

DESCRIPTION OF A STUDY COURSE

Course unit title	Efficiency Management in Enterprises			
Programme	Business Administration			
Year of study	1st			
Level of course unit	Master's Study			
Course unit code	MV009			
Name of lecturer(s)	Guest Lecturer			
Number of ECTS credits allocated	3			
Language of instruction	Latvian or English			
Type of course unit (compulsory, optional)	Compulsory			
Semester when the course unit is delivered	2			
Mode of delivery	Face-to-face			
Aim of Course	The objective of the study course is to provide students with knowledge on departments, processes and organizations efficiency improvement methods, allowing to identify current efficiency level, identifying drawbacks in existing business processes, work organization, skills, performance management, mind-set and behaviour, and to develop solutions for efficiency improvement. By involving students in practical and self-study assignments, students' analytical skills developed to identify and resolve issues increasing process, department or organizational efficiency improvement solutions and ensure their successful implementation.			
Preliminary knowledge	Management Theory	Microeconomic s	Finance Management	Strategic Management
Course contents	No	Tittle		
	1	Efficiency, its role in developing competitive advantage. Waste, types of waste, elimination of waste.		
	2	Visualization of processes, process description, work instructions. Skills and working organization.		
	3	Performance management system. Mind set model of managers and employees.		
	4	Efficiency improvement areas, efficiency projects and programmes. Creating continuous improvement organizational culture.		

The study course calendar	No	Topic	Type of assessment		
	1	Efficiency, its role in developing competitive advantage. Waste, types of waste, elimination of waste.	Individual work; Individual work and the presentation		
	2	Visualization of processes, process description, work instructions. Skills and working organization.	Active participation in the class		
	3	Performance management system. Mind set model of managers and employees.	Group work and the presentation		
	4	Efficiency, its role in developing competitive advantage. Waste, types of waste, elimination of waste.	Group work and the presentation		
Planned learning activities and teaching methods	Assessment of learning outcomes		Distribution (%)		
	Active participation in the class		30%		
	Individual work; Individual work and the presentation		20%		
	Group work and the presentation		50%		
	Total (%):		100%		
	Teaching methods		Student workload (h)		
	Classes in the auditorium		12		
	Lecturer-led class discussion		12		
	Substantive individual work		12		
	Project work development and presentation		20		
	Work in the library		24		
Total (h):		80			
Planned learning outcomes	No	Learning outcomes	No of progr. study results		
	1	Efficiency improvement areas, efficiency projects and programmes. Creating continuous improvement organizational culture.	2, 3		
	2	Skills to identify and eliminate waste in processes, departments and organizations overall, selecting most appropriate methods.	4, 5		
	3	Competences to develop, substantiate economically and implement efficiency solutions.	9, 10		
Assessment methods and criteria	Learning outcomes		1	2	3
	Assessment methods				
	Active participation in the class		•	•	•
	Individual work; Individual work and the presentation		•		
Group work and the presentation		•	•	•	

Mandatory and supplementary literature

1. Modig N., Ahlstrom P. (2012), This is Lean. Resolving efficiency paradox, Stockholm, Rheologica publishing.
2. Womack J., Jones D. (2010), Lean Thinking, New York, Free Press.
3. Liker J. (2004), The Toyota Way, New York, McGraw-Hill.
4. Goldratt E., Cox J., (2008), The Goal. A process of ongoing improvement, USA, North River Press.
5. Babris S., Kaļķis H., Mūrnieks J., Piekuss U. LEAN risinājumi efektīvākam biznesam. Kolektīvā monogrāfija // R: Madris, 2020, 187 lpp.
6. studies.ba.lv. Moodle materials (case studies, articles, presentations, video, audio etc.)