



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Entrepreneurship management (Management and change management - 5 credits, Talent and diversity management - 2 credits, business challenge - 3 credits)	

Lecturer(s)	Department where the course unit (module) is delivered
Coordinator: Assoc. Prof. dr. Andrius Valickas Other(s): Lect. Laura Hamidova	Business School, Saulėtekio av. 22, Vilnius

Study cycle	Type of the course unit (module)
First	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to face	Spring semester	English

Requirements for students	
Prerequisites: -	Additional requirements (if any): -

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
10	260	84	176

Purpose of the course unit (module): program competences to be developed

Aim of the module is to provide students with the theoretical knowledge of management, change management, talent and diversity management, and to develop their competences and practical skills to enable them to create and develop international businesses in the context of entrepreneurship.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
To be able to analyse the organisation's environment, in the context of the market and ongoing globalisation, to plan the activities of the company, the department or the team, and to formulate objectives, identifying the influence of internal and external factors in the planning process.	Interactive lecture. Engaging lecture. Workshops. Creative group work. Demonstration and analysis of video material. Discussions.	Presenting arguments based on theoretical and practical knowledge during discussions. Preparing and participating in group presentations.
To understand business processes, assess management situations in an organisation, department or team, and apply the principles of organisation and business process management, using management knowledge to manage and improve the performance of the company, department or team.	Engaging lecture. Workshops. Practical case studies Case studies using the discussion method. Creative group work. Problem-based learning. Demonstration and analysis of video material. Individual work.	Presenting arguments based on theoretical and practical knowledge during discussions. Preparing and participating in group presentations.
Knowledge of management and leadership characteristics and ability to apply appropriate management techniques and leadership styles to	Interactive lectures. Seminars. Case studies. Situational analysis using the	Presenting arguments based on theoretical knowledge during discussions.

make the best use of human resources to achieve the organisation's objectives.	discussion method. Creative group work using simulation games.	
To understand control and decision-making processes in an organisation and to know how to improve them to meet the requirements of a changing business environment.	Interactive lectures, seminars, frontal questioning, case studies, situational analysis using the discussion method.	Presenting theoretically informed arguments in discussions, preparing presentations and participating in group presentations.
To gain knowledge of how to build and strengthen talent in an organisation and develop a strategy for long-term talent management that meets the needs of the organisation.	Interactive lectures, seminars, case studies, situational analysis using the discussion method.	Knowledge-based and situational assessment, preparation of presentations and participation in group presentations.
Ability to apply knowledge of how cultural and talent diversity influences an organisation's management processes and be able to create a work environment that promotes diversity.	Interactive lectures, seminars, case studies, situational analysis using the discussion method.	Knowledge-based and situational assessment, preparation of presentations and participation in group presentations.

Content: breakdown of the topics	Contact hours						Self-study work: time and assignments		Assignments
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship	Contact hours	Self-study hours	
1. Management and change management (5 credits)	32	2	16				50	80	
Introduction to the module. Concept of management. Management principles, functions. Evolution of management theories.	2	0	0				2	10	Applying management theory to a real-life example
Planning process. Organisational environment and analysis. Goal-setting framework. Strategies and their management.	4	0	2				6	10	Setting objectives. SWOT analysis
Organising process. Organisational management structures. Internal communication process. Motivation system. Social responsibility.	6	1	4				11	10	Designing the organisational management structure
Leadership and management. The relationship between management and leadership in organisational performance. Traits, competences and styles of managers and leaders. Leading teams of talented employees.	4	1	2				7	10	Leadership style assessment.
Control. Stages of the control process. Types of control. Preconditions for effective control.	4		2				6	10	Analysis of the organisation's control system.
Business processes, types and structure. Business management systems. Project management. Applications of artificial intelligence in management.	4	0	2				6	10	Structuring the project.
Decision making and problem solving. Decision-making process and models.	4		2				6	10	Planning for improving decision-making processes.
Change management. Change management models and strategies. Overcoming resistance to change. Implementing change by harnessing the talents of the organisation. Risk management.	4		2				6	10	Developing change management plan for selected organisation.
2. Talent and diversity management (2 credits)	14	2	6				22	30	

Talent management: basic definitions and terminology. Key principles of talent management. The importance of talent management for an organisation.	2		0				5	7	Analysis and discussion of talent management principles. Reading material is provided. Solving situational questions.
Talent recruitment and selection. Talent identification and selection strategies. Talent selection process. Talent assessment methods. Talent development. Identifying training needs. Development planning at individual, team and organisational levels.	4	1	2				5	7	Discussion of the talent selection process, analysis of job descriptions, analysis of competency assessment methods. Solving situational problems.
Retaining and motivating talent. Talent retention strategies. Theories of motivation, principles of performance appraisal and incentives. Career and succession planning.	4	1	2				5	6	Group discussions on theories of motivation. Reading material is provided. Solving situational problems.
Diversity management. The benefits of diversity in an organisation. Types of diversity. Managing cultural and individual differences. Equity vs. Equality. Conscious and unconscious bias and its forms. Creating an inclusive environment.	2		2				4	6	A business case study on cultural differences in organisations. Solving situational problems.
Data analytics in talent management - collecting and analysing key data for decision-making.	2		0				3	4	Introduction to talent management indicators.
3. Business challenge (3 credits)	4	8					12	66	
Presentation of business challenge and definition of the project objectives.	2						2		
Consultation on report and presentation preparation		8					8		
Preparing business challenge report and presentation	2						2	66	
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Assessment strategy	Weight, %	Deadline	Assessment criteria
Completing management and change management assignments during seminars and lectures	40	In the course of the module	The following principles will be used to assess the performance of management and change management tasks in the workshops: 20% for the team preparation and oral presentation of an assignment (presentation) on a selected management topic. The topic may be presented through a management process/activity, a person's function within the company, etc. The assignment must be based on a real company case. Assessment criteria: ability to select and analyse information, quality of presentation of insights, identification of the links between results and management, ability to justify the information presented and to answer the questions posed. 20 % for the ability to analyse a management case correctly and to provide correct answers.
Completing talent and diversity management assignments during seminars and lectures	30%	In the course of the module	The following principles will be used to assess the performance of the talent and diversity Management tasks during the workshops:

			<p>10% for an active team discussion on the content of the question and the possible correct answer(s). Demonstrate the ability to work in a team and analyse the question/scenario.</p> <p>10% for the ability to analyse the case correctly and provide correct answers.</p> <p>10 % for the quality and timeliness of the independent tasks.</p>
Presenting and defending your Business Challenge project	30%	At the end of the course	<p>The Business Challenge project is announced in the beginning of the course. The final report is evaluated during the defence:</p> <p>10% for the project content. The report should present in detail the challenge/problem to be solved and its context, identify the stakeholders, present the research methods, if research has been carried out, provide a clear structure of the solution, justify the suitability of the solution, the benefits for the company, the innovativeness and sustainability of the solution, and the possibility of putting the solution into practice.</p> <p>10% for presentation. The content of the information provided and the quality of the presentation are assessed.</p> <p>10 % for the question and answer session. Assessed on the comprehensiveness of the answers given, the ability to argue and the ability to elaborate on the individual areas of the business challenge.</p>
Students missed more than 50% of lectures and seminars of the module are obliged repeat the module.			

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory readings				
GRIFFIN, Ricky W.	2021	Management	13 Edition	Cengage Learning
DAFT, Richard L., Marcic D.	2019	Understanding Management	-	Cengage Learning
Barry J. Witcher	2020	Absolute Essentials of Strategic Management	-	Routledge
Tony Proctor	2018	Creative Problem Solving for Managers: Developing Skills for Decision Making and Innovation	5th Edition	Routledge
Esther Cameron and Mike Green	2019	Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change	5th Edition	Kogan Page
Finnegan, Richard P.	2018	The power of staying interviews for engagement and retention.		Society for Human Resource Management
James Sale, Steve Jones.	2021	Mapping Motivation for Engagement.		Routledge
Optional reading				
Melanie Franklin	2021	Agile Change Management: A Practical Framework for	2nd edition	Kogan Page

		Successful Change Planning and Implementation		
Jordi Canals, Franz Heukamp (Eds.)	2020	The Future of Management in an AI World. Redefining Purpose and Strategy in the Fourth Industrial Revolution		Palgrave Macmillan