



УНИВЕРСИТЕТ ЗА НАЦИОНАЛНО И СВЕТОВНО СТОПАНСТВО
ФАКУЛТЕТ „УПРАВЛЕНИЕ И АДМИНИСТРАЦИЯ“

УТВЪРЖДАВАМ:

Заместник-ректор по
обучението в ОКС „бакалавър“
и продължаващо обучение
доц. д-р Миланка Славова



КОНСПЕКТ ЗА ДЪРЖАВЕН ИЗПИТ
ЗА ОКС „БАКАЛАВЪР“,
СПЕЦИАЛНОСТ „АДМИНИСТРАЦИЯ И УПРАВЛЕНИЕ
с преподаване на английски език“

STATE EXAM QUESTIONNAIRE FOR BD PROGRAM
“ADMINISTRATION AND MANAGEMENT TAUGHT IN ENGLISH”

MODULE 1. PUBLIC ADMINISTRATION

1. **The Concept of Public Administration.** Definitions and Meaning of Public Administration; Scope and Purpose of Public Administration. Differences between Public and Business Administrations.
2. **Historical Development of Public Administration.** Pioneers and Scholars with Significant Contribution to the Development of a Science of Administration.
3. **Classical and Modern Approaches to Public Administration.** Good Governance and Good Administration.
4. **Bodies of Executive Power** – Concept and Types. Central Bodies of Executive Power. Local Bodies of Executive Power.
5. **Requirements of Validity of Administrative Acts.** Legality and Expedience of Administrative Acts.
6. **Administrative Liability** – Concept. Subjects of Administrative Liability. Administrative Offence – Concept.
7. **Local Self-Government and Local Administration.** Control over the Local Power.

8. **The relationship between politics and administration.** The civil service in an era of change. Civil service and civil servants: classical career system and position system. Distinguishing features and elements.
9. **The Institution of Ombudsman.** Ombudsman's Assessments of Public Administration Conduct.
10. **Public management reforms.** Public management reform as strategic decision-making. Basic strategies. Reforms trajectories. Convergence and divergence of reforms.
11. **Ethics and Basic Concepts in Public Administration:** Ethical Values, Code of Conduct/ Code of Ethics, Corruption and Anti-corruption Measures. Transparent and Accountable Public Administration.
12. **Civil Society Ideas.** Antiquity and the Age of Enlightenment: the Greek Philosophers, Thomas Hobbes, John Locke, Alexis de Tocqueville. Civil Society Ideas in the XXth Century: A. Etzioni, E. Gelner, R. Putnam.
13. **Civil Society Organizations as Social Capital:** Role of Collective Actions for Economic Development and Good Governance.
14. **History of Civil Society Sector in Bulgaria:** Traditions of Giving and Civic Activity. Contemporary Nonprofit Organizations in Bulgaria: Major Laws, Achievements and Challenges.
15. **Special Aspects of Nonprofit Management:** Working with Volunteers and Fundraising.

MODULE 2. BUSINESS ADMINISTRATION

1. **Planning: The primary management function.** The essentials of planning. Objectives and priorities of planning. Management by objectives.
2. **Control as a managerial function.** Dimensions of control. Components of organizational control systems. Identifying control problems. Financial control.
3. **Game theory approach to decision making.** General concept and applicability. Cooperative and non-cooperative games. Fundamental principles. Classification of games. Reduction by dominance.
4. **The nature of work groups and teams.** Characteristics of work groups and team. Stages of team development. Group roles and rules. Group norms. Socialization
5. **Leaders and leadership.** Essence of leadership. Main differences between management and leadership. Early approaches to leadership. Contemporary perspectives on leadership.
6. **Decision making process.** Dealing with complex streams of decisions. A general decision making model. Individual and group decision making.
7. **Project management:** nature and role of projects and project management in the organization. Project management life cycle.
8. **Project planning.** What is the purpose of project planning? What are the main project planning activities?

9. **Strategy and strategic management process.** Defining Strategy. The Strategic Management Process. Accounting and Economic Measures of Competitive Advantage. Emergent versus Intended Strategies.
10. **Business-level strategies. Cost leadership and product differentiation.** Understanding Business-Level Strategy through “Generic Strategies”. Cost Leadership and Product Differentiation. Focused Cost Leadership and Focused Differentiation. Best-Cost Strategy and Stuck in the Middle.
11. **Normative reasoning decision approach.** Problem situation setup: Availability of choices; Information about the environment; Estimation of outcomes; Decision subject’s level of information; Decision making rules. Decision matrix: Alternative choices; Known states of nature; Known probabilities; Normal and invert matrix. Decision typology: Under certainty, under risk, under risk and uncertainty.
12. **Stakeholders & the social contract.** What is a stakeholder? The classification of stakeholders. Stakeholder Theory. Informational needs. Regulation and its implications. Environmental Impact Reporting
13. **Issues concerning Sustainability.** The Brundtland Report. Critiquing Brundtland. Sustainability and the Cost of Capital. Redefining sustainability. Distributable sustainability.
14. **Recruitment.** Determining requirements. Rational versus processual. Approaches to recruitment. Internal recruitment. External recruitment. Recruitment advertising. E-recruitment. Evaluation of recruitment activity.
15. **Establishing Pay Plans.** Basic of Compensation. Factors Determining. Pay Rate. Current Trends in Compensation. Job Evaluation (Methods). Pricing Managerial and Professional Job. Computerised Job Evaluation.

LITERATURE ON MODULE 1. PUBLIC ADMINISTRATION

A. Basic Sources

1. Anheier, H., R. List (2005) *A Dictionary of Civil Society, Philanthropy and the Nonprofit Sector*, “Routledge” (<http://www.ngosindia.com/docs/ngo-social-dictionary.pdf>)
2. Edwards, M. (ed.) (2011)*The Oxford Handbook of Civil Society*, Oxford University Press (<http://14.139.206.50:8080/jspui/bitstream/1/1992/1/Edwards,%20Michael%20-%20The%20Oxford%20Handbook%20of%20Civil%20Society.pdf>)
3. Edwards, M. (2009) *Civil Society*, “Polity Press”
4. Fry, Brian R. (1989) *Mastering Public Administration: From Max Weber to Dwight Waldo*, Chatham House Publishers
5. Holzer, Marc & Schwester, R.W. (2011) *Public Administration – An Introduction*, M. E. Sharpe, Inc.
6. Katsamunsk, P. (2016) *Selected Readings in Public Administration*, A Guidance Manual

designed for Students in the Bachelor Degree Program “Administration and Management taught in English”, Publishing Complex – UNWE

7. Kettl, D.F. (2002) *The Transformation of Governance: Public Administration for Twenty-First Century America*, The Johns Hopkins University Press
8. Kunhlmann, S., H. Wollmann (2014) *Introduction to Comparative Public Administration: Administrative Systems and Reforms in Europe*, Edward Elgar Publishing, Inc.
9. Mc Kinney, J. B., Howard, L. C. (1998) *Public Administration*, 2nd ed., Praeger Publishers
10. Peters, B. Guy, G. Sootla, B. Connaughton (2006) *Politico-Administrative Dilemma: Traditional Problems and New Solutions*, NISPACE
11. Pierre, J., Peters, B. Guy (2000) *Governance, Politics and the State*, MacMillan Press Ltd.
12. Pollitt, C., Bouckaert, G. (2000) *Public Management Reform: A Comparative Analysis*, 2nd ed., Oxford University Press
13. Pollitt, Ch., Sandra van Thiel and Vincent Homburg, eds. (2007) *New Public Management: Adaptation and Alternatives*, Palgrave MacMillan
14. Renz, D.O. (ed.) (2016) *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, “Jossey-Bass”
15. Setiano, B. (2007) *Somewhere in Between: Conceptualizing Civil Society*, International Journal of Nonprofit Law, volume 10, issue 1, p. 109-118
16. Stillman II, Richard J., (2010) *Public Administration: Concepts and Cases*, 9th ed., Wadsworth, Cengage Learning
17. Worth, M.J. (2016) *Nonprofit Management. Principles and Practices*, “SAGE Publications”

B. Additional Sources

1. Bossaert, D., Ch. Demmke (2003) *Civil Services in the Accession States: New Trends and the Impact of the Integration Process*, EIPA, the Netherlands
2. Demmke, Ch. (2004) *European Civil Services between Tradition and Reform*, EIPA, the Netherlands
3. Denhardt, Robert B. (1984) *Theories of Public Organizations*, Brooks/Cole Publishing Company
4. Drucker, P. (1990) *Managing the Non-Profit Organization: Practices and Principles*, Harper Collins, New York
5. Hodgkinson, V., Foley, M. (2009) *The Civil Society Reader*, “University Press of New England”
6. Kaviraj, S., S. Khilnani (eds.) (2001) *Civil Society: History and Possibilities*, “Cambridge University Press”
7. Knill, Ch. (2001) *The Europeanisation of National Administrations (Patterns of Institutional Change and Persistence)*, Cambridge University Press
8. Peters, B. Guy, (1989) *The Politics of Bureaucracy*, 3rd ed., Longman Inc.
9. Peters, B.G., (2001) *The Future of Governing*, 2nd ed., revised, University Press of Kansas

10. Pierre, J., Peters, B., G. (2000) *Governance, Politics and the State*, Macmillan Press Ltd.
11. Pynes, J. (2014) *Effective Nonprofit Management: Context and Environment*, "Routledge"
12. Rosanvallon, P. (2011) *Democratic Legitimacy – Impartiality, Reflexivity, Proximity*, Princeton University Press
13. Salamon, L., W. Sokolowski and associates (2004) *Global Civil Society – Dimensions of the Nonprofit Sector, Volume Two*, Bloomfield, CT: Kumarian Press
14. Smith, B.C. (2007) *Good Governance and Development*, Palgrave Macmillan
15. *The NGO Sustainability Index for Central and Eastern Europe and Eurasia*, USAID, 1998 – 2015 (<https://www.usaid.gov/europe-eurasia-civil-society>)

LITERATURE ON MODULE 2. BUSINESS ADMINISTRATION

A. Basic Sources

1. Andrew, Cr. (2014) *Corporate Social Responsibility: Readings and Cases in a Global Context*, SAGE
2. DesJardins, J. (2010) *An introduction of Business Ethics*, McGraw-Hill College
3. Dessler, G. (2014) *Human Resource Management*
4. Drucker, P. F. (2011) *Management: Tasks, Responsibilities, Practices*, Routledge
5. Eskerod, P. (2013) *Project Stakeholder Management (Fundamentals of project management)*, Farnham, Gower
6. David, F. *Strategic management*
<http://202.28.25.105/e-learning/courses/703309/document/StrategicManagementDavid.pdf>
7. George, J.M., G.R. Jones (2014) *Understanding and Managing Organizational Behavior*, Prentice Hall
8. Goleman, D. (2009) *Ecological Intelligence: How knowing the Hidden Impacts of What We Buy Can Change Everything*
9. Hayes, J. (2010) *The Theory and Practice of Change Management*, New York, Palgrave Macmillan
10. Lussier, R., Hendon, J. (2016) *Human Resource Management: Functions, Applications, and Skill Development*, SAGE
11. Mathis, R., Jackson, J., Valentine, S., Meglich, P. (2014) *Human Resource Management*, Cengage Learning
12. Mead, R. (2011) *International Management. Culture and Beyond*, London, WILEY
13. Moon, J. (2014) *Corporate Social Responsibility: A Very Short Introduction*, Oxford University Press
14. Noe, R., Hollenbeck, J., Gerhart, B., Wright, P. (2015) *Human Resource Management: Gaining a Competitive Advantage*, Mc-Grall Hill Education
15. Schermerhorn, J. R. (2011) *Introduction to Management: International Student Version*, Hoboken, NJ, WILEY

16. Schermerhorn, J.R., J.G.Hunt, R.N. Osborn, M. Uhl-Bien (2010) *Organizational Behavior*, John Wiley & Sons, Inc.
17. Thomas Ng (2012) *Business Ethics and Sustainability*
18. Wysocki, R. K. (2102) *Effective Project Management: Traditional, Agile, Extreme*, Indianapolis, WILEY

B. Additional Sources

1. Carrell, M., Heavrin, Chr. (2014) *Labor Relations and Collective Bargaining: Cases, Practice and Law*, 10th edition, Pearson Education Limited
2. Crane, A., Matten, D., Spence, L. (2007) *Corporate Social Responsibility: Reading and Cases in a Global Context*
3. Dolphin, R. (1999) *The Fundamentals of Corporate Communications*, Butterworth Heinemann
4. Noe, R., Hollenbeck, J., Gerthar, B., Wright, P. (2015) *Fundamentals of Human Resource Management*, 6th edition, Mc-Grall Hill Education
5. Partridge, D. (2015) *People Over Profit: Break the System, Live with Purpose, Be More Successful*
6. Raudys, L. (2016) *The Cheap Guide to Sustainability and Corporate Social Responsibility*

Катедра „Публична администрация“

Катедра „Управление“

м. февруари 2017 год.

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