

**Generic Management Skills**

Code: 42649  
ECTS Credits: 6

Degree	Type	Year	Semester
4313489 Logistics and Supply Chain Management	OB	1	2

**Contact**

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**External teachers**

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Prof.Natalja Lace

**Use of Languages**

Principal working language: english (eng)

**Prerequisites**

None

**Objectives and Contextualisation**

This module has two course units. Quality and Environmental Management (Prof. Janis Mazais) and Human Resources (Prof.Natalja Lace and Lect. Angelina Rosha).

Quality and Environmental Management (3 ECTS)

The study course embraces acquisition of theoretical principles and practical skills in quality and environmental management. After familiarization themselves with the quality and environmental management technologies the students are continuing to explore cases reflecting issues on practical implementation of supply chain, logistics and environmental quality management systems.

After the course students are expected to be able:

- to comprehend quality terminology, understand TQM, process management and supply chain quality improvement principles and methodologies.
- to explain the use of ISO 9000 and ISO 14000 series standards and their relationship with quality management systems.
- to perform analysis of non-conforming quality of supply chains problems, to identify causes of the problems and to identify possible improvement activities.
- to understand and apply supply chain risk assessment methods, to assess risks, their impact and consequences.

Human Resources(3 ECTS)

The study course provides students with knowledge and skills needed for human resource management in both the commercial and public sector. The study subject is oriented to decision making process in human

resource management as well as to evaluation and analysis of employees. Methods connected with social information gathering, processing and analysis are included into the study course.

After the course students are expected to be able:

- to recognize the importance of human resource management and real possibilities of it in commercial units;
- to solve practical problems in the field of human resource management;
- to plan, organize and manage personnel recruitment and selection;
- to develop concepts of human resource management and HR development in a company;
- to apply in practice sociological research and do data mining for the HR analysis in a company
- to process the results of this research and do analysis of the research results;
- to analyze pre-requirements of a work, apply them into organization and management of human resources in a company.

## Competences

- Address problems of management and coordination of logistics operations in production, transport and services in a holistic approach, by means of the consistent application of the supply chain management concepts and strategies, taking into account the pertinent aspects of environment, human capital, quality, technology, and economics.
- Analyse, organise and discuss situations in logistics in order to identify and model the dependency relationships, influence and impact that usually occur in the main performance indicators and quality factors as well as evaluating their complexity.
- Apply a rigorous and efficient approach to problem solving.
- Demonstrate abilities in oral and written communication both in the student's native language and in English. Demonstrate synthesis skills and ability in presentation techniques.
- Demonstrate abilities to document and reflect the problem-solving process in order to extract the lessons learned.
- Demonstrate information management skills: ability to retrieve and analyse information from different sources.
- Elaborate solid arguments based on quantitative models and analytical methods in order to convince and motivate decision makers, determine the adequate LCSM partners and then plan and coordinate the project to implement the solution.
- Student should possess an ability to learn that enables them to continue studying in a manner which is largely self-supervised or independent
- Students should know how to apply the knowledge they acquire and be capable of solving problems in new or little-known areas within broader contexts (or multidisciplinary contexts) related to their area of study
- Students should know how to communicate their conclusions, knowledge and final reasoning that they hold in front of specialist and non-specialist audiences clearly and unambiguously
- Work collaboratively in a group.

## Learning Outcomes

1. Adequately integrate in the implementation of projects all of the relevant aspects related with corporate social responsibility
2. Apply a rigorous and efficient approach to problem solving.
3. Demonstrate abilities in oral and written communication both in the student's native language and in English. Demonstrate synthesis skills and ability in presentation techniques.
4. Demonstrate abilities to document and reflect the problem-solving process in order to extract the lessons learned.
5. Demonstrate information management skills: ability to retrieve and analyse information from different sources.
6. Elaborate solid arguments based on management models for the decisions to be taken in the field of human resources
7. Know the key concepts and terminology in related management areas.

8. Student should possess an ability to learn that enables them to continue studying in a manner which is largely self-supervised or independent
9. Students should know how to apply the knowledge they acquire and be capable of solving problems in new or little-known areas within broader contexts (or multidisciplinary contexts) related to their area of study
10. Students should know how to communicate their conclusions, knowledge and final reasoning that they hold in front of specialist and non-specialist audiences clearly and unambiguously
11. Understand the relationships among LSCM and human resources, quality and environmental management, and project management.
12. Work collaboratively in a group.

## Content

### CU1: Quality and Environmental Management (3 ECTS)

The main topics of the course are:

- Overview of the existing supply chain quality
- Principles of quality management
- Process and system's approach to management
- Quality improvement
- Quality management systems
- Environmental management systems
- Risk assessment principles

### CU2: Human Resources (3 ECTS)

The course is based on the following thematic units:

- The nature of contemporary HRM
- People Resourcing
- Human Resource Development
- Managing Performance
- Managing Reward
- Employment Relations

## Methodology

### CU1: Quality and Environmental Management (3 ECTS)

The main topics of the course are covered from the following viewpoints:

- Process;
- Activities;
- Standards;
- Methods applied;
- Best practice examples.

To ensure that the aim of the course is successfully attained, theoretical studies are complemented with practical deployment and analysis of the technologies discussed.

To facilitate literature studies, six self-evaluation tests on understanding the topics of the course will be available on university e-study environment (ORTUS).

The case analysis (essay) is a work in group that will be presented to the class. The student should be able to perform individually and in teams a real-life case analysis related to non-conforming quality of supply chains problems. The activities consist of Independent learning, e.g. search and study of scientific papers and other available information related to the essay topics. The student has to show the understanding of TQM, process

management, quality system, risk assessment and quality improvement principles and methodologies and additional topics not covered in lectures.

#### CU2: Human Resources (3 ECTS)

The course is based on thematic units and there are not less than two individual assignments in each unit, which are based on particular theoretical subject and practical case studies. For better understanding of the topic it is recommended to read additional information available in mass media. In practical studies students analyze and evaluate situations, do well grounded decisions, elaborate situation analysis on moral and ethical conflicts on basis of that they are able to give recommendations for improvement of situation. Learning activities include lectures, group discussions, situation and case studies, presentations, project and supplementary reading.

### Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
CU1. Theory lectures	30	1.2	11, 7, 1
CU2. Theory lectures	30	1.2	6, 11, 7
Type: Supervised			
CU1. Case analysis	12	0.48	4, 9, 10, 5, 2, 3, 12
CU2. Case analysis	15	0.6	4, 9, 10, 5, 2, 3, 12
Type: Autonomous			
CU1. Essay preparation	12	0.48	11, 7, 1, 9, 2, 12
CU1. Mastering in the lectured course material	12	0.48	11, 7, 1, 9, 8
CU2. Mastering in the lectured course material	24	0.96	6, 11, 7, 9, 8

### Assessment

#### Evaluation activities in CU1: Quality and Environmental Management (3 ECTS)

The final mark of this course will be calculated from the assessment of following evaluation activities:

- Mid-term exam: Written exam. 20 multiple choice questions and 4 theoretical questions on the topics discussed during lectures.
- Final exam: Written exam. 20 multiple choice questions and 4 theoretical questions on the topics discussed during lectures.
- Tests: Four tests (answers to 15 multiple choice questions at each test) to facilitate home reading of text-book, the tests are posted on ORTUS (Intranet of RTU).
- In-class assignments and case analysis: Case studies and work on assignments in groups with presentation and discussion of results.
- Essay content: 3-4 pages report on the individual research about quality management, environmental management and risk assessment problems. Through the case analysis (essay), the student has to show the understanding of TQM, process management, quality system, risk assessment and quality improvement principles and methodologies and additional topics not covered in lectures.

#### Evaluation activities in CU2: Human Resources (3 ECTS)

The final mark of this course will be calculated from the assessment of following evaluation activities:

- Active course participation: Individual and group assignments during the course
- Mid-course test, 2 presentations and a project. The Mid-course test is based on theoretical issues discussed during the lectures, oral presentations and project cover the implementation of the HRM contemporary issues in organization.
- Final Exam: Written exam. The students have two tasks: the analysis of a case to apply what they have learnt and 10 multiple choice questions on theoretical issues discussed during the lectures with mandatory explanation.

### CU1 and CU2

The module final mark will be averaged 50% from both courses unit qualifications. In order to average all the evaluation activities, the mark of each of them must be above 4 points (out of 10). All report-based activities (CU2) must be submitted within the due dates specified by the professor. If a report-based activity is failed, the student will be asked to re-submit its report according to the corrections/indications provided by the professor. If the exam is failed, the student will have the opportunity to retake it. The dates for retaking an exam are coordinated with the responsible professor and the RTU FSD Academic Advisor.

All assessments given during the course period must be passed until the start of the Examination Period. Re-taking of assessments during the course period has to be coordinated with the responsible professor.

The weights of each evaluation activity are given in the table below.

### **Assessment Activities**

Title	Weighting	Hours	ECTS	Learning Outcomes
CU1. Essay content	18%	0	0	11, 7, 4, 1, 9, 10, 8, 5, 2, 3
CU1. Final exam	20%	2	0.08	11, 7, 9
CU1. In-class assignments and case analysis	18%	3	0.12	11, 7, 9, 10, 3, 12
CU1. Mid-term exam	20%	2	0.08	11, 7, 9
CU1. Tests	24%	2	0.08	11, 7
CU2. Active course participation	10%	0	0	6, 11, 7, 10, 3, 12
CU2. Final exam	60%	2	0.08	6, 11, 7, 9
CU2. Tests and presentation	30%	4	0.16	6, 11, 7, 4, 10, 8, 5, 2, 3

### **Bibliography**

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