

## DESCRIPTION OF A STUDY COURSE

<b>Course unit title</b>	<b>Efficiency Management in Enterprises</b>			
<b>Programme</b>	<b>Business Administration</b>			
<b>Year of study</b>	<b>1st</b>			
<b>Level of course unit</b>	<b>Master's Study</b>			
<b>Course unit code</b>	<b>MV009</b>			
<b>Name of lecturer(s)</b>	<b>Guest Lecturer</b>			
<b>Credit points</b>	<b>2</b>			
<b>Number of ECTS credits allocated</b>	<b>3</b>			
<b>Language of instruction</b>	<b>Latvian or English</b>			
<b>Type of course unit (compulsory, optional)</b>	<b>Compulsory</b>			
<b>Semester when the course unit is delivered</b>	<b>2</b>			
<b>Mode of delivery</b>	<b>Face-to-face</b>			
<b>Aim of Course</b>	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 behavior, and to develop solutions for efficiency improvement. By involving students in practical and self-study assignments, students' analytical skills are developed to identify and resolve issues increasing process, department or organizational efficiency improvement solutions and ensure their successful implementation.			
<b>Preliminary knowledge</b>	Management Theory	Microeconomic s	Finance Management	Strategic Management
<b>Course contents</b>	No	Title		
	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. Mindset model of managers and employees.		
	4	Efficiency improvement areas, efficiency projects and programmes. Creating continuous improvement organizational culture.		
<b>The study course calendar</b>	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. Mindset 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		
<b>Planned learning activities and teaching methods</b>	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			
<b>Planned learning outcomes</b>	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		
<b>Assessment methods and criteria</b>	Learning outcomes		1	2	3
	Assessment methods				
	Active participation in the class		•	•	•
	Individual work; Individual work and the presentation		•		
Group work and the presentation		•	•	•	
<b>Mandatory and supplementary literature</b>	<p>1. Modig N., Ahlstrom P. (2012), This is Lean. Resolving efficiency paradox, Stockholm, Rheologica publishing.</p> <p>2. Womack J., Jones D. (2010), Lean Thinking, New York, Free Press.</p> <p>3. Liker J. (2004), The Toyota Way, New York, McGraw-Hill.</p> <p>4. Goldratt E., Cox J., (2008), The Goal. A process of ongoing improvement, USA, North River Press.</p>				

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.)