VIDZEMES AUGSTSKOLA

FACULTY OF SOCIETY AND SCIENCE
STUDY COURSE DESCRIPTION

Course Title:	**PROJECT MANAGEMENT STRATEGIES AND TOOLS**				
Course code (LAIS):	**VadZ5049**				
Study programme:	**Business Environment Administration**				
Level of Study programme:	☐ 1st level professional higher education				
	☐ Professional Bachelor				
	☒ Professional Master				
	☐ Academic Master				
	☐ PhD level				
Type of Study programme:	☒ Compulsory course (Part A)				
	☐ Professional specialization courses (Part B, compulsory)				
	☐ Professional specialization optional courses (Part B, optional)				
	☐ Elective courses (Part C)				
Course Workload:	**Credits**	**ECTS**	**Academic hours**	**Contact hours**	**Independent work hours**
	4	6	160	48	112
Course Author/ Tutor:	**Maira Lescevica, Aigars Andersons**				
	Maira Lescevica, professor, Dr.oec.; Aigars Andersons, lecturer, MSc. manag.., MSc. comp.				
	e-mail: maira.lescevica@va.lv, aigars.andersons@va.lv				
	Consultation: according to the schedule for each semester				
Study Form:	Full time studies				
Study year, semester:	1nd Year, 1th Semester				
Language:	English				
Prerequisites for the Course:	Project Management, Basics of Business Management, Fundamentals of Financial and Management Accounting, Analysis of Marketing Strategies, Basics of Microeconomics, Regulatory Entrepreneurship, Fundamentals of Modern Information Technologies.				
Course Summary:	The aim of the course is to provide the students with theoretical and practical knowledge and understanding of strategic project management, development of their strategy, risk reduction possibilities, modern enterprise management models and processes as integral elements of successful practical business provision. This course is an introduction to the modern tools to support innovation in SMEs. It is addressed to provide an experience for R&D specialists and other staff in SMEs (human resource managers, staff responsible for product and process development in small and medium enterprises) who need to know the basics of a successful innovation practice. The study course acquires practical skills in modeling corporate management using the latest scientific opinions and modern innovative technologies, as well as obtaining theoretical knowledge about the basic principles of innovative management processes and their practical application in order to increase the efficiency of business commercialization.				
Assessment:	Examination (project proposal for innovative solution ready for submission in company – in special format)				
Requirements for Credits:	1) 50% -examination 2) 30% -tests (3), 3) 20% -attendance of classes, practical work in the auditorium, independent work Exam (final assignment) makes 50% from total study course evaluation. Exam will be evaluated in 10 grades system and it will be recognized as passed only if student's final exam work will be evaluated at least with 4 grades. Before presentation of final exam work student has to submit written final report. If student is unable to pass final exam then it have to repeat this study course once again next year. Tests makes 30% from total study course evaluation. All tests will be evaluated in 10 grades system and they will be recognized as passed only if student's each individual test will be evaluated at least with 4 grades. To achieve a positive evaluation in test student has to prove his knowledge at minimum 40% level from total available score for this test.				

	If student is unable to reach this level during test he has to repeat passing of this text once again. Attendance of classes, practical work in the auditorium, independent work makes 30% from total score. Student ‘s individual and auditorium work will be evaluated in 10 grades system regarding the following specific criteria: Outstanding (10) – knowledge, skills and competence exceeds requirements stated for individual work in auditorium and at home and participation in study course seminars; Excellent (9) – knowledge, skills and competence fully corresponds to requirements stated for individual work in auditorium and at home and participation in study course seminars; Very good (8) – there are completed all requirements for individual work in auditorium and at home and participation in study course seminars but level of knowledge, skills and competence does not fully corresponds to required level; Good (7) – there are completed all basic requirements for individual work in auditorium and at home and participation in study course seminars but individual skills of practical use of acquired knowledge must be improved; Almost good (6) – there are completed basic requirements for individual work in auditorium and at home and participation in study course seminars but student has no broader understanding of subject and his/her ability to use theory in practice is sometimes insufficient for complex cases; Satisfactory (5) – there are completed minimal level of requirements for individual work in auditorium and at home and participation in study course seminars but student has no complete understanding of core subject and his/her ability to use theory in practice is insufficient in specific cases; Almost satisfactory (4) – there are completed minimal level of requirements for individual work in auditorium and at home and participation in study course seminars but student has difficulties with understanding of core subject and his/her ability to use theory in practice is insufficient in many cases; Bad (3) – the proven knowledge of student is under the minimal level of requirements for individual work in auditorium and at home and participation in study course seminars, student has difficulties with understanding of subject and his/her ability to use theory in practice is insufficient in the most cases; Very bad (2) – student understand just some separate parts and concepts from subject, the proven knowledge of student is under the critical level of requirements for individual work in auditorium and at home and participation in study course seminars, student has completed just some parts from study course topics; Very, very bad (1) – student does not understand any basic concepts of subject, the proven knowledge of student is under the critical level of requirements for individual work in auditorium and at home and participation in study course seminars, student has completed almost none from study course topics; Not graded (0) – student registered for this course but formally did not attend it. All practical and individual assignments has to be completed in terms and form designated by study course tutors in strict correspondence with study course discipline and ethics. According to the tutor’s directions students have to submit all their completed works by uploading them into the folder on Vidzeme University of Applied Sciences electronic study environment. For each submitted work students have to provide clear identification of their surnames and study course details. All copies of submitted works students have to store on their local drives upon full completion of this course with positive individual evaluation. All works have to be worked out in line with requirements of directions and methodologies approved for study direction or specific individual directions made by study course tutors. For students it is allowed to submit final paper and start exam presentation only in case if all other requirements for this are completed.
Abiding by the Academic	Students must abide by the academic and research ethics, Vidzeme University of Applied

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<tr><td>Ethics</td><td colspan="2">Sciences Ethics Regulations, incl.:
– study papers must be independently developed;
– the study work should reference all statements, ideas and data used that have been authored by someone else;
– appropriate data acquisition methods should be used in the acquisition of data, the research ethics must be respected, empirical data must be collected independently and cannot be distorted or falsified;
– the examination must be carried out by the student independently, without the use of supporting materials and/or consultations with other students, unless the lecturer states otherwise.
In the event of non-compliance with the academic and research ethics, punishment is imposed in accordance with the ViA Ethics Regulations and the study course must be re-taken, unless the punishment is extramarital.</td></tr>
<tr><td rowspan="16">Learning Outcomes; the evaluation methods and criteria</td><td>Learning Outcomes</td><td>The evaluation methods and criteria</td></tr>
<tr><td colspan="2">Knowledge</td></tr>
<tr><td>Obtain knowledge to strategically correctly identify existing problems and choose the most accurate problem-solving goals.</td><td>Group work, lectures, practical works, case study analysis</td></tr>
<tr><td>Learn different problem solving techniques</td><td>The MOPP method, its application in problem analysis and solution planning</td></tr>
<tr><td>Understand the basics of communication in project planning and management</td><td>Project team communication peculiarities</td></tr>
<tr><td>Understand the strategic approach to project crisis solutions</td><td>Application of project management to achieve strategic goals</td></tr>
<tr><td>Understand how innovation can lead to success and the best way to achieve the expected results when tried and tested processes which are understood and applied. Learn general principles of innovation related issues and to support learning of the processes in the workplace.</td><td>Group work, lectures, practical works, case study analysis</td></tr>
<tr><td colspan="2">Skills</td></tr>
<tr><td>Be able to choose strategies for organizing a project, project portfolio work and delegating authority.</td><td>Project organization forms. Types of Delegation, their Advantages and Disadvantages</td></tr>
<tr><td>Be able to independently assess the level of efficiency of the existing management processes of a particular company</td><td>Workshops, lectures, practical works, case study analysis</td></tr>
<tr><td>Be able to choose strategies for organizing a project, project portfolio work and delegating authority.</td><td>Tests, lectures, practical works, case study analysis</td></tr>
<tr><td>After study course students will be in a better position to make a sound decision on the usefulness of a certain innovation tool for specific purposes in various working environments.</td><td>Workshops, lectures, practical works, case study analysis</td></tr>
<tr><td colspan="2">Competency</td></tr>
<tr><td>To provide an understanding of how to strategically correctly identify existing problems and choose the most accurate problem-solving goals.</td><td rowspan="2">Develop a project application for an invoice (either a proposed company or a course participant company)</td></tr>
<tr><td>Be able to recommend, based on the results of independent analysis, the model of the most appropriate management process for the company, according to the latest theoretical knowledge of innovative management processes.</td></tr>
<tr><td>The study course will prove to be of real value to students who strives for competitiveness and innovation in modern business environment</td><td>Group work, lectures, practical works, seminars, case study analysis</td></tr>
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	For students will be developed intuitive and conceptual understanding about innovative project management models according their individual needs. They will be able to create their own innovative business activities within business imitation models and/or real life SME business environments.	Group work, lectures, practical works, seminars, case study analysis
Course Compulsory literature:	1. Kerzner Harold. (2002) Project Management : a system approach to planning, scheduling, and controlling / Harold Kerzner. - 8th ed. - New Jersey : John Wiley & Sons 2. Practical Guide to Support Innovation in Small and Medium Enterprises. (2017). http://www.innosupport.net/index.php?id=7 3. Hobbs Peter. (2000) Project management : the essential guide to thinking and working smarter / Peter Hobbs. - New York : AMACOM. 4. Bo P. Weidema. (2006) "LCM- a Syntesys of Modern Management Theories"- LCA Consultants, Kopenhavn, Danmark. 5. http://www.innovation.lv (Inovāciju portāls Latvijā). 6. http://irc.innovation.lv (Inovatīvo risinājumu portāls). 7. Nokes S., Kelly S., (2007) The Definitive Guide to project management, 2007, Prentice Hall, 354 pages 8. Nevils Leiks, (2007) Stratēģiskā plānošana, Izdevniecība Multineo 9. Džounss, Ričards. Projektu vadības pamati: praktisks ceļvedis Projektu vadībā un izpildē, Izdevniecība: Lietišķās informācijas dienests.	
Course additional literature:	1. Xu, Q., Chen, J., Xie, Z., Liu, J., Zheng, G., & Wang, Y. (2007). Total Innovation Management: a novel paradigm of innovation management in the 21st century. The Journal of Technology Transfer, 32(1-2), 9-25. 2. Hecker, A., & Huber, F. (2017). The Future of the Management of Innovation: Trends and Challenges. In Handbook Of The Management Of Creativity And Innovation: Theory And Practice (pp. 331-346). 3. Chen, J., Yin, X., & Mei, L. (2018). Holistic Innovation: An Emerging Innovation Paradigm. International Journal of Innovation Studies, 2(1), 1-13. 4. "Innovation Management and the Knowledge Driven Economy"- 2005 European Commission, Directorate General for Enterprise, Brussels- Luxemburg. 5. Kai Laamanen, Kari Tuominen, (2003) Process management, Izdevniecība: ChangeManager Pro 6. Gray Clifford F. (2003) Project Management : the managerial process / Clifford F.Gray, Erik W.Larson. - 2nd. ed. - Boston : McGraw-Hill. 7.Jānis Caune, Andrejs Dzedons, Stratēģiskā vadīšana, Izdevniecība: DeNovo	
Course confirmation date:	January 6, 2020.	
Date of course description update:		

Study Course Plan:

Date	Theme	Academic hours		Study Form/ Organization of independent work of students and task description
		Contact hours	Independent work hours	
The date is specified before the implementation of the course	Characteristics and types of innovation. Innovation in local environments. Supporting the innovative behaviour: finding and exploiting opportunities. Exploring the situation: Opportunity discovery strategies.	4	6	Lectures, seminar, individual work in groups, case studies
	New answers are emerging: corporate entrepreneurship and innovation How to start exploiting innovation possibilities in a local scale for small enterprises?	4	8	Lectures, seminar, individual work in groups
	How to identify the innovation needs of a business problem. How to specify the innovation needs of a business problem.	4	10	Lectures, seminar, individual work in groups, case studies
	Tools for developing innovative solutions.	4	10	Lectures, seminar, individual work in groups, case studies
	Evaluation of innovative solutions.	4	10	Lectures, seminar, individual work in groups, case studies
	Total innovation management paradigm. Test: Innovation development in SME	2	12	Lectures, test, seminar, individual work
	Project work and strategic project management. Problem detection methods, Project development stages	4	6	Lecture and group work
	Strategy for the analysis of project decisions, Strategic approach to project team development and its management methods	4	8	Lecture and group work
	Planning a Starter Project, Strategic Project Management Tools, Project Portfolio, Strategic Factors Affecting Project Portfolio Management	4	10	MOPP method
	Use of information technology in project management	4	8	MOPP method (cont.)
	Preparation and financing of investment projects, Risk-finding techniques for projects.	4	6	Risk analysis
	Project document management, attraction of EU funding sources	2	6	Funding possibilities
	Submission of the examination paper, presentation	4	12	Examination paper and presentation
	Hours total:	***48***	***112***	