



BUSINESS PLANNING AND CONTROLLING

Credit points	6 CP		
Study course annotation	As part of the study course, students learn in depth the essence and methodology of business planning, systematization of plans, evaluation of the effectiveness of plans, applying the controlling methodology; controlling reporting hierarchy and rating system.		
The aim of the course	The purpose of the course is to provide students with knowledge in the field of planning and drawing up interrelated plans in the business, to develop skills in using methods and tools for planning the activities of an enterprise, to teach how to build a system of indicators, using the controlling methodology and the balanced scorecard system to achieve the goals of the enterprise.		
Description of the results of the study course and assessment criteria:	Knowledge	Skills (knowledge, communication, general skills)	Competence (analysis, generalization and evaluation)
	By studying this study course, students demonstrate knowledge and understanding of: 1.1. about the nature and importance of planning in business; 1.2. on planning methodology; 1.3. on the interrelations of planning and controlling indicators.	As a result of studying the course, students: 2.1. able to independently evaluate the plan system in the company; 2.2. able to explain and discuss systemic business planning issues in a reasoned manner; 2.3. knows how to create a planning and controlling architecture in the company; 2.4. able to cooperate and communicate with team members.	As a result of studying the study course, students: 3.1. defines and critically analyzes business problems; in the field of planning, justifies and develops solutions to problems; 3.2. integrates acquired knowledge and knowledge and skills of various fields in the evaluation of the plan system in the company; 3.3. controlling methodology is used in decision-making.
Content of the course	Topics		
	1	Introduction. The nature and importance of planning.	
	2	Planning methodology. Planning principles and methods.	
	3	Types of plans and levels of plans and their main tasks.	
	4	Planning methods, planning sequence and technology	
	5	Decision-making and planning.	
	6	Controlling concept.	
	7	Controlling functions, tasks, and methods.	
	8	Controlling in the development of planning, information and indicator systems.	
	9	Strategic and operational controlling tools. Hierarchy of controlling reports and evaluation system Balanced Scorecard System (SRS).	
	10	Implementation of controlling, and evaluation of the effectiveness of plans.	
Form of assessment:	Written exam		
Required reading:	<ol style="list-style-type: none"> 1. Creating a Business Plan. Expert Solutions to Everyday Challenges. - Harvard Business School Publishing, 2007. - 122, [14]. - (Pocket Mentor Series). - (ES). 2. Elkin P. M. Mastering Business Planning and Strategy: The Power and Application of Strategic Thinking. 2nd ed. London: Thorogood Publishing Ltd. 2007 		



3. Kjells Gunnars Hofs, Rasma Alsiņa Biznesa ekonomika 3.izdevums RTU Izdevniecība, ISBN:978-9934-19-252-4, 2019 -603lpp.
4. Pramudita C. D. The Balanced Scorecard as Strategic Controlling Instrument. Introducing the Indicators-based BSC for Implementation of a Corporate Strategy from Four Different Perspectives. Anchor Academic Publishing, 2016.M. Rurāne Uzņēmējdarbības organizācija un plānošana – Biznesa augstskola Turība: Rīga 2002 – 330 lpp.
5. The Controlling Concept: Cornerstone of Performance Management by Horvath & Partners Management Consultants, 2020

Recommended reading:

1. Abrams, Rhonda The Successful Business Plan: Secrets & Strategies / Rhonda Abrams. - 4th ed. - Planning Shop, 2003. - 417, [38] p.
2. Handbook of Business Planning JIAN Business Power Tools LLC 401 El Cielito Rd :: Santa Barbara, CA 93105, 1988-2013
<https://www.businesspowertools.com/download/Handbook%20of%20Business%20Planning.pdf>
3. Uncertainty - Risk or Opportunity. Corporate business perspective Selected Problems / edited by Wioletta Wereda, Sylwia Starnawska. - University of Podlasie, 2008. - 301 p.
4. Hofs, Kjells Gunnars. Biznesa ekonomika / Kjells Gunnars Hofs sadarbībā ar Karinu Marinsku ; no norvēģu val. tulk. Elita Cakule un Iveta Medvida. - Rīga : Jāņa Rozes apg., 2002. - 559 lpp. : il.
5. Zariņa V., Strēle I. Finanšu plānošana uzņēmumā. Rīga: Lietišķās informācijas dienests, 2009. 105 lpp.
6. Zvirbule-Bērziņa, Andra Plānošana un ražošanas procesa organizēšanas pamatprincipi / Andra Zvirbule-Bērziņa, Līga Mihejeva, Anita Auzina. - Rīga: Turība, 2004. - 142 lpp
7. Vasermanis, E. Prognozēšanas metodes / E. Vasermanis, D. Šķiltere, J. Krasts. - 2-ais papildinātais izdevums. - Rīga: Izglītības solī, 2004. - 121 lpp.

Other information sources:

1. BSA library databases: EBSCO
2. Databases: WEB of Science, Scopus, Elsevier
3. Magazine "Biznesam.lv" <https://www.biznesam.lv/zurnals>
4. The Economist www.economist.com
5. International Association of Controllers (ICV) <https://www.icv-controlling.com/en>
6. Business strategy, pieejams: <http://businesscasestudies.co.uk/business-theory/strategy/business-strategy.html#axzz2nMRhasnH>

During the study process changes and additions to the program and the list of references are possible