

Professional Master's degree program "Cybersecurity Management"

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| Study Course Title | Project, Change and professional management |
| Study Course Code | VadZM097 |
| Branch of Science | Economics and business |
| Sub-branch of science | Business management |
| Credits (ECTS) | 6 |
| Total Number of Contact Hours | 48 |
| Number of Lecture Hours | 8 |
| Number of Seminar and Practical Assignment Hours | 40 |
| Number of Hours for Laboratory Assignments | 0 |
| Independent Study Hours | 102 |
| Language of Instruction | Latvian and English |
| Course Approval Date | 22.09.2025 |
| Responsible Unit | BA School of Business and Finance of the University of Latvia |

| Study form | Lectures | Seminars and Practical Assignments | Laboratory Assignments | Independent Studies |
|---------------------------|----------|------------------------------------|------------------------|---------------------|
| Full-time Regular Studies | 8 | 40 | 0 | 102 |
| Distance learning | 2 | 10 | 0 | 138 |

Course Developer

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 Doctoral Degree of Science Doctor of Science (Ph. D.) in Social Sciences, Assoc. prof. Inga Uvarova

Prerequisite Knowledge

Prerequisite knowledge required for the acquisition of the course corresponds to the study programme admission requirements and the general knowledge, skills and competences obtained at the previous level of education.

Study Course Abstract

The aim of the course is to provide students with in-depth theoretical knowledge and to develop practical skills in project development and management

Course Plan Full-time Regular Studies

1. Project management approaches 2L
 2. Strategic management and project selection 2S
 3. Project manager, project organization, and planning 4Pd
 4. Conflicts and negotiation 2S
 5. Budgeting and cost estimation 8Pd
 6. Schedule development 2S
 7. Risk and quality management in ICT projects and processes 8Pd
 8. Change management 4L
 9. Human resource planning, identification of company needs, employee selection and hiring 4Pd
 10. Process control and audit 8Pd
 11. Project management approaches 2L
 12. Strategic management and project selection 2S
- Total 8L 8S 32Pd

Course Plan Distance learning

- 1. Project management approaches 1L
 - 2. Strategic management and project selection 1S
 - 3. Project manager, project organization, and planning 1S
 - 4. Conflicts and negotiation 1S
 - 5. Budgeting and cost estimation 1S
 - 6. Schedule development 1S
 - 7. Risk and quality management in ICT projects and processes 1Pd
 - 8. Change management 1Pd
 - 9. Human resource planning, identification of company needs, employee selection and hiring 1S
 - 10. Process control and audit 1Pd
 - 11. Project management approaches 1S
 - 12. Strategic management and project selection 1L
- Total 2L 7S 3Pd

Characterization of students' independent work organization and tasks

Students prepare for discussions, participate in seminars and case study discussions, develop and present individual and group practical assignments, and prepare for the exam.

Learning Outcomes

Knowledge:

- 1. Knows and understands information security management issues and their impact on the company/organization's competitiveness, development, stable and sustainable operations.

Skills:

- 2. Can develop and implement innovations and improvements at the operational, tactical, and strategic levels of cybersecurity management.

Competencies:

- 3. Can identify and anticipate learning needs, integrate knowledge from various fields, and contribute to the creation of new knowledge.

Requirements for Awarding Credits

Interim Assessments:

- 1. Discussions and practical work in the classroom — Weight in the overall grade: 20%
- 2. Group work in the classroom — Weight in the overall grade: 25%
- 3. Development and presentation of independent work — Weight in the overall grade: 40%

Final examinations:

- 4. Exam. Weight in the overall evaluation: 15%.

The assessment is 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 |
| 1. Discussions | + | + | + |
| 2. Practical work in the classroom | - | + | + |
| 3. Independent work and presentation | - | + | + |
| 4. Written exam | + | + | + |

Compulsory Reading List

- 1.(2010) Meredith, J.R., Mantel, S.J. Jr. Project Management: A Managerial Approach (7th edition). - John Wiley & Sons
2. (2018) John Hayes the Theory and Practice of Change Management (5th Edition), Red Globe Press, pp 592
3. (2020) IT Change Management, 3rd addition. The Institute of Internal Auditors.
4. Introducing Project Risk Management www.euroi.ktu.lt/lt/images/stories/Paskaitos/ch11.pdf
- 5.Noel, R.A., Hollenbeck, J.R., Gerhart, B., Wright P.M. Human Resource Management. Gaining a competitive advantage, 6th ed. Irwin McGraw-Hill
- 6.Project Risk Management Handbook - http://www.dot.ca.gov/hq/projmgmt/documents/prmhb/PRM_Handbook.pdf

Further Reading List

1. Collins, J.C., Porras, J.I. Building Your company's vision, in HBR, September- October 1996
2. DeLong, T.J., Vijayaraghavan, V. Case Study: Cirque du Soleil. - Harvard Business School
3. Overview sections of A Guide to Project Management Body of Knowledge.
4. Semler, R., Maverick, summary: <http://www.altfeldinc.com/pdfs/Maverick.pdf>
5. (PMBOK) 4th edition. - Project Management Institute, 2008 (overview sections can be downloaded for free from www.pmi.org – 1.92 MB)
6. The World Federation of People Management Associations (WFPMA) <http://www.wfpma.com/>
7. People Management <http://www.peoplemanagement.co.uk/>
8. Personnel Today <http://www.personneltoday.com/>
9. Knowledge at Wharton <http://knowledge.wharton.upenn.edu/>

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.