UNIVERSITY OF NATIONAL AND WORLD ECONOMY

Approved by:

Assoc. Prof. Dr. Maria Vodenicharova - Vice Rector on research

EXAM PROGRAM

FOR DOCTORAL EXAM

IN SCIENTIFIC SPECIALTY "WORLD ECONOMY AND IER"

AT "IER AND BUSINESS" DEPARTMENT

DISCIPLINE: "THEORY AND PRACTICE OF INTERNATIONAL PROJECT MANAGEMENT"

1. **MODERN ASPECTS OF INTERNATIONAL PROJECT MANAGEMENT IN MANAGEMENT THEORY AND PRACTICE** Types of international projects: engineering, transfer of activities, international projects - mergers and acquisitions, social, incl. sports. Characteristics of standards for good practice in the field of project management (PMBoK, ICB) .
2. **INTERNATIONAL BUSINESS ENVIRONMENT AND INTERNATIONAL PROJECT MANAGEMENT** - Internationalization, globalization, scientific and technological progress. Cultural factor and management of international projects.
3. **CHARACTERISTICS OF INTERNATIONAL PROJECT MANAGEMENT** - Areas of knowledge, principles of project management and their international aspects.
4. SPECIFICITIES **OF VALUATION** - Principles, methodologies and models of valuation in international project management.
5. **BUDGETING OF INTERNATIONAL PROJECTS** - Models for justification of feasibility for international projects: classical and modern model (value chain) of UNIDO
6. **INTERNATIONAL BUSINESS AND EVOLUTION OF PROJECT RESOURCE MANAGEMENT** - Theoretical views on building long-term and stable relationships during project preparation and implementation
7. **PROJECT FINANCING AND MANAGEMENT OF INTERNATIONAL PROJECTS** - Management and economic aspects of project financing. Project financing models. Application of forms of international business to provide project financing. Project financing methods of international financial institutions for project financing. Financing of sustainable development and the implementation of the goals for addressing climate change of the Paris Agreement **.**
8. **THE HUMAN FACTOR AND MANAGEMENT OF INTERNATIONAL PROJECTS** - The IRMA model and its applicability in human resources management in international projects. Leadership and international projects .
9. **ORGANIZATIONAL PROVISION IN THE MANAGEMENT OF INTERNATIONAL PROJECTS** - Applicability of internal organizational solutions and

external organizational solutions including consortia, project companies.

10. **SOCIALLY RESPONSIBLE BEHAVIOR OF THE MODERN COMPANY AND MANAGEMENT OF INTERNATIONAL PROJECTS -** Economic, legal and socio-ethical aspects. Basics of cost-benefit analysis and their use in the management of international projects .
11. **MODELS OF APPLICATION OF INTERNATIONAL PROJECT MANAGEMENT IN INTERNATIONAL BUSINESS -** International engineering projects. Mechanisms for regulating relations in the management and implementation of international engineering projects: FIDIC contracts (Silver Book), applicable laws and procedure.
12. **MODERN FORMS OF INTERNATIONAL BUSINESS AND PUBLIC PRIVATE PARTNERSHIP MODELS -** Build-operate-transfer transactions; design, finance, construction and operation transactions (IRMA and transaction standards). Concessions and public-private partnership project management. Sustainable Development Goals and the UN-ECE PPP model. Management of international projects of high public importance in the field of public-private partnership.
13. **PROGRAMMING OF STRUCTURAL AND COHESION FUNDS AS AN INSTRUMENT OF TERRITORIAL ECONOMIC AND SOCIAL COHESION -** Objectives and priorities of cohesion policy for the programming period (2021-2027). Multiannual financial framework. The Recovery and Resilience Facility and the National Recovery and Resilience Plans allocate funds to the specific needs of each country. Management of recovery and resilience plans, priority areas of funding.
14. **INSTITUTIONAL STRUCTURE OF PROGRAMMING AND MANAGEMENT OF EU STRUCTURAL FUNDS -** Management and implementation of operational programs - coordination and financing mechanism. Sustainable and integrated regional development. Integrated territorial approach to investment management; territorial integrated strategies. Characteristics and principles of management of integrated territorial investments. Legislation for management and coordination of integrated territorial investments and projects.
15. **ESSENCE AND SPECIFIC FEATURES OF INTERNATIONAL, PUBLIC, INDIVIDUAL PROJECTS FINANCED BY EU FUNDS -** Management and financing of investment infrastructure projects from EU funds. Essence of risk management and distribution; main forms and categories of risks. Cost-benefit analysis - financial and economic analysis.
16. **FINANCIAL AND OPERATIONAL MANAGEMENT OF PROJECTS, MONITORING AND CONTROL OF THE IMPLEMENTATION OF PROJECTS FINANCED BY THE EU STRUCTURAL FUNDS -** Indicators for implementation, monitoring, impacts. Financial correction mechanism - legal framework and administrative procedures.
17. **SPECIALIZED FINANCIAL SCHEMES OF THE EU AND EIB -** Debt financing - structured loans, guarantee schemes, equity financing, quasi -equity financing. Institutional structure and management of financial instruments and interaction between administrative structures. Fund manager of financial instruments in Bulgaria - shared financing with financial instruments and grants under operational programs.
18. **INTERNATIONAL PROJECT MANAGEMENT - THE PERSPECTIVE OF INTERNATIONAL FINANCIAL INSTITUTIONS** - Project cycle of the financing organizations World Bank, International Finance Corporation and European Investment Bank.
19. **EFFICIENCY AND EFFECTIVENESS IN INTERNATIONAL PROJECT MANAGEMENT -** Climate change, sustainable development and project management in the context of transition to a green and decarbonized economy.

LITERATURE:

A. BASIC

1. Alexandrova, S., European Funding and Project Management UNWE, 2020
2. Alexandrova, S., Adaptation to climate change - management policies and impact tools, IC ATL-50, 2019
3. Boeva, B. A. Vasileva, Public-private partnership: economics, management, challenges, S. Stopanstvo, 2009.
4. Boeva, B., Business and Project Management, Vek 22, S., 1992
5. Boeva, B., International Inter-firm Cooperation, S., NBU, 1996
6. Boeva, B., International Management, University Publishing House "Stopanstvo", Sofia, 2004
7. Boeva, B., International Project Management, UNWE, 2012
8. Vasileva, A., The V.O.T. Projects, Consult AG, Sofia, 2000
9. Vasileva A., International Business and Globalization, NBMG, Sofia, 2010
10. Vasileva A., Modern Forms of International Business, NBMG, Sofia, 2010
11. Karakasheva, L. International Investment Projects, S. 2007
12. Karakasheva, L., Tender – preparation, participation and documents, Princeps, 1995
13. Penchev, R., Project Management, S., NBU, 2003
14. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, 2017, PMI
15. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, 2021, PMI
16. Individual Competence Baseline for Project, Program and Portfolio management, Version 4.0, 2015, IPMA
17. Agile Practice Guide, , PMI (latest edition)
18. Iain Fraser, 2017, The Business of Portfolio Management, PMI
19. European Union (2023) Project Management Methodology , Guide , https://pm2.europa.eu/news/pm2-guide-v31-now-available-2023-12-18_en
20. Michael Hatfield, 2016, The Unavoidable Hierarchy: Who's who in your organization and why, Routledge
21. Guilherme Biesek & Nuno Gil, Building Options at Project Front-End Strategizing: The Power of Capital Design for Evolvability, 2014, PMI
22. Young Hoon Kwak, PhD; Min Liu, PhD; Peerasit Patanakul, PhD; Ofer Zwikael, PhD, PMP, Challenges and Best Practices of Managing Government Projects and Programs, 2014, PMI

23. Andy Jordan, Risk Management for Project Driven Organizations: A Strategic Guide to Portfolio, Program and PMO Success, Publisher: J. Ross Publishing (May 1, 2013)

24. Murali Chemuturi, Mastering IT Project Management: Best Practices, Tools and Techniques, J. Ross Publishing (July 1, 2013)

25. Barbara Davis, Managing Business Analysis Services: A Framework for Sustainable Projects and Corporate Strategy Success, J. Ross Publishing (October 1, 2012)

26. Marc Resch, Strategic Project Management Transformation: Delivering Maximum ROI & Sustainable Business Value, J. Ross Publishing (June 1, 2011)

B. ADDITIONAL

1. Leadership—New Skills for an Age of Flux, (latest edition),

2. A Radical Mindshift—Managing Bleeding Edge Projects, https://www.pmi.org/learning/training-development/projectified-podcast/podcasts/new-technology-bleeding-edge , 2018

3. Capgemini (2018). The Next Generation PMO, https://www.pmi.org/learning/thought-leadership/series/disruptive-technologies/the-next-generation-pmo

4. The Project Manager of the Future: Developing digital-age project management skills to thrive in disruptive times (2018), https://www.pmi.org/learning/thought-leadership/pulse/the-project-manager-of-the-future

5. IJPM, Special Issue: Projects, Organizations and Institutions

6. Volume 37, Issue 2, Pages 225-366 (February 2019)

7. Projects without People: What projects AI humanoids can deliver on their own?, 2019, https://www.ipma.world/projects-without-people-what-projects-ai-humanoids-can-deliver-on-their-own/

8. Clickworkers – people working remotely on projects, 2019, https://www.ipma.world/clickworkers-people-working-remotely-on-projects/

9. IPMA Code of Ethics and Professional Conduct, 2015, https://www.ipma.world/society/code-of-conduct/

10. World Bank Project Cycle, http://www.worldbank.org/en/projects-operations/products-and-services/brief/projectcycle

11. Manual for the preparation of industrial feasibility studies, www.unido,org

13. IFC Project Cycle, https://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/solutions/ifc-project-cycle

14. EIB Project Cycle, https://www.eib.org/en/projects/cycle/index.htm

14. Public-Private Partnerships, https://www.unece.org/ceci/ppp.html

15. Which FIDIC contract should I use?, http://fidic.org/bookshop/about-bookshop/which-fidic-contract-should-i-use

16. EC and EIB Combination of financial instruments and grants- under shared management funds in the 2021-2027 programming period, 2021 https://www.fi-compass.eu/library/how-to/combination-financial-instruments-and-grants-under-shared-management-funds-2021-2027

17. The Law on the Management of European Funds under Shared Management, 2022 https://lex.bg/bg/laws/ldoc/2136715858

18. Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and the European Maritime, Fisheries and Aquaculture Fund and financial rules for them and for the Asylum, Migration and Integration Fund, the Internal Security Fund and the Instrument for financial support for border management and visa https://eufunds.bg/bg/node/7877

19. RESOLUTION No. 23 of the Council of Ministers of 13.02.2023 on setting detailed rules for the provision of grant aid under the programs, financed by European funds under shared management for the programming period 2021 - 2027 https://eufunds.bg/bg/node/12209

Electronic sources

1. World Bank materials, www.worldbank.org
2. EU and cohesion policy https://ec.europa.eu/regional_policy/funding/cohesion-fund_en
3. IMF materials, www.imf.org
4. European Investment Fund https://www.eib.org/en/products/mandates-partnerships/shared-management-funds/index
5. EU, financial instruments https://www.fi-compass.eu/
6. Project Management Institute, https://www.pmi.org/
7. EU Research, Public Private Partnerships, https://research-and-innovation.ec.europa.eu/research-area/transport/public-private-partnerships_en

Lecturer:

Prof. Svetlana Alexandrova, PhD