications Framework (NQF) and the European Credit Transfer System (ECTS) in accordance with EQF level 7 and NQF level 7. Taken together, the competencies of the graduates in the Master's programme develop the following ones:

- To have the capacity to use a foreign language fluently for the purposes of written communication and business correspondence in the field of hotel and restaurant management;

- to have the capacity to independently develop and propose management solutions regarding the day-to-day business operations and activities related to hotel and restaurant management, as well as the implementation of occupational health and safety, social security and consumer protection legislation located in tourist facilities;

- to be able to select and apply the principles of business ethics and existing international, European and national practices in the field of tourism in the organisation and management of activities;

- to have the ability to lead and integrate into a team, and have the capacity to form and organize teams of people to work in the hospitality business;

- to possess the capacity to coordinate the work of individual employees/departments/units in the hospitality and/or restaurant enterprise;

- to select and use appropriate methods to carry out quantitative and qualitative analysis and to have the capacity to apply modern methods of data collection and processing to the needs of specific businesses and public institutions in the tourism sector;

- to be able to propose and select appropriate ideas for the development of new tourism products and/or individual new services and production technologies in the hospitality industry;

- to make self-determined decisions about the main strategic objectives of the tourism enterprise in which they work, including: the choice of tourism products and services offered; the recruitment and selection of staff, target markets and main types of customers; the overall innovation policy, the desired and possible quality of tourism products and services, etc.

- to have the capacity for a correct and adequate selection of the tourism products and services offered according to the needs and wishes of the consumers.

- to possess the capacity to use a foreign language fluently for the purpose of written communication and business correspondence in tourism;

- to select the right people in terms of qualifications, personal qualities, knowledge, skills and competencies and to form and organize teams of people to solve problems and/or assigned projects within the organization;

### **4. THE PROFESSIONAL PURPOSE OF THE SPECIALIST**

The graduates of the Master's program "HOTEL AND RESTAURANT MANAGEMENT" in the professional field 3.9. Tourism possess theoretical and practical knowledge and skills that allow them to work in various positions in the structures of the Tourism sector:

- hotel complexes and chains, in administrative, executive and managerial positions;

- catering and entertainment establishments;

- public administration and branch structures, etc.

### **5. AREAS OF PROFESSIONAL REALIZATION**

Graduates of the Master's programme "HOTEL AND MANAGEMENT" receive specialized training, allowing them to work according to the Alphabet of the National Classification of Occupations and Professions (2022 and 2023) as:

1120 / 7014 Deputy Director at an Enterprise; 1120 / 7015 Deputy Manager at a Cooperative enterprise; 1120 / 7016 Vice President of the Management Board/Board of Directors, Director of a Commercial Corporation; 1120 / 7017 Deputy Executive Director; 1120 / 7018 Chairman of the Board of directors / Management board/, Chairman of a commercial company; 1120 / 7019 Chairman of the Board of Supervisors, Chairman of a Commercial company; 1120/7020 Member of the Board of directors; 1120 / 7021 Member of the Management board; 1120 / 7022 Attorney / Commercial manager/; 1120 / 7023 Manager; 1213 / 5046 Project Manager; 1344 / 6006 Social Entrepreneur, Social Services Entrepreneur; 1411 / 3001 Head, Hotel Department; 1411 / 3002 Manager of Hotel; 1411 / 3003 Manager of Motel; 1411 / 3004 Boarding House Manager; 1412 / 3001 Manager of a public catering establishment; 1412 / 3002 Manager of kiosk; 1412 / 3003 Manager of self-service restaurant; 1412 / 3004 Manager of confectionery/café; 1412 / 3005 Manager of bar; 1412 / 3007 Manager of canteen; 1412/3008 Manager of food preparation and delivery (catering); 1412/3009 Manager of restaurant department; 1412/3010 Innkeeper; 1412 /3011 Owner of restaurant, restaurant keeper; 1431/3015 Manager of recreation establishment; 1439 / 3001 Manager of Community Services; 1120 / 7043 Manager/Head of a Transport Unit; 1120/7045 Regional Manager; 1120 / 7046 Head of a commercial company branch; 1120 / 7014 Deputy Director at an Enterprise; 1120 / 7015 Deputy Manager at a Cooperative enterprise; 1120 / 7016 Vice President of the Management Board/Board of Directors, Director of a Commercial Corporation; 1120 / 7017 Deputy Executive Director; 1120 / 7018 Chairman of the Board of directors / Management board/, Chairman of a commercial company; 1120 / 7019 Chairman of the Board of Supervisors, Chairman of a Commercial company; 1120/7020 Member of the Board of directors; 1120 / 7021 Member of the Management board; 1120 / 7022 Attorney / Commercial manager/; 1120 / 7023 Manager; 1213 / 5046 Project Manager; 1213 / 7015 Economic Director; 1213 / 6016 Manager, Head of Corporate Planning; 1213 / 7017 Administration Deputy Director; 1324 / 5025 Group Manager, Transport; 1324 / 5026 Manager of a Transport Unit; 1324 / 3027 Shift Supervisor, Transport Operations Unit; 1324 / 3028 Shift supervisor, Maintenance unit; 1344 / 6006 Social Entrepreneur, Social Services Entrepreneur; 1411 / 3001 Head, Hotel Department; 1411 / 3002 Manager of Hotel; 1411 / 3003 Manager of Motel; 1411 / 3004 Boarding House Manager; 1412 / 3001 Manager of a public catering establishment; 1412 / 3002 Manager of kiosk; 1412 / 3003 Manager of self-service restaurant; 1412 / 3004 Manager of confectionery/café; 1412 / 3005 Manager of bar; 1412 / 3006 Manager of restaurant; 1412 / 2003 Manager of self-service restaurant; 1412 / 3004 Manager of confectionery/café; 1412 / 3005 Manager of bar; 1412 / 3006 Manager of restaurant; 1412 / 3007 Manager of canteen; 1412/3008 Manager of food preparation and delivery (catering); 1412/3009 Manager of restaurant department; 1412/3010 Innkeeper; 1412 /3011 Owner of restaurant, restaurant keeper; 1431/3015 Manager of recreation establishment; 1439 / 3001 Manager of Public Community Services; 1439 / 3003 Manager of a camping; 1439 / 3004 Manager of a travel agency; 1439 / 3005 Manager of service bureau; 1439 / 3006 Manager of a lodge; 1439 / 6007 Manager of a department in travel agencies; 1439 / 3008 Manager of contact center; 1439 / 3009 Manager of conference center; 1439 / 5012 Manager of a base unit; 1439 / /3014 Lodge manager; 2421 / 6001 Business expert; 2421 / 6002 Expert for Business Development; 2421 / 6011 Organizer of Business Operations; 2421 / 6007 Business Consultant; 2421 / 6008 Management Consultant; 2421 / 6009 Analyst, Commercial Performance; 2421/5027 Project manager; 2421/5028 Expert, Sales; 2422 / 5040 Junior Expert; 2422 / 6041 Chief Expert; 2422 / 6046 Senior Expert; 2422 / 6084 Expert of economic management; 2422 / 5089 Researcher; 2431 / 6001 Analyst of Market Research; 2431 / 6002 Marketing Expert; 4221 /3001 Consultant for passenger transport; 4221 / 3002 Organizer of passenger transport; 4221 / 3003 Travel organizer; 4221 / 5004 Specialist for tourism; 4221 / 2005 Employee for passenger tickets issuance; 4221 / 2006 Employee at a travel information; 4221 / 2007 Employee in a travel agency/bureau; 4221 / 2008 Reservations clerk; 4221 / 2009 Employee at a check-in counter, passenger and baggage check-in counter; 4224 / 2001 Receptionist in a hotel; 4224 / 3002 Administrator in a hotel;

The Qualification characteristics of the Master's Program "Hotel and Restaurant Management" for the educational qualification Master's degree with the professional qualification "Master in Hotel and Restaurant Management" is the main document that determines the development of the curriculum and study programmes. It is in accordance with the Higher Education Act, the Regulation on the State Requirements for the Acquisition of the Master's, Bachelor's and Specialist Degree and the Regulations of the South-West University "Neofit Rilski".

**CURRICULUM STRUCTURE**  
**PROFESSIONAL FIELD: 3.9 TOURISM**  
**MAJOR: TOURISM**  
**EDUCATIONAL AND QUALIFICATION DEGREE: MASTER**  
**MASTER PROGRAMME: HOTEL AND RESTAURANT MANAGEMENT**  
**PROFESSIONAL QUALIFICATION: MASTER IN HOTEL AND RESTAURANT MANAGEMENT**  
**FORM OF TRAINING: FULL-TIME AND PART-TIME**

<b>First year</b>			
First semester	ECTS credits	Second semester	ECTS credits
1. Service and operations management in hospitality	5.0	1. Hospitality revenue management	4.0
2. Human resource management and organizational behavior	5.0	2. Hotel and restaurant chains	3.0
3. Entrepreneurship in hospitality	5.0	3. Digital distribution in hospitality	4.0
4. Tourism marketing management	5.0	4. Elective discipline	4.0
5. Elective discipline	5.0	State exam of Master thesis defense	15.0
6. Elective discipline	5.0		
<b>Elective courses (students choose two courses)</b>		<b>Elective courses (students choose one course)</b>	
1. Branding in the hospitality industry	5.0	1. Themed product design for hospitality and restaurant operations (practical project)	4.0
2. Management of hotel events	5.0	2. Franchising in the hospitality industry	
3. Catering	5.0	3. Applied marketing research (practical project)	4.0
4. Sommelier	5.0	4. Corporate culture	4.0
5. Management of luxury hotels	5.0		
6. Hotel animation	5.0		4.0
	Total 30		Total 30

**TOTAL FOR 1 ACADEMIC YEAR: 60 CREDITS**

**Contact details:**

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Link to the Department of Tourism - <https://stf.swu.bg/bg/aboutbg/departmentsbg/turizam>

Facebook profile of the Department of Tourism -

<https://www.facebook.com/p/Tourism-Department-SWU-Neofit-Rilski-100057554714126/>

**DESCRIPTION OF ACADEMIC COURSES**  
**Major: Tourism**  
**Master programme: Hotel and Restaurant Management**

**SERVICE AND OPERATIONS MANAGEMENT IN HOSPITALITY**

**ECTS credits: 5**

**Form of assessment:** progress assessment and exam

**Semester: 1**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Prof. Dr. Maria Stankova

**Annotation:**

This course aims to provide students with knowledge and skills in the field of service and operational management in hospitality. The course covers the key aspects of customer service, operational management of restaurants and hotels, as well as the development of quality hospitality services. Upon successful completion of the course, students will be able to: Provide effective customer service following best practices. Apply communication and conflict resolution techniques with clients. Develop and implement operational strategies to manage hospitality activities. They carry out planning and control of processes in the restaurant and hotel industry. Analyze and optimize operations to improve service quality.

**Course content:**

Basic principles of customer service in hospitality. Effective communication and interpersonal service skills. Resolve conflicts and difficult situations with customers. The importance of operations management in hospitality. Planning and organization of operations in restaurants and hotels. Inventory and Supply Management in Hospitality. Food and beverage quality management. Hygiene and safety in hospitality. Human resource and team management in the restaurant and hospitality industry. Marketing and advertising in hospitality: creating an attractive brand. Financial management and budgeting in the restaurant and hotel industry. Technology and innovation in hospitality. Sustainable development and responsible hospitality. Management of hospitality services for special events and occasions. Research and analysis of successful practices in service and operations management in hospitality.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

**HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

**ECTS credits: 5**

**Form of assessment:** progress assessment and exam

**Semester: 1**

**Methodological guidance:**

**Course hours per week: 3l + 0s**

**Exam type:** written

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Gergana Angelova

**Annotation:**

Students are introduced to modern theories, practical approaches and tools for human resource management. In the process of training, they receive information about the development of theoretical thought about human capital and mechanisms for full-value human resource management, about modern human resource management with value. The focus is on the four main management practices aimed at staff turnover, performance, labor and communications in the organization. Special emphasis is placed on issues related to motivation and mobility of human resources, talent selection and retention, and organizational behavior. Students learn about the role of management in developing and implementing human resource management systems, as well as the nature of the Human Resources department in an organization. The course is tailored to the planned timetable and allows to master the management practices related to this exceptional resource of any organization. The discipline is fundamental and for the first time introduces the theory of the activity and the requirements to the personnel of the tourist organization. No specific prior knowledge is required.

**Course content:**

Human capital theory and change in the conceptual apparatus. Essential differences between "human resources" and "personnel"; between 'organisation', 'firm' and 'company'. Recognizability of the tourism organization and good practices for managing human resources in tourism and maintaining exceptional quality of the products and services offered. Structural and substantive characteristics of the organization. Organizational behavior – competence, motivation and job satisfaction. The Modern Practice of Talent Management. Specifics of teamwork. Comparison of the concepts of "group" and "team". Group work and teamwork. Organization, conduct, goals and benefits of team building. Good practices for team building. Human resource management with value. Conditions for generating value in the tourism organization. The need and role of the Human Resources specialist in the organization. Main characteristics of those employed in tourism. Directions of movement of people in the tourist organization. Prerequisites for staff turnover. Recruitment and discovery of talented employees. Building competence and talent. Training and development of personnel in tourism. Good practices for training and development of new employees in the organization. Identifying talented employees. Categories of employees according to the matrix "Competence - Performance" (Laura Stack, 2010). Retaining talented employees. Development of performance theory. Work evaluation methods. Essential Steps to Performance Management (D. Ulrich, W. Brockbank). Work standards - nature and types. Need to use performance standards. Importance of performance feedback. Basic means of obtaining feedback from employees in the organization. Creating an effective labor structure. Labor structuring models. Factors influencing the choice of labor structuring model. Creation of effectively working positions. Conditions for an attractive position. Techniques for gathering information to address the work of a relevant position in the organization. Work restructuring techniques. Details of the job description. Stress management approaches. Forms and stages of stress manifestation. The most common causes of stress at work. Nature and effectiveness of the communication process. Communication models of Shannon and Weaver and of D. Berlo. Principles of Business Communication - The 7 C's. Organizational hierarchy and communication flows within it. Informal communication channels in the organization. Communication strategy - essence, specificity and connection with the organization's business strategy. Written and oral forms of communication in human resource management. Managing organizational design and social responsibility. Nature and specificity of the interview. Types of interview. Interview with job candidates. Employee performance appraisal interview.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## ENTREPRENEURSHIP IN HOSPITALITY

**ECTS credits:** 5

**Form of assessment:** progress assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Ilinka Terziyska

**Annotation:**

**Course hours per week:** 3l + 1s

**Exam type:** written

The course is designed to provide students and interested parties with the knowledge and skills to successfully start and manage a tourism business. Participants will learn about the key aspects of tourism entrepreneurship and learn how to create innovative products and services that meet the needs of today's tourists. The main objective of the course is to develop the entrepreneurial skills of the participants and prepare them to successfully start and manage their own tourism business. After completing the course, participants should be able to develop innovative and sustainable tourism products, conduct market analysis and manage the various aspects of their business.

**Course content:**

Introduction to Tourism Entrepreneurship: The Role of Entrepreneurs in the Tourism Sector, Opportunities and Challenges. Business Idea Generation: Techniques for generating new ideas for tourism products and services. Market analysis and target audience: Identification of target audience and conducting market analysis. Business planning and strategies: Creating a business plan, defining strategies for development and growth. Financial management and budgeting: Fundamentals of financial management, budgeting and income-expenditure analysis. Marketing and advertising: Development of marketing strategies, digital marketing and advertising in tourism. Quality Management and Customer Service: Fundamentals of customer service, quality management and customer satisfaction. Innovation and creativity: Development of innovative approaches and creative solutions in the tourism business. Legal and Regulatory Aspects: Understanding the legal and regulatory requirements for the tourism business. Sustainable entrepreneurship: Integrating sustainable practices and responsibility into the business model. Startup Funding: Exploring various funding sources for tourism startups. Risk Management: Identification and management of potential business risks. Tourism Trends and Forecasting: An examination of current trends and techniques for forecasting the development of the tourism sector. Ethics and Corporate Responsibility: Examining the Ethical Issues and Responsibility of Tourism Entrepreneurs. Business Presentation and Pitching: Techniques for effective business presentation and attracting investors.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **TOURISM MARKETING MANAGEMENT**

**ECTS credits: 5**

**Form of assessment:** progress assessment and exam

**Semester: 1**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Ilinka Terziyska

**Annotation:**

The course on the discipline has been developed as an upgrade course in accordance with the general objectives of the master's program with a focus on management processes. The curriculum includes a total of 45 lecture hours. Extracurricular employment in the course is 105 hours aimed at working on situations of a practical nature and in order to prepare for participation in discussions regarding the possibilities of marketing management in the context of new management practices. Emphasis is placed on both classic theoretical positions (elements of management, management and marketing cycle of the tourist enterprise, management decision-making) and some more specific positions from the theory of marketing management in specific branches of tourism.

**Course content:**

Introduction to Tourism Marketing Management. Importance, development, prospects and management elements of marketing in tourism. Basic tasks in tourism marketing management. Management and marketing cycle of the tourism enterprise. Tasks and bases for decision-making in the management cycle of tourism activity. Application of decision-making in the management cycle of tourism enterprises. Control in the management cycle. Information and communication in the management cycle of the tourist enterprise. Change Management. Concepts, tools and processes of change management and communication in the change process in the tourism enterprise. Tourism behavior in change and leadership tasks in change. Opportunity management and success factors in managing change in tourism. Initiate, design and implement change processes. Fundamentals of Conflict Management: Models of Conflict Resolution and the Conflict Discussion Process Model. Profiled marketing management by managing new communication models.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during



the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **BRANDING IN THE HOSPITALITY INDUSTRY**

**ECTS credits: 5**

**Form of assessment:** progress assessment and exam

**Semester: 1**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Gergana Angelova

**Annotation:**

The course examines the main set of activities and guiding principles necessary for building a successful and sustainable hotel brand. A large number of good practices of both large world-famous hotel chains and smaller but unique places that have managed to identify themselves in an attractive and unique way are discussed. Apart from hotel level, branding is also studied at restaurant level, tour operator and travel agent, transport company and online intermediary as main partners and distributors of tourist services in general. The tools for successful branding of a tourist enterprise are presented through the prism of recognizable hotel, restaurant, tour operator and electronic brands. The aim of the course is to acquaint students with the theoretical framework for hotel branding, the methodological framework for researching its effectiveness, the existing branding models, the steps and stakeholders involved in building a sustainable hotel brand.

**Course content:**

Emergence and development of the branding concept at the macro and micro level. Emotional connections between places and visitors. 'Branding' vs 'Marketing' and 'Brand' vs 'Brand'. Good practice for branding before marketing. Steps to turn a brand into a brand. Characteristics and symbols of the hotel brand. Stages of presentation of the hotel brand. "Emotionalization" and "positioning" of the hotel brand. Motives for making a purchase. Competitive advantages of the hotel brand. Brand management. Branding strategy of hotel enterprises. Factors determining the user's choice of the hotel brand - external, cultural, psychological, socio-psychological, personal characteristics. Stages of building the hotel brand - assessment and audit, analysis and advantages, ordering and grouping, expression, implementation, perception and attitudes, actions and consequences. Indicators and models for analysis and evaluation of the hotel brand. Perceptual, behavioral, market and financial metrics. Contact branding model and other branding models. Branding of a hotel enterprise. Essence of the hotel product. Recognition and unique features of hotel brands. Branding of a restaurant enterprise. Essence of the restaurant product. Diversification of consumer demand for a restaurant product. Recognition and unique features of restaurant brands. Branding of an all-inclusive resort complex. Essence of all-inclusive resort complexes. Recognition and unique features of all-inclusive complexes. Tourism operator branding. Components of the tour operator product. Corporate culture and competitive advantages of the tour operator. Electronic branding (E-branding). Advantages and disadvantages of e-branding. Evaluating the effectiveness of the e-brand. Branding strategy of the Four Seasons hotel chain. Unique features of the brand. Branding strategy of the Kempinski hotel chain. Unique features of the brand.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **MANAGEMENT OF HOTEL EVENTS**

**ECTS credits: 5**

**Form of assessment:** progress assessment and exam

**Semester: 1**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Gergana Angelova

**Annotation:**

Students studying this course get to know the technology of organizing events in hotels for the needs of tourism. The discipline reveals the technology of organizing and managing similar events. Introduces the cold to marketing, legal aspects, technology, financing, budgeting, as well as hotel event planning trends. The aim of the

**Course hours per week: 31 + 0s**

**Exam type:** written

**Course hours per week: 31 + 0s**

**Exam type:** written

course is for students to acquire knowledge of the taught material, which includes organizing hotel events and their impact on tourism, the importance of conference location planning, as well as quality assurance for event guest satisfaction.

**Course content:**

What is the conference and events sector? Sectors and services of the hotel industry. Event Planning vs Event Management. Event Planning Industry: History and Market Research. Event Planning Industry: Trends and Growth. Quality assurance in the planning of events and conferences. Conference Location Planning: Facilities and Inspection. Planning and booking entertainment for events and conferences. The role of convention and visitor bureaus in event planning. Legal issues in event planning. Catering and banquet services at conferences and events. Banquet service: Standards, types and definition. Banquet Catering: Management and Trends. Bidding and proposals for hotel conferences. The importance of team building in the hospitality industry.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## CATERING

**ECTS credits:** 5

**Form of assessment:** progress assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Chief Assist. Prof. Dr. Lyubomira Pinelova

**Annotation:**

Catering is a significant sector in the hospitality industry that provides a variety of career opportunities. Restaurants, event planning companies, hotel chains and even private entrepreneurs need professionals with catering knowledge. The course aims to familiarize students with the main aspects of the organization and management of catering events. The course covers the planning, execution and coordination of catering services, as well as customer service and team management skills. Studying the discipline not only provides specialist knowledge and skills, but also broadens students' horizons, preparing them for successful careers in the dynamic hospitality and event planning industry.

**Course content:**

Introduction to Catering: Basic Concepts and Types of Events. Planning and design of catering events: theme, decorations, menu. Logistics and resource management in catering. Customer relationship management in catering. Personnel management in the catering business. Techniques for selecting suppliers and collaborators. Financial management and budgeting of catering events. Legal and regulatory aspects of catering services. Temporality and coordination of catering events. Trends in the modern catering business. Catering for corporate events and seminars. Wedding catering services: organization and execution. Innovations in event design and catering. Catering for cultural and multinational events. Technological innovations in catering.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## SOMMELIER

**ECTS credits:** 5

**Form of assessment:** progress assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Ilinka Terziyska

**Annotation:**

The course aims to provide students with wine and beverage knowledge and skills that will prepare them for a professional career as a sommelier. The program includes theoretical and practical aspects of selection, serving

**Course hours per week:** 31 + 0s

**Exam type:** written

**Course hours per week:** 31 + 0s

**Exam type:** written

and evaluation of wines and other alcoholic beverages. The aim of the course is to familiarize students with the main aspects of sommeliership, to teach them how to recognize, evaluate and select wines and drinks according to various criteria, and to develop their ability to communicate effectively with customers.

**Course content:**

Introduction to Sommeliering and History of Wine. Main types of grape varieties and wine-producing regions. Wine tasting and evaluation techniques. Food and Wine Pairing: Basic Principles. Serving and opening wine: practical aspects. Champagne and other sparkling wines. Dessert wines and dessert combinations. New World Wines vs. Old World Wines. Wine and health: facts and myths. Selection and purchase of wines for the restaurant wine list. Special wines and rare drinks. Wine distillates: whiskey, cognac, tequila and others. Wine defects and how to recognize them. Etiquette and rules of conduct when consuming wine. The role of the sommelier in the restaurant industry and professional advice.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in the training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## MANAGEMENT OF LUXURY HOTELS

**ECTS credits:** 5

**Form of assessment:** progress assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Prof. Dr. Maria Stankova

**Annotation:**

The course is oriented towards familiarizing students with the luxury hotel industry or the offer of services in high-category hotels. However, the emphasis is placed on the management aspects of the organization of work of boutique hotels, residences, etc. and tourist services so as to meet the expectations of the specific user profile of the tourists visiting them. Special emphasis is placed on quality and security, their provision and management. Its teaching is related to the acquisition of theoretical knowledge and practical skills to provide students with the necessary basis for understanding and managing objects providing highly specialized and personalized service, such as luxury hotels, alongside an understanding of different consumer segments. The purpose of the course is oriented towards preparing the students for work in the specific sector of luxury hotels. The taught material is interdisciplinary with a practical orientation. Includes the knowledge, skills and abilities to initiate and lead successful luxury marketing strategies – highly sought after by high-end travel companies and premium brands.

**Course content:**

The world of hotel management in luxury hospitality. Luxury hospitality marketing. Quality assurance in luxury hospitality. Organizational Behavior in the Luxury Hospitality Industry. International expansion strategy. Negotiate. Business game. Project and event management. User search and user segments. Personnel management. Security management.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## HOTEL ANIMATION

**ECTS credits:** 5

**Form of assessment:** progress assessment and exam

**Semester:** 1

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Chief Assist. Prof. Dr. Lyubomira Pinelova

**Annotation:**

The effective organization and conduct of various entertainment and animation activities in hotels and resorts is essential for the satisfaction of the guests and the optimal functioning of the tourist sites. Students who study this

**Course hours per week:** 3l + 0s

**Exam type:** written

**Course hours per week:** 3l + 0s

**Exam type:** written

discipline develop skills in creating fun and interesting programs, communication skills with guests and the ability to provide unforgettable tourist experiences. This prepares students for a successful career in tourism and hospitality, giving them a competitive edge in the job market. The aim of the course is to develop students' skills and competencies necessary for the successful organization and conduct of animation activities in the field of tourism and hospitality. The course aims to prepare students to interact professionally with guests and provide them with the practical knowledge to create fun and enriching experiences.

**Course content:**

Introduction to Hotel Animation: Meaning, History and Impact on Hospitality. Guest Psychology: Understanding the different preferences and interests of guests. Animation program planning: Creating diverse programs for different audiences. Team building and team fun: Organizing activities to improve team interaction. Creative activities and handicrafts: Arts and crafts for participants. Sports and recreation: Organization of sports competitions, games and fitness activities. Evening performances and shows: Planning and execution of entertaining evenings and shows. Communication skills and interaction with guests. Themed events and holidays: Organizing special events and themed parties. Technical equipment and technology: Using technical resources for entertainment. Resource and budget management: Planning and control of material and financial resources. Ethics and Professional Conduct: Interaction with guests and associates. Sustainability and social responsibility: Integrating environmental and social aspects. Evaluation of the effectiveness of animation programs. Personal development and creativity: Developing the skills and ideas for innovation.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **HOSPITALITY REVENUE MANAGEMENT**

**ECTS credits:** 4

**Form of assessment:** progress assessment and exam

**Semester:** 2

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Gergana Angelova

**Annotation:**

Students are introduced to modern theories, practical approaches and tools for revenue management in the hospitality industry. In the learning process, they receive information about the development of theoretical thought about the management of revenue in the organization, the marketing mix, differentiated pricing and the relationship between quality, service and price. Special emphasis is placed on issues related to the guiding principles of revenue management and revenue optimization in hospitality. Students learn about the role of management in managing revenue in an organization and the importance of legal and ethical aspects in that management. The course is tailored to the planned timetable and allows to master the management practices related to the sources of income in the hospitality industry. The specifics of revenue management in the two main areas - hotel and restaurant industry - are discussed. The discipline adds value to students by also introducing them to the specialized practical applications of revenue management in service sector organizations.

**Course content:**

Introduction to Revenue Management. Business objective and revenue management. Strategic pricing. The importance of price in the marketing mix. The role of supply and demand in pricing. Strategic pricing. Value – the role of value in pricing; relationship between quality, service and price. Differentiated pricing. 10 principles of revenue management. Revenue optimization. Legal and Ethical Aspects of Revenue Management. The role of the manager in revenue management. Demand forecasting. Strategic, current and future data. Inventory and price management. Marketing mix. Inventory management. Features rooms for optimal inventory management. Classification of guests by market segment. Overcrowding as an inventory management strategy. Price management. Restrictions on stay. Principles of inventory. Management of distribution channels. Non-electronic and electronic distribution channels. Principles of distribution channel management. Assessment of accommodation revenue management. STAR reports. Analysis of competitive advantages. Market share analysis. Additional assessments. Revenue Management in the Food and Beverage Sector. Traditional pricing methods. Application of differentiated pricing. Factors Influencing Value Perceptions in the Food and Beverage Sector. An Assessment of Revenue Management in the Food and Beverage Sector. Revenue analysis. Overview of revenue sources. Measuring the change in revenue. Estimating revenue performance. Specialized applications of revenue management. Characteristics of organizations implementing revenue management. Service industries

implementing revenue optimization strategies. Specialized revenue management. Revenue management and destination marketing. Building a better business. Business issues in weak, medium and strong markets.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **HOTEL AND RESTAURANT CHAINS**

**ECTS credits:** 3

**Form of assessment:** progress assessment and exam

**Semester:** 2

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Chief Assist. Prof. Dr. Lyubomira Pinelova

**Annotation:**

Studying the course is extremely important for students who have an interest in the hospitality industry and want to work in the hospitality, restaurant or chain management of these establishments. The discipline not only provides theoretical knowledge but also practical skills that are essential for a successful career in hospitality. This discipline prepares students to meet the challenges and opportunities of a dynamic industry and contribute to its development. This study course provides extensive knowledge of hotel and restaurant chains, their business models, management strategies and operational aspects. The course will cover key topics such as chain creation and development, marketing, operations management and industry trends.

**Course content:**

Introduction to hotel and restaurant chains. Business models of chains: hotels and restaurants. Creating and Expanding Chains: Strategies and Steps. Marketing and branding in hotel and restaurant chains. Operational management and standardization in chains. Quality management and customer service within a chain. Personnel management and training in the chains. Financial management and budgeting for chains. Sustainable development and responsibility in the hotel and restaurant industry. Global trends and challenges in the hospitality industry. Technological innovations and digitalization in hotel and restaurant chains. Crisis and risk management in chains. Energy and resource management in hotel and restaurant chains. Examples of successful sustainable development initiatives. The future of hotel and restaurant chains: Trends and challenges.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

## **DIGITAL DISTRIBUTION IN HOSPITALITY**

**ECTS credits:** 4

**Form of assessment:** progress assessment and exam

**Semester:** 2

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Dr. Ivaylo Ivanov

**Annotation:**

The course examines the theoretical and practical application of digital tools and Internet distribution systems for the field of hospitality. During the seminar exercises, students' creativity and analytical thinking are stimulated when creating advertising materials, offers, products, as everyone's project is subjected to critical analysis by his colleagues. Discussions are planned on current topics, for which students can present their point of view on the cases under consideration. Each student is expected to develop a course project/assignment on a predetermined topic. The aim of the course is to acquaint students with the basic knowledge and skills for organization and management of processes, in the development of tourism activities in the age of digitization and in the study of phenomena and processes in digital marketing and distribution in hospitality. Students are required to be responsible and active during classes and in extracurricular activities.

**Course content:**

**Course hours per week:** 3l + 0s

**Exam type:** written

**Course hours per week:** 3l + 1s

**Exam type:** written

The fourth digital revolution, in the context of digital and behavioral economics. E-business models in tourism. Hospitality distribution channels: single channel, multi-channel or omni-channel distribution. Electronic supply chain management in tourist destinations. Impact of artificial intelligence, augmented and virtual reality, gamification and robotics on the fields of travel, tourism and hospitality. Internet of Things and Ubiquitous Computing in Tourism. Digitization of accommodation facilities. The digital evolution of online booking systems. Local, regional and global reservation systems in tourism. Self Check-in/Self Check-out. Digital Ecosystems, Complexity and Tourism Networks. Mobile applications and social networks. Using Marketing 4.0 tools for e-marketing as communication management in Tourism 4.0. ICT Implementation for the Needs of Small Owner-Managed Tourism Firms: An Organizational Decision-Making and Leadership Perspective. Online distribution and management channels. Applications of artificial intelligence and computer languages in decision-making in tourism supply. An Ethical Framework for a Sustainable Society in the Age of Digitization and Artificial Intelligence: Opportunities, Risks, Principles and Recommendations. Cybersecurity in hospitality and tourism: a risk-based approach.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

### **THEMED PRODUCT DESIGN FOR HOSPITALITY AND RESTAURANT OPERATIONS (PRACTICAL PROJECT)**

**ECTS credits: 4**

**Course hours per week: 3l + 1s**

**Form of assessment:** progress assessment and exam

**Exam type:** written

**Semester: 2**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Ilinka Terziyska

**Annotation:**

The course has a strong practical focus and emphasizes the creation of thematic products in the field of hospitality and catering. Aims to develop an understanding of the basic steps in planning and marketing a specific type of product. The aim of the course is to acquire skills for creating a thematic product in the hotel and restaurant industry.

**Course content:**

The process of creating a new product. The Four P's in Tourism Marketing. Thematic products in the hospitality industry - types, good practices. Idea generation. Planning and developing the components of the marketing mix for a themed product in the hotel and restaurant industry. Monitoring tourist satisfaction after the introduction of a new thematic product.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

### **FRANCHISING IN THE HOSPITALITY INDUSTRY**

**ECTS credits: 4**

**Course hours per week: 3l + 1s**

**Form of assessment:** progress assessment and exam

**Exam type:** written

**Semester: 2**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Chief Assist. Prof. Dr. Lyubomira Pinelova

**Annotation:**

The course focuses students' attention on the concept of hospitality franchising and its application in the restaurant and hotel industry. The course covers the fundamental aspects of franchising, from the creation and development of franchise brands to the management and sustainable development of a franchise business. The objectives of the course are: To provide students with knowledge about the nature and advantages of franchising

in the hospitality industry. To familiarize them with the main stages of development and management of franchise brands. To develop technical and strategic skills for successful entry into the franchise industry.

**Course content:**

Introduction to Franchising: Definition, History and Models. Advantages and Risks of Hospitality Franchising. Stages of creating a franchise brand: from idea to realization. Creating a franchise business plan. Management and organization of the franchise network. Marketing and advertising in franchising. Training and preparation of franchise partners. Franchise financing and investment. Legal and legal aspects of franchising. Quality management and standardization in the franchise system. International Franchising: Global Challenges. Innovation and adaptation in franchising. Sustainable development of the franchise brand. Trends and future prospects in franchising. Research and analysis of successful hospitality franchise brands.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

### **APPLIED MARKETING RESEARCH (PRACTICAL PROJECT)**

**ECTS credits: 4**

**Form of assessment:** progress assessment and exam

**Semester: 2**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** Assoc. Prof. Dr. Ilinka Terziyska

**Annotation:**

The course has a strong practical focus and emphasizes the conduct of marketing research in the hotel and restaurant industry. Aims to develop an understanding of the basic methods and steps in empirical research, including analysis and presentation of results. The aim of the discipline is to acquire the ability to conduct marketing research in the field of hotel and restaurant industry.

**Course content:**

Introduction to Marketing Research in Tourism: Basic Concepts, Role and Importance of Marketing Research for the Tourism Business. Research Design: Planning marketing research, defining objectives and selecting appropriate methods and techniques. Data Collection: Choice of data collection methods - surveys, interviews, observations and others. Data Analysis: Processing and interpretation of collected data using statistical tools and software. Market segmentation and target audience: Identification of the needs of different segments of the market and determination of the target audience. Application of various methods and techniques for the analysis of the tourist market - SWOT analysis, PESTEL analysis, competitive analysis, etc. Determination of competitive advantages: Researching the competitive environment and determining the competitive advantages of tourism products and services. Consumer Behaviors and Preferences: Studying Tourist Behavior, Their Motivations, and Preferences. Marketing Segments and Trends: Analysis of various marketing segments and current trends in the tourism industry. Internet and Social Media in Marketing Research: Using Online Platforms and Social Networks for Data Collection and Tourism Market Analysis. Market Position and Branding: Analysis of the market position of tourism brands and development of branding strategies. Marketing communications and advertising: Evaluating the effectiveness of marketing communications and advertising campaigns. Customer satisfaction and loyalty: Measuring customer satisfaction and developing strategies to increase customer loyalty. Forecasting trends and changes: Using marketing research to predict future trends and adapt strategies. Ethics and Responsibility in Marketing Research: Examining the Ethical Aspects of Data Collection and Use in Marketing Research.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.

### **CORPORATE CULTURE**

**ECTS credits: 4**

**Form of assessment:** progress assessment and exam

**Course hours per week: 3l + 1s**

**Exam type:** written

**Semester: 2**

**Methodological guidance:**

Department of Tourism

Faculty of Economics

**Lecturer:** гл. ас. д-р Иванка Въсенска

**Annotation:**

The course examines the theoretical and practical application of organizational and corporate culture and service culture in the field of tourism. During the seminar exercises, students' creativity and analytical thinking are stimulated in studying and measuring the role of corporate culture in tourism enterprises, in order to develop a project and its general discussion. Discussions are planned on current topics, for which students can present their point of view on the cases under consideration. Each student is expected to develop a course project/assignment on a predetermined topic. The aim of the course is to acquaint students with the basic knowledge and skills for organization and management of processes, in the formation and implementation of corporate culture in a given tourist enterprise.

**Course content:**

Corporate culture, in the context of the digital and behavioral economy. Organizations, companies, corporations. Models for corporate culture. Culture and strategy. What is leadership? The role of corporate culture on product performance and quality. Customer satisfaction and its relationship with profit. Corporate culture as company reputation. Identity and corporate image. Corporate sustainability. Corporate social responsibility. Motivation. Using Marketing 4.0 tools for e-marketing as communication management in Tourism 4.0. ICT Implementation for the Needs of Small Owner-Managed Tourism Firms: An Organizational Decision-Making and Leadership Perspective. A culture of change and development. Applications of artificial intelligence and computer languages in decision-making. An ethical framework: opportunities, risks, principles and recommendations. Crises, upheavals and economic, social and health risks.

**Teaching and assessment:**

The training in the academic discipline is carried out in the form of lectures and seminars. The discipline ends with an exam. Priority in training is practical and independent work of students. The knowledge, skills and competence during the lectures and in the progress assessment are taken into consideration. The results achieved by the set assignments and tests are of major importance.