



ABM 104 Forestry and Human Resource Management

Compulsory subject – in 2nd /summer/ semester for Bulgarian students

ECTS credits – **5.0**

Ability to teach a foreign language – **English**

Syllabus in brief

LECTURES

PART I. FORESTRY MANAGEMENT

- 1. Some approaches towards the problem for forest management:** Functions and tasks of economic organization in forestry. Legal forms of capital organization. Advantages and disadvantages in the legal forms of forest ownership and forest use.
- 2. Forest use management:** Forest Surveying Project as instrument for planning. Balance sheet as instrument for forest capital management. Costs and revenues report as an instrument for estimation of the system “costs-benefits”.
- 3. Production management:** Optimal production curve: efficiency of production and exchange. Natural and social rights like alternative forms of exchange: common economic characteristics.
- 4. Forms of forest exploitation:** Selective cutting form: essence, goals, tasks. Marginal increment theory in forest use management. Clear cutting form: essence, goals, tasks. Income-costs theory in forest use management.
- 5. Forest Law – ideal model for forest management:** Social functions of the subjects in the Prussian and American model of forest management. Optimization of transaction and production costs in total costs of forest enterprises.
- 6. Investments and management of the investments process:** Definitions. Phases of the investment process: preliminary survey; contract for projecting; concept of the project; technical project; working project; realization and exploitation.
- 7. Cash flows calculation:** Investments costs. Operative cash flows. Estimation of net cash flows. Terminal cash flows.
- 8. Managing cash flows in time:** Capital’s present value. Capital’s future value. Rate of return and inflation.
- 9. Methods for transformation of information into a management decision:** Static and dynamic methods for economic estimation of investment projects.
- 10. Sources for financing investment projects:** Share capital; Bank Credit, Bonds; Leasing; Amortizations; Not allocated profit. Capital’s average price. Financial status of business organization.
- 11. Investment risk management:** Components of the investment risk. Portfolio risk analysis. Beta-coefficient. The capital asset pricing model. Some methods of investment risk measurement.

PART II. HUMAN RESOURCE MANAGEMENT

A. Principles of Human Resource Management (HRM)

- 12. Introduction to HRM:** Definitions and terminology. Importance of the knowledge. Subjects and objects. Integration of the functions HRM and SHRM.
- 13. External and internal environment of HRM:** Labour market and its characteristics in EU and Bulgaria. External and internal factors and components of HRM. Dynamics of the main factors and methods of their studying.
- 14. Strategic human resource management:** Essence of SHRM and its specific features. Instruments of SHRM. Main methods of strategic analysis. HR strategies and policies and their relation with the organizational ones.
- 15. Planning of HR, job analysis, job design and job specification:** Essence, scope and types of HRM plans. Analysis of the HR in the organization. Methods of HR planning. Job design and job specification.
- 16. HRM in a global environment:** Understanding globalization. Global and international HRM. European HRM. International comparative analysis of HRM practices. Labour mobility.

B. Applied Aspects of HRM

- 17. Recruitment and selection:** Importance of both functions for the competitiveness of the organization. External, internal and electronic recruitment. The classical trio. Methods for selection. Flexible working practices.
- 18. Training and development of personnel:** Definitions and understanding of the importance of the function. System approach to T&D. Training needs analysis. Methods for T&D. Measuring effectiveness of T&D. Learning organization.
- 19. Performance assessment:** Essence, aims and types of PA. Methods for PA. Using the results of PA. Procedures for PA.
- 20. Motivation, remuneration and reward:** Aims and importance. Monetary and non monetary payments. Performance related pay.
- 21. Career management:** Contemporary understanding of CD. Types of career. Career stages. Managing careers of the employees in the organization.
- 22. Health and safety at work:** Understanding health, safety and welfare. Health and safety processes. H&S Legislative instruments. Managing risk at work.

LABORATORY CLASSES

PART I. FORESTRY MANAGEMENT

1. Analysis of the financial status.
2. Optimal production curve: efficiency of production and exchange.
3. Clear cutting form and selective cutting form – maximization of the financial result.
4. Investments and their financial efficiency.
5. Investments risk analysis.

PART II. HUMAN RESOURCE MANAGEMENT

6. Job design.
7. Definition of HR policies and strategies.
8. Recruitment and selection- role game.
9. Design of learning programme.
10. Design of performance appraisal form.

LITERATURE

- Armstrong M. 2009. Armstrong's Handbook of Human Resource Management Practice. 11th edition. *Kogan Page*. London and Philadelphia. 1062 p. Available: http://www.academia.edu/1418840/ARMSTRONGS_HANDBOOK_OF_HUMAN_RESOURCE_MANAGEMENT_PRACTICE
- Vatchkova E. 2010. Human Resource Management in a Global Environment. *Lambert Academic Publishing*, Frankfurt. 284 p. PDF available on students demand.
- Vatchkova E. 2007 Human Resource Management the Bulgarian and the International Experience. IBS Transbusiness-E, Sofia, ISBN 978-954-9046-1-2
- Kolev K. 2010. Social equilibrium between public and private interests as a precondition for sustainable forest management in Austria. ISBN 978-954-429-007-8
- Yovkov I., Kolev K. 2008. Characteristic of the American model of forest use in Bulgaria during the period 1960–1997 and the lessons from it. 2008. *Sylva Balkanica*, vol. 9(1): 77–83.
- Kolev K. 2008. Verification of statistical hypotheses about the sources of conflicts in the Bulgarian forest sector. International Conference “The Problems of Development of National Economy and Entrepreneurship”, Riga: 1–6.
- Yovkov I., Kolev K. 2008. Estimation of the right to use wood in Bulgaria during the period 2000–2006. International Conference “The Problems of Development of National Economy and Entrepreneurship”, Riga: 1–5.

Note: This list of topics can be modified depending on the student's interests.

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