

<b>Title of the Course</b>	<b>MANAGEMENT SCIENCES</b>		
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		
<b>Summary of academic hours</b>		<b>Amount (academic hours)</b>	
Distance learning		40	
Contact hours / video lessons		8	
Exercises, self – assessment questions and tests		14	
Individual work/ discussions in distance		16	
Exams/tests		2	
<b>1<sup>st</sup> level professional study programme</b>	Business Logistics		
<b>Author(s) of the course</b>	Dr. psych. Anita Lasmane Dr. sc. admin. Antra Līne		
<b>Lecturer(s) of the course</b>	Dr. psych. Anita Lasmane Dr. sc. admin. Antra Līne		
<b>Goal of the course:</b>	To develop the understanding about the essence and functions of management, the processes of its implementation in commercial and non-commercial organisations, about the management tendencies in the 21st century in order to improve one's skills in management functions and assure the sustainable development of socially-responsible organisation.		
<b>Requirements for obtaining credit points (structure of course evaluation):</b>	<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>		
<b>Study Results</b>			
1. <i>Knowledge:</i> 1.1. A student lists the management functions, the processes of its implementation and meaning in the sustainable development of socially responsible organisation; 1.2. A student describes the methods and criteria of effective management. 2. <i>Skills:</i> 2.1. A student analyses the internal and external environment factors affecting the organisation's operation, assesses the interdependence of factors and their influence on the implementation of management functions. 2.2. A student applies the methods, tools and assessment criteria of effective management, analyses the implementation of management functions according to good practice examples. 3. <i>Competences:</i> 3.1. A student chooses the most appropriate and useful methods and tools of management functions in certain situations and creates the assessment criteria for the implementation of management function, applies them in practice.			
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3.2. A student assesses the management functions and the processes of its implementation in a definite organisation, the interdependence of influencing factors on the management functions.

**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-studies	Exam
1.	<b>Organization and management:</b> the explanation of notion of management and organisation, management functions, types of organisations; management hierarchy, management effectiveness; the connection of management processes and social responsibility	8	4	2	1	2
2.	<b>Development of management theory and application in today's organisations:</b> history of management theory and classification; classical management theory; human behaviour theory; modern management theories – inegative approach; quantitative management theory; situation or contingent theory; the development of management theories in the 21st century; diversity management		4	1	1	
3.	<b>Types of organisation:</b> the essence and types of organisation's environment; organisation's internal and external environment; the influence of management		4	2	2	

	processes; differences of management in commercial and non-commercial organisations; differences of management in organisation of different sizes				
4.	<b>Management function – planning:</b> defining and reaching organisation’s goals, planning and methods, types of plan; strategic planning and strategy implementation, the power of a strategy; decision-making process, decision effectiveness		6	2	2
5.	<b>Management function – organisation:</b> work delegation, management norm, providing authorization, responsibility division; centralization of an organization, decentralization; the formation of organisation’s structure; human resources management		6	2	2
6.	<b>Management function – management:</b> the concept of organisational behaviour, management of employee’s actions; management and leadership – types of authorities and power; management theories; management skills/competences; conceptual, human, technical skills; readiness to be a new manager; manager’s self-assessment; motivating employees; organising communication in an organisation		6	2	4

7.	<b>Management function – control:</b> the essence of control, types of control, effectiveness of control; organisation’s external control		6	2	2	
8.	<b>Innovation and change management in different types of organisations:</b> the essence of changes and innovations; types and actual problems; planning changes and innovations, their facilitation; planning and facilitation of IT development		4	1	2	
<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>	Recognize and name: terminology of management science, management theories, management functions and their interdependence; understand the meaning of history of theory development in the processes of today’s management; understand opportunities and constraints of the methods and means of management functions in a specific situation	Recognize and define: theory of management science and corresponding concept to a certain management situation; needed competences for the manager for finding solutions in certain cases; define: interdependence of implementation of management functions; usefulness of management methods and tools, their application possibilities and constraints according to the manager’s abilities	Recognize, understand and define the similarities and differences of theory and concept of management science, their meaning for innovative solutions in today’s changeable environment; define the management function, the system of manager’s competences and methods in a specific organisation, improvement possibilities and constraints when

		and skills	defining improvement conditions and criteria
<b>Skills</b>	Apply appropriate terminology, justify the use of theories and conclusions when analysing management function in a certain organisation; compare the compliance of theories of management science in a certain management situation; compare the management practice in different organisations; discuss the usefulness of a definite management practice	Check the conclusions of theory in the solution of a specific management situation, analyse the gains and constraints of management function implementation when discussing the causes of a situation; combine different opinions in the explanation of a situation; anticipate and justify the effective manager's action in definite management situations	Analyse, combine, synthesize the conclusion gained in the analysis of theories, practice and personal experience about effective management, effective manager, effective organisation; discuss the gained conclusions and model the improvement plans about the management functions and methods in a definite organisation
<b>Competences</b>	Responsibility and critical thinking in the analysis of management theories, management functions and personal experience; self-motivation and self-discipline in the task completion; cooperation and presentation skills when comparing theories and practice in various organisations	Responsibility, initiative, critical thinking, creativity, ability to make decisions about par management functions when analysing personal and professional experience; in task completion in groups; self-motivation and self-discipline, presentation skills when discussing actual management questions, developing improvement criteria in completion of	Critical thinking, organisational and planning, cooperation and presentation skills when assessing the practice of management functions in different organisations in line with the defined criteria; creative approach to actual management questions to be discussed for finding solutions; decision-making and responsibility about the most suitable criteria,

		management functions	activities, resources when developing the improvement plan for management functions in a specific organisation, anticipating the usefulness of the reachable results
<b>Acknowledgement of the obtained study results</b>			
<b>Study Results</b>	<b>1.</b>	<b>2.</b>	<b>3.</b>
<b>Evaluation Method</b>			
Moodle discussions/tasks	X	X	X
Exam	X	X	X

<b>Core Literature</b>	
1.	Praude, V. (2012). Menedžments. 1. grāmata. Rīga: Burtene. ISBN 9789984833071
2.	Praude, V. (2012). Menedžments. 2. grāmata. Rīga: Burtene. ISBN 9789984833088
3.	Daftt, R.L. (2015). Organization Theory&Design. 12th edition. Boston, MA: Cengage Learning. ISBN 9781285 866345
4.	Daftt, R.L. (2016). Management. 12th ed. Boston, MA: Cengage Learning. ISBN 9781285861982
<b>Additional Literature</b>	
1.	Cummings, S., Bridgman, T., Hassard, J., Rowlinson, M. (2017). A New History of Management. Cambridge: Cambridge University Press. ISBN 9781316502907
2.	Tolbert, R., Hall, R. (2016). Organizations: Structures, Processes and Outcomes. New York: Routledge. ISBN 9780132448406
3.	Bakingems, M., Kofmans K. (2014). Vispirms pārskāp visus likumus. Rīga: Zoldnera izdevniecība. (Pasaules vadošās izpētes, apmācības un konsultāciju organizācijas “Gallup” pētījumu par biznesu un vadīšanu apkopojums un analīze). ISBN 9984972216
4.	Babris, S., Kaļķis, H., Mūrnieks, J., Piekuss, U. (2016). Lean risinājumi efektīvākam biznesam. Rīga: SIA ‘Madris’. ISBN 978-9984-31-555-3
5.	Drukers, P.F. (2014). Efektīvs vadītājs: Rokasgrāmata 5 svarīgāko efektivitātes paradumu apgūšanai. Rīga: Zoldnera izdevniecība. ISBN 9789934808357
6.	Daftt, R. L. (2014). The Leadership experience. 6th edition. South Western: South-Western College Publishing. ISBN 978-1435462854
7.	Hilla, A. L. (2014). Kolektīvais ģēnijs. Inovāciju vadības prakse un māksla. Rīga: Lauku Avīze. ISBN 9789934150456
<b>Recommended Periodicals</b>	
1.	Raksti par vadības jautājumiem žurnālos:

	<p>Kapitāls: žurnāls lietišķiem cilvēkiem. Lietišķās informācijas dienests. 2014. -ISSN:1407-2041. Dienas bizness: nedēļas laikraksts: Latvijas biznesa avīze. Diena. Dagons Industry, 2014. -ISSN: 1407-2041.</p> <p>Biznesa psiholoģija: Saules bite. 2010. -ISSN: 1691-3183.</p>
2.	<p>Grāmatas par vadību organizācijās (<a href="https://www.amazon.co.uk/s/ref=sr_pg_2?rh=i%3Aaps%2Ck%3Amanagement+and+organization&amp;page=2&amp;keywords=management+and+organization&amp;ie=UTF8&amp;qid=1531156609">https://www.amazon.co.uk/s/ref=sr_pg_2?rh=i%3Aaps%2Ck%3Amanagement+and+organization&amp;page=2&amp;keywords=management+and+organization&amp;ie=UTF8&amp;qid=1531156609</a>)</p>
3.	<p>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>) – Lietišķās informācijas dienesta izdevumi.</p>
4.	<p>Informācija par avotiem Latvijas Nacionālajā bibliotēkā (<a href="https://www.lnb.lv/lv/nozaru-celvedis/ekonomika">https://www.lnb.lv/lv/nozaru-celvedis/ekonomika</a>).</p>
5.	<p>BVK studentiem pieejamā EBSCO zinātnisko rakstu datu bāze (sk. Academic Search Complete); atslēgas vārdi: management: functions-planning, organizing, leadership, control; management skills, effectiveness, efficiency; organizational design; management decision making; change and innovation management; creativity in organization.</p>