

DESCRIPTION OF MODULE

Business Management

<p>Aim</p>	<p>The aim of the training is to increase the understanding of the primary level manager of the timber industry about the essence of the management process in the company as well as the processes related to it. To obtain a theoretical and practical basis for the identification and analysis of the manager's potential, improving the necessary managerial skills.</p>
<p>Tasks (Learning outcomes)</p>	<p>According to competence and responsibilities at the place of work: Choosing the most appropriate management methods, functions (planning, organisation, control), taking into account the influencing internal and external environment factors, decision-making methods, managerial potential and management styles, abilities, types of power, management ethics and social responsibility.</p> <p>Able to: Choose the most appropriate management and decision-making methods, functions and the importance of delegating work in the manufacturing company.</p> <p>Knows: Historical development of management theory, management functions, management methods, decision-making methods, delegation of work.</p> <p>Understands: The essence of management, functions, methods, decision-making methods, the process of delegating work to achieve the goals of manufacturing companies. Understands the possibilities for the application of theoretical knowledge in a manufacturing company.</p> <p>Able to: Develop a business plan of the manufacturing company, goals according to their classification, use methods and tools to set, analyse and implement the goals.</p> <p>Knows: Importance of organisational planning and goals in company management, their classifications.</p>

Understands:

Understands the need for organisational planning and goal formation, and management in the company. Methods and tools for setting and implementing plans and goals.

Able to:

Manage company resources taking into account any changes in the external environment. Able to manage the internal environmental factors to adapt to changes in the external environment.

Knows:

Internal and external environment factors in company management. Methods for analysing the internal and external environment factors.

Understands:

The interaction of the internal and external environment and the impact on attaining overall goals of the company.

Able to:

Provide for a fully-fledged organisational process, substantiate the most important components of the organisational process: structure, division of work, powers of the manager.

Knows:

The essence of organisation, types of organisational structure, principles of structure formation and their interaction, principles of division of work, management levels, powers of the manager.

Understands:

The importance and necessity of the organisational process in the manufacturing company.

Able to:

Provide for a fully-fledged management process, taking into account the individuality of the manager, the content of the manager's work, results, social responsibility and management ethics.

Knows:

Manager's classifications, roles, functions, content of the manager's activities, management styles, their types and effectiveness, classifications of power, types of authority, preconditions for maintaining and building authority, manager's social responsibility and ethical norms in management.

Understands:

The importance of the characteristics of the manager's individuality in achieving the goals of manufacturing companies.



<p>Assessment form</p>	<ol style="list-style-type: none"> 1. During the acquisition of the module, the learner researches the importance and functions of the management process in the manufacturing company, identifying the main influencing factors. At the end of the module, the learner presents the developed work. 2. During the acquisition of the module, the learner performs a case study in the manufacturing company regarding the management processes, describing all management processes (planning, organisation, control) and identifying problems in the management process and their causes. Based on the performed analysis, proposals for process improvement are developed. At the end of the module, the learner presents the analysis of management processes in the selected manufacturing company. 3. During the acquisition of the module, the learner organises a planning results report meeting in a selected structural unit of the manufacturing company, taking into account the peculiarities of the external environment. According to the respective assignment, the learner analyses the necessity for and logic of changes in development planning. At the end of the module, the learner presents the results (conclusions) on the analysis of the planned work results of the organisation and the need for changes in the selected manufacturing company, providing proposals for the improvement of planning. 4. During the acquisition of the module, by studying the management processes in the selected manufacturing company, the learner develops changes in the management development plan for the manufacturing company. At the end of the module, the learner presents the created development plan for the selected manufacturing company.

CONTENT OF MODULE

Learning outcomes	Topics	Content	Units	Assessment of acquired learning outcomes (optimal level)	Methods and ideas for learning process
<p>Able to: Choose the most appropriate management and decision-making methods, functions and the importance of delegating work in the manufacturing company.</p> <p>Knows: Historical development of management theory, management functions, management methods, decision-making methods, delegation of work.</p> <p>Understands: The essence of management, functions, methods, decision-making</p>	<p>1.1. The essence of management.</p> <p>1.1.2. Management functions</p> <p>1.1.3. Management methods</p> <p>1.1.4. Decision making, delegation</p>	<p>1.1.1. The concept of managing, management and manager, historical development, role, and substance in society.</p> <p>1.1.2. Management functions in the manufacturing company.</p> <p>1.1.3. Management methods in the company.</p> <p>1.1.4. Decision-making methods and delegation.</p>		<p>Describes the importance of managing and management in the company as it has historically changed to the present day.</p> <p>Describes the role and place of the manager in the manufacturing company.</p> <p>Names the management functions in the manufacturing company.</p> <p>Names the management methods in the manufacturing company, determining those most optimal for specific situations.</p> <p>Characterises the decision-making</p>	<p><i>The learners get to research the theoretical material on the historical development of management theory, management functions in a company, management methods in a company.</i></p> <p><i>Discussion:</i> Learners discuss and analyse the importance of managing and management in the company, the role and place of the manager</p> <p><i>Discussion:</i> Learners discuss and analyse</p>

<p>methods, the process of delegating to achieve the goals of manufacturing companies. Understands the possibilities for the application of theoretical knowledge in a manufacturing company.</p>				<p>methods and principles of delegation of work</p>	<p>decision-making methods and the importance and experience of delegation</p>
<p>Able to: Develop a business plan of the manufacturing company, goals according to their classification, use methods and tools to set, analyse and implement the goals. Knows: Importance of organisational planning and goals in company</p>		<p>2.1.1. Aims and tasks of planning according to the mission, vision and values of the company.</p> <p>2.1.2. Strategic planning, tactical and operational planning in manufacturing companies.</p>		<p>Describes the goals and tasks of planning. Names the mission, vision and values of the company and analyses whether the planning goal corresponds to the mission, vision and values of the company. Describes the strategic, tactical and operational planning of the company.</p>	<p>Learners research the theoretical material about the aim and tasks of planning in the manufacturing company, analyse their connection with the mission, vision and values of the company.</p> <p><i>Discussion:</i> Learners discuss and analyse strategic, tactical and operational planning in their companies.</p>

<p>management, their classifications. Understands: Understands the need for organisational planning and goal formation, and management in the company. Methods and tools for setting and implementing plans and goals.</p>		<p>2.1.3. Methods and tools for setting plans and goals.</p>		<p>Describes the manufacturing work planning methods.</p>	<p><i>Discussion:</i> Learners discuss planning methods in their companies.</p> <p>Students research the theoretical material on manufacturing work planning and organisation methods.</p> <p><i>Practical work:</i> Learners develop and present plans at different levels in the wood processing company and describe their compliance with the goal of the company.</p>
<p>Able to: Manage company resources taking into account any changes in the external environment. Able to manage the internal environmental factors to adapt to changes in the external environment. Knows: Internal and external environment factors</p>	<p>3.1. Internal and external environment.</p>	<p>3.1.1. Internal environment and methods of analysis.</p>		<p>Describes: internal environment factors of the manufacturing company, methods for analysing the internal environment factors.</p> <p>Describes external environment factors of the manufacturing</p>	<p>Learners research the internal environment factors of the manufacturing company</p> <p><i>Situation analysis (case study):</i> Learners analyse the internal environment factors in the company. Learners provide proposals for creating an effective combination of internal environment factors.</p>

<p>in company management. Methods for analysing the internal and external environment factors.</p> <p>Understands: The interaction of the internal and external environment and the impact on attaining overall goals of the company.</p>		<p>3.1.2. External environment and methods of analysis.</p>		<p>company, methods (PEST) for analysing the external environment factors.</p> <p>Describes the political, social and economic challenges of managing a manufacturing company. Develops proposals for problem solving.</p>	<p>Situation analysis (case study): Learners analyse the external environment factors in the company. Learners provide proposals for the necessary changes in the internal environment factors in order to adapt to the external environment, to achieve the set goals of the manufacturing company.</p> <p>Learners research the theoretical material on methods for analysing internal and external environments.</p>
<p>Able to: Provide for a fully-fledged organisational process, substantiate the most important components of the organisational process: structure, division of work, powers of the manager.</p> <p>Knows: The essence of organisation, types of</p>	<p>4.1. The essence of organisation.</p> <p>4.2. Creation and implementation of the organisational structure.</p>	<p>4.1.1. Importance of organisation.</p> <p>4.2.1. Types and role of organisational structure.</p> <p>4.2.2. Methods and tools of organisational structure formation and analysis.</p>		<p>Understands and is able to describe the importance of organisation in a manufacturing company. Describes the types of organisational structure. Describes the structure of the organisation. Compares and analyses the advantages and</p>	<p>Learners research the theoretical material on the substance of organisation and its importance in a manufacturing company.</p> <p>Learners research the theoretical material about the elements forming the organisational structure, analysis methods and tools.</p> <p><i>Individual work:</i> Learners create an organisational structure for their company.</p>

<p>organisational structure, principles of structure formation and their interaction, principles of division of work, management levels, powers of the manager.</p> <p>Understands: The importance and necessity of the organisational process in the manufacturing company.</p>	<p>4.3. Division of work.</p> <p>4.4. Management levels, manager's powers.</p>	<p>4.3.1. Principles of division of work.</p> <p>4.4.1. Management levels in the manufacturing company.</p> <p>4.4.2. Powers of managers, benefits and risk of delegation of powers in the manufacturing company.</p>	<p>disadvantages of different structures. Describes the principles of division of work in a manufacturing company.</p> <p>Describes the management levels in a manufacturing company.</p> <p>Describes the powers of managers, their benefits and risk in the manufacturing company.</p>	<p>Learners research the theoretical material on the process of division of work in a manufacturing company.</p> <p>Learners research the theoretical material on the management levels in a manufacturing company.</p> <p>Learners research the theoretical material on the managers' powers levels in a manufacturing company.</p>
<p>Able to: Provide for a fully-fledged management process, taking into account the individuality of the manager, the content of the manager's work, results, social responsibility and management ethics.</p> <p>Knows: Manager's classifications, roles, functions, content of</p>	<p>5.1. Manager's role in the manufacturing company</p>	<p>5.1.1. Classification and typology of managers. Roles and functions of a manager. Concepts - manager, entrepreneur, leader - what is common and different</p>	<p>Describes the role of the manager, its tactical, consulting and strategic tasks in a manufacturing company.</p> <p>Describes management styles and management technologies. Identifies skills and traits required for the manager. Describes the role, responsibilities</p>	<p>Learners research the role of a manager, its tactical, consulting and strategic tasks in a manufacturing company.</p> <p>Practical work - interview: Learners interview a manager (specialist) in the company to understand its role in solving tactical, consulting and strategic issues in the manufacturing company.</p>



<p>the manager's activities, management styles, their types and effectiveness, classifications of power, types of authority, preconditions for maintaining and building authority, manager's social responsibility and ethical norms in management.</p> <p>Understands: The importance of the characteristics of the manager's individuality in achieving the goals of manufacturing companies.</p>		<p>5.1.2. Diversity of management styles and application possibilities nowadays. Choice of management styles and factors influencing the choice. Impact of style on the results.</p>		<p>and duties of the manager.</p>	<p>Learners research the management styles and management technologies, responsibility and duties of the manager.</p> <p>Practical work: Learners develop a portrait of an effective manager based on the skills and traits required, relevant for different situations.</p>
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