

Title of the Course		MANAGEMENT SCIENCE II	
Amount in credit points/ ECTS)	2/3	Volume (in hours)	80
Prior knowledge	Social sciences at the level of secondary school		
Science Sector	Management science		
Science Subsector	Enterprise management, society management		
Summary of academic hours		Amount (academic hours)	
Distance learning		40	
Contact hours / video lessons		8	
Exercises, self – assessment questions and tests		14	
Individual work/ discussions in distance		16	
Exams/tests		2	
1 <sup>st</sup> level professional study programme	Micro, Small and Medium Enterprise Management		
Author(s) of the course	Dr. psych. Anita Lasmane Dr. sc. admin. Antra Līne		
Lecturer(s) of the course	Dr. psych. Anita Lasmane Dr. sc. admin. Antra Līne		
Goal of the course:	To deepen the understanding about the factors and methods for the implementation of management functions in the management practice of commercial and non-commercial organisations in order to develop the skills of assessing and implementing management functions and developing the improvement actions.		
Requirements for obtaining credit points (structure of course evaluation):	<u>The final evaluation is calculated:</u> Moodle discussion/tasks – 50% Exam – 50% <i>For obtaining final evaluation, both activities should hold successful evaluation – not below 4 points.</i> <i>Final evaluation is the average grade in 10-point system, in proportion of percentage distributed amongst both activities</i>		
Study Results			
1. Knowledge: 1.1. A student describes the factors influencing management functions in the strategic management, for the improvement of efficiency in management decision-making, integrity of management and leadership, communication effectiveness, embodying the organisational culture, enforcement of change and innovation; lists the methods and research approaches of influential factors. 1.2. A student names and describes the approaches, methods, opportunities and constraints of diversity and its management in an organisation; efficiency indicators of management function in the quality management of work performance in an organisation; 1.3. A student applies the management competences for practical purposes – understands the development stage, constraints and improvement opportunities of own competences. 2. Skills: 2.1. A student analyses the practical significance of analyses of management functions and processes, carries out a methodologically reliable research about the management functions and their efficiency, organisation's culture, management decisions, communication, various questions related to the quality of work performance, change and innovation, diversity.			
For general use	Valid from 01.03.2021.	Version 3	page 1 from 6

2.2. A student uses the methods of analysis for researching the management functions in an organisation and carries out the analysis of results in line with defined criteria taking into consideration the finance, human, time and other resources.

3. *Competences:*

3.1. A student organizes the research and assessment of management functions in close cooperation with the top management and managers of study practice at the college in a specific organisation; does the SWOT analysis of management functions, define and justify the implementation problems of actual management functions, presents the results of the analysis and develops recommendations for the problem solutions, organizes the implementation of the recommendations.

3.2. SA student assesses the necessary management competencies for the professional activity, develops the competency improvement plan according to one's work responsibilities and duties.

**Content of the Course**

No.	Subjects	Contact hours, video, audio lessons	Distance learning	Exercises, self- assessment questions and tests	Individual task – remote discussion. Description of the individual task is available in the E-	Exam
1.	<b>Implementation of organisation's strategy, assessment and improvement:</b> strategic thinking, strategy aims, levels and models (Portfolio strategy, BCG strategy, diversification strategy), new tendencies in strategies; strategic partnership; global strategy; cross-sector strategy;	8	5	2	2	2
2.	<b>Problems and solutions of management decision-making in an organisation's practice:</b> assessment of usefulness in the choice of decision types and process models; assessment of objective and subjective, external and internal factors affecting decision-making; reasons for useless decisions; usefulness of uncertainty and		5	2	2	

	indetermination influence; framework of personal decisions; innovative methods of decision-making; creative approach; evidence-based approach; integration of rational and intuitive approaches; computerised decision-making methods					
3.	<b>Integration of management and leadership in an organisation: assessment of management-leadership types and styles; assessment of necessary development of leadership skills and improvement process organisation , control; management of power showing in an organisation; assessment of authority influencing factors; improvement of manager's power</b>		5	2	1	
4.	<b>Organisation, management and control of organisation's culture:</b> defining the most appropriate culture for the organisation; defining the internal influence of most significant elements of organisation's culture; analysis and management of value system in an organisation; connection of organisation's culture, knowledge management, talent management and study system; connection of organisation's culture and efficiency indicators		5	1	1	
5.	<b>Communication management in organisation's practice:</b> communication in manager's work; defining		5	2	2	

	the objective and subjective, external internal factors affecting communication management; communication in social media; communication in crises situations; improvement methods of communication system					
6.	<b>Quality of work performance management in organisations:</b> effective approach to individual and organisation's goal setting; choice of approach for defining organisation's efficiency; goal approach; resource-based approach; internal process approach; strategic constituents approach; integrated effectiveness model		5	2	2	
7.	<b>Improvement of change and innovation management in an organisation:</b> diverse discussion about the approaches; system theory; emergency cases; multifaceted quality management; innovative thinking in management; learning organisations; concept; technology management; driven management; non-linear development		5	1	4	
8.	<b>Diversity management in an organisation:</b> concept of diversity at a workplace; gains and constraints of diversity; employee's prejudice; management of career development of various social groups (various genders, generations,		5	2	2	

	ethnicity); diversity initiatives and programmes					
<b>TOTAL:</b>		8	40	14	16	2
		<b>80</b>				

**Mastering the course and successfully passing examination, student is capable of** (*knowledge, skills and competencies*)

Study Results:	Evaluation Criteria		
	(40-69%)	(70-89%)	(90-100%)
<b>Knowledge</b>	Name and define the guidelines of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture	Name, define and describe guidelines of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture	Name, define and describe guidelines of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture in detail
<b>Skills</b>	Use different methods of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture in standard situations	Use different methods of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture, discuss the application of methods	Use different methods of management functions, efficiency indicators, diversity, organisations strategy, employee's competence, organisation's culture practice in complicated situations, discuss, justify and analyse the application of methods
<b>Competences</b>	Responsibility, critical thinking and self-motivation	Responsibility, initiative, critical thinking, creativity, cooperation skills decision-making, presentation skills	Cooperation and presentation skills, decision-making, critical and analytical self-motivation

**Acknowledgement of the obtained study results**

<b>Study Results</b>			
<b>Evaluation Method</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>

	<b>STUDY COURSE DESCRIPTION</b>	APPROVED by College of Business Administration at 18.01.2021. meeting of Council of Studies Protocol No VAD 4-03/18.01.2021
--	-------------------------------------	--

Moodle discussions/tasks	X	X	X
Exam	X	X	X

Core Literature	
1.	Praude, V. (2012). Menedžments. 1. grāmata. Rīga: Burtene. ISBN 9789984833071
2.	Praude, V. (2012). Menedžments. 2. grāmata. Rīga: Burtene. ISBN 9789984833088
3.	Handy, C. B. (2020). Gods of Management: The Four Cultures of Leadership. Profile Books. ISBN 9781788165624
4.	Daftt, R.L. (2018). Management. Boston, MA: Cengage Learning. ISBN 978-0357033807
Additional Literature	
1.	Derkevica-Pilskunga J. (2021). Domino effect theory and legal regulations: The effects of risk and crisis communication on Latvian enterprises. Rīga: Biznesa augstskola Turība. ISBN 978-9934-543-27-2
2.	Daftt, R. L. (2014). The Leadership experience. 6th edition. South Western: South-Western College Pub. ISBN 978-1435462854
3.	Rība A., (2020). Laika menedžments. Rīga. Zvaigzne ABC. ISBN 9789934087929
4.	Burkus, D. (2020). Jauna vadība. Rīga: Avots. ISBN 9789934590092
5.	Babris, S., Kaļķis, H., Mūrnieks, J., Piekuss, U. (2016). Lean risinājumi efektīvākam biznesam. Rīga: SIA "Madris". ISBN 978-9984-31-555-3
6.	Van Aken, J. E. (2018). Problem Solving in Organizations: A Methodological Handbook for Business and Management Students. Cambridge: Cambridge University Press. ISBN 978-1108402774
Recommended Periodicals	
1.	1.Kapitāls: žurnāls lietišķiem cilvēkiem. Lietišķās informācijas dienests. 2014. -ISSN:1407-2041. 2. Dienas bizness: nedēļas laikraksts: Latvijas biznesa avīze. Diena. Dagens Industry, 2014. -ISSN: 1407-2041. 3. Biznesa psiholoģija: Saules bite. 2010. -ISSN: 1691-3183.
2.	Grāmatas par vadības jautājumiem ( <a href="https://www.lid.lv/preces-kategorija/gramatas/page/2/?orderby=date">https://www.lid.lv/preces-kategorija/gramatas/page/2/?orderby=date</a> )
3.	BVK studentiem pieejamā EBSCO zinātnisko rakstu datu bāze (sk. Academic Search Complete); atslēgas vārdi: management, leadership, innovation and creativity in organization; management of diversity

For general use	Valid from 01.03.2021.	Version 3	page 6 from 6
-----------------	------------------------	-----------	---------------