

<b>Study Course Title</b>	<b>Organizational Management</b>
<b>Study Course Code</b>	VadZM101
<b>Branch of Science</b>	Economics and business
<b>Sub-branch of science</b>	Business management
<b>Credits (ECTS)</b>	<b>9</b>
<b>Total Number of Contact Hours</b>	<b>72</b>
<b>Number of Lecture Hours</b>	32
<b>Number of Seminar and Practical Assignment Hours</b>	40
<b>Number of Hours for Laboratory Assignments</b>	0
<b>Independent Study Hours</b>	<b>153</b>
<b>Language of Instruction</b>	Latvian and English
<b>Course Approval Date</b>	22.09.2025
<b>Responsible Unit</b>	BA School of Business and Finance of the University of Latvia

#### **Course Developer**

Master's Degree Programme, Assoc. prof. Kristaps Lešinskis

#### **Prerequisite Knowledge**

Economics, statistics, applied research, fundamentals of entrepreneurship, fundamentals of management.

#### **Study Course Abstract**

This course provides knowledge about the significance of economics as a science in business processes and the impact of the economic environment on organizational management. It analyses national economic policy and the influence of macroeconomic processes on managerial decision-making. Students acquire the fundamental principles of organizational management, goal-oriented leadership, organizational structure and design, as well as the role of leadership and control within an organization. Special attention is given to organizational development, change management, and risk management, including relevant management standards and their practical application in companies. Students develop practical skills through case analyses, group assignments, and the development of a final project.

Study course aim is to provide students with in-depth knowledge of organizational management, including goal setting, structuring, management processes, risk management and leadership, as well as to develop the skills necessary to apply this knowledge in practical organizational settings.

#### **Course Plan Full-time Regular Studies**

- 1.The Role of Economics as a Science in Business Processes 2L 2S
- 2.Economic Processes and the Economic Environment in Business Operations 4L 2S
- 3.The Enterprise and National Economic Policy: Its Impact on Business Activity 4L 2S 4Pd
- 4.Fundamentals of Organizational Management and Managerial Tasks 2L 2S 2Pd
- 5.Goal-Oriented Management in Organizations 2L 2Pd
- 6.Organizational Structure and Design 4L 2S 2Pd
- 7.The Role of Industry Specifics and Management Style in Organizational Design 2L 2Pd
- 8.Leadership and Control in

## Professional Master's degree program "Business Administration"

Organizations 4L 2S 2Pd  
9.Organizational Development,  
Change, and Change Management 2L  
2S 4Pd  
10.Risks and Threats in Organizational  
Operations 2L 2S 2Pd  
11.Risk Management Standards and  
Their Application (ISO 31000:2009;  
AS/NZS 4360:2004; COSO;  
AIRMIC/ALARM/IRM) 2L 2Pd  
12.Risk Management Organization and  
Process in the Enterprise 2L 2Pd  
Total 32L 16S 24Pd

### ***Characterization of students' independent work organization and tasks***

The student prepares for discussions, completes group and individual practical assignments, conducts situation analyses, develops a final project, and prepares for the examination.

### ***Learning Outcomes***

Knowledge:

- 1.Understands the impact of macroeconomic processes and policies on entrepreneurship and management decision-making.
- 2.Knows the basic principles, standards, and application of risk management in company and project management.
- 3.Understands the goals, tasks, and stages of organizational management, as well as the manager's role in the organization and in decision-making.

Skills:

4. Is proficient in choosing and applying an appropriate management style in various situations and stages of organizational development.
5. Is proficient in managing change processes within an organization, analysing their impact and involving employees.
6. Is proficient in identifying and analysing company risks and develop solutions for their management and control.
7. Is proficient in applying leadership and control methods to ensure teamwork effectiveness.

Competence:

8. Able to analyse the organization's external environment, the changes it creates, the impact of economic cyclicalities, and make appropriate management decisions.
9. Able to manage an organization in accordance with its set goals, by planning, organizing, delegating, coordinating, and controlling tasks.

### ***Requirements for Awarding Credits***

Midterm Assessments and Course Activities:

1. In-class discussions. Weighting in the overall grade – 20%.
2. In-class practical exercises. Weighting in the overall grade – 20%.
3. Development and presentation of independent assignments. Weighting in the overall grade – 30%.

Final Assessment:

4. Examination – a combined assessment in which the student demonstrates acquired knowledge and presents an analysis of information on a chosen topic. Weighting in the overall grade – 30%.

Assessments will be graded on a 10-point scale.

**Criteria for Evaluating Learning Outcomes**

In accordance with Regulations of the Cabinet of Ministers of the Republic of Latvia, at the end of the course, students' knowledge is evaluated according to the following criteria: the amount and the quality of the obtained knowledge, acquired skills and competence in compliance with the planned learning outcomes.

Type of Assessment	Learning Outcomes								
	1	2	3	4	5	6	7	8	9
1. In-class discussions	+	+	+	-	-	-	-	-	-
2. In-class practical work	-	-	-	+	+	+	+	+	+
3. Practical assignments	+	+	+	+	+	+	+	+	+
4. Exam -combined	+	+	+	+	+	+	+	-	-

**Compulsory Reading List**

1. Armstrong M. Strategic Human Resource Management: a guide to action / Michael Armstrong. (2006), 3rd ed. - London; Philadelphia: Kogan Page, X, 194 p.
2. Dessler G. Fundamentals of Human Resource Management. (2016), Pearson New International Edition, 4th ed. 558 p.
3. Lam, J., Enterprise Risk Management: From Incentives to Controls. USA: John Wiley & Sons, 2003, ISBN-13: 978-047143000.
4. ISO 31000:2009 „Risk management – Principles and guidelines“ International Organization for Standardization
5. Sloman J., Hinde K., Garrat D. Economics for Business. 4th, 5th, 6th edition. Harlow, Prentice Hall, 2007, 2010, 2013

**Further Reading List**

1. Chapman, R.J., Simple Tools and Techniques for Enterprise Risk Management. 2006
2. Farnham, P.G., Economics for managers. New Jersey, USA, Pearson Prentice Hall, 2005.
3. Samuelson, W.F., Marks S.G., Managerial Economics. USA, John Wiley & Sons, 2003.

**Periodicals and Other Sources**

1. Financial Times
2. The Economist
3. Uploaded materials on e-studies (case studies, articles, publications, video, audio, etc.)

Plagiarism and other academic misconducts are not permitted within the course please refer to the Regulations for Academic Integrity at the University of Latvia. Within this course, the use of generative artificial intelligence (AI) tools is allowed in exceptional cases, if it has been specified and authorised in writing by the instructor of this course. In all other cases, submission of materials generated by the AI (text, images, audio, video, etc.) in independent and group assignments, test, examination or any other assessment is not permitted, submission of this type of material will be considered an unauthorised use of aids.