

**Ekonomikas un kultūras augstskola
(EKA University of Applied Sciences)
Riga, Latvia**

Courses for Erasmus+ students

Academic year 2021/2022, Autumn semester 2021

Dear incoming Erasmus+ students,

Below you will find a course list and the course descriptions of most courses taught in English for exchange students.

For international students we offer some additional courses in English in the form of individual tutoring/ consultations. The only provision is that there should be at least 3 international (ERASMUS+) students per course.

If you have any questions, please do not hesitate to contact me at erasmus@eka.edu.lv.

Kind regards,

Marina Tihomirova
EKA University of Applied Sciences
Institutional Erasmus+ coordinator

Autumn Semester 01.09.2021-31.01.2022

Exam period – January, 2022

Courses in the form of individual tutoring/ consultations for ERASMUS students

	KP	ECTS
International Business	4	6

Courses joining student groups (in English)

Management first year	KP	ECTS
Microeconomics	4	6
Financial Theory	2	3
Work, Environment and Civil Safety	2	3
Legal Regulation of Entrepreneurship	6	9
Management	6	9

Management second year	KP	ECTS
Tax System	4	6
Cross-cultural Communication	2	3
Management Information Systems	4	6
Marketing	4	6
Professional Foreign language I	4	6

Management third year	KP	ECTS
Digital Marketing	2	3
International Economics	4	6
International Trade Law	4	6
Leadership	2	3
Innovation Management	4	6
Project Management	4	6

Online courses with MBA Master students	KP	ECTS
Intellectual Property Protection	4	6
Business Value Management	4	6
Corporate Finance Management	4	6
Financial Markets and Investments	4	6
Business Risk Management	4	6

INTERNATIONAL BUSINESS

Credits	4
ECTS Credits	6
Student work load (academic hours)	160

Author: Dr.oec., as.prof. Ainārs Roze

Course abstract: Course is devised to impart knowledge of the nature and forms of international business; of economic, management, state regulation and legal problems as relates to international transactions and their resolution.

Course outcomes: During the course students will be prepared to evaluate national economy's place in the world, including in the EU system and to assess business efficiency improvement possibilities through internal and external markets.

The course is devoted to the essence of conducting International business research and the mythology of its practical application in International business, to help students in acquiring skills of taking decisions related to the urgent issues of the enterprise International business activities.

Forming student's theoretical knowledge about developing International business under the contradictory conditions of globalization processes and regionalization of modern world economy.

Forming student's skills of orienting in the theories of International business, skills of applying the received knowledge into practical activities with the account of the foreign economic specifics of the Latvian Republic.

Course outline:

1. Introduction and nature of modern International business.
2. Business in an age of Globalization.
3. Sequence of firm's decisions in entering international markets.
4. Structures for operating in a foreign market.
5. Information applications for International business via the computer and Internet.
6. Ethics in modern International business.
7. Business contract's content of selling-purchasing.
8. Future of International business.

Requirements for credits: 2 tests (30%), 1 individual assignment (20%), exam (50%).

Literature (01 – main):

1. International Business Economics. A European Perspective. Edited by Judith Piggott and Mark Cook. – .N.Y.: Palgrave Macmillan, 2006 – 391 p.
2. International scientific conference "International business development : globalization, opportunities, challenges". International business development : globalization, opportunities, challenges : international scientific conference, 15-16 of May 2008, Vilnius, Lithuania : collection of articles. Vilnius : International Business School at Vilnius University, 2008. 459 p. : ill. (some col.) ; 24 cm. ISBN 9789955879060.
3. Negotiating International Business. The Negotiator's Reference Guide to 50 Countries around the World. By Lothar Katz. - N.Y.: 2008.
4. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm. ISBN 9781412949064 (pbk.).
5. Thill, John V. Excellence in business communication / John V. Thill, Courtland L. Bovée. 6th ed. Upper Saddle River, N.J.: Pearson/Prentice Hall, 2005. xxv, 546, [81] lpp. (dal. pag.) : il., diagr. ISBN 0131273213. Trompenaars, Alfons. Riding the waves of culture : understanding cultural diversity in global business / Fons Trompenaars and Charles Hampden-Turner. 2nd ed. New York : McGraw Hill, c1998. xi, 274 p. : ill. ; 24 cm.
6. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm.
7. Krugman, Paul R., International economics : theory and policy / Paul R. Krugman, Maurice Obstfeld. 7th ed. Boston [etc.] : Pearson/Addison-Wesley, c2006. xxvii, 680 lpp. : il., tab., diagr. (The Addison-Wesley series in economics) .
8. Lasserre, Philippe. Global strategic management / Philippe Lasserre. 2nd ed. New York : Palgrave Macmillan, 2008. xxv, 483 p. : tab. ; 25 cm.

Literature (02 – additional):

1. Alan M. Rugman., Richard M. Hodgets. International Business: A Strategic Management Approach. – L.: Mc Graw-Hill, 1995.
2. Ball D., McCulloch W. International Business. - Boston: Irvin, 1990. - 774p.
3. Bolt J.F. Global competitors: some criteria for success. // Thompson A.A., Fulmer W.E., Strickland A.J. Reading in Strategic Management. Third Edition. - Homewood: BPI, IRWIN, 1990, p. 282 – 293.
4. Globalization and management. // Stoner J. A.F., Freeman A.E., Gilbert D.B. Management. -. Englewood Cliff: Prentice-Hall International, 1995, p.125 – 154.
5. Grosse R., Kujawa D. International Business. - Boston: Irvin, 1992. - 733p.
6. International selling. // Jobber D., Lancaster G. Selling and Sales Management. – Harlow: Prentice Hall, 2003, p. 287 – 327.
7. Parviz Asheghian, Bahman Ebrahimi. International Business. – N.Y.: Harper Collins, 1990. – 789p.

Literature (03 – supplementary):

1. American journal «Harvard business review». (www.hbr.org).
2. English journal «Economist». (www.economist.com).
3. English version of Latvian journal «Baltic-course». (www.baltic-course.com).
4. Latvian journal «American Investor».(www.amcham.lv).
5. Newspaper “The Baltic Times”. (www.baltictimes.com).

Possible themes of International business's individual paper:

1. Latvian opportunities on international business theory use in practice.
2. Modern features of the international business.
3. Problems and prospects international business utilization for Latvian producers.
4. Chief problems of international business for business in the XXI century.
5. Analyze of internal and external environments in the modern international business.
6. Globalization's role in core changes in theory and practise of modern international business.
7. Increasing role of marketing practice's utilization in profitable international business and trade.
8. Role of Latvian governmental maintenance for Latvian producer's in international and global marketing area.
9. Increasing role of Internet in the modern International business.
10. Characteristic of international business for 21 century.
11. Specific and problems of modern global business.
12. Specific and problems of foreign trade business contract.
13. Specific and problems of mediators of modern international business.
14. Global competitors: problems and decisions.
15. Possibilities and problems of Internet for International business.

Microeconomics

Author/s of the course:	
Dr. oec. Anna Ābeltiņa	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Knowledge at the secondary school level	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition about the substance of microeconomics and its role in the economy.	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Know the substance, meaning and concepts of microeconomic theory. 2. Able to solve practical tasks in accordance with the acquired theoretical knowledge. 3. Able to critically analyze problems at the level of branch, company and household. 4. Able to provide arguments in discussion using microeconomic concepts and theory. 5. Able to apply microeconomic instruments in order to achieve various objectives. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	Microeconomic theory: the substance and key concepts.
2.	Demand, supply and their types of flexibility.
3.	Consumer market behavior methodology.
4.	Production theory. Costs and their types. Profit and the company's goal.
5.	Market and competition. Market forms.
6.	Manufacturing resource (factor) market specifics.

Study course calendar plan:				
In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
1.	Microeconomic theory: the substance and key concepts. <ul style="list-style-type: none"> Economic theory as a science. Necessities, product, factors of production. Economic systems. Economic turnover. Economical principle. 	8	4	1
2.	Demand, supply and their types of flexibility. <ul style="list-style-type: none"> Demand function. Demand factors. Supply function. Supply factors. Market balance. Demand and supply elasticity analysis. 	8	4	2
3.	Consumer market behavior methodology. <ul style="list-style-type: none"> Utility of goods - total and marginal utility. Cardinal and ordinal utility. Gossen's laws. Indifference curve and the budget line. Consumer choice. 	8	4	1
4.	Production theory. Costs and their types. Profit and the company's goal. <ul style="list-style-type: none"> Production function. Manufacturer balance. Cost theory. The short-term costs of production and their types. Long-term production costs. Practical application of costs. 	10	4	4
5.	Market and competition. Market forms. <ul style="list-style-type: none"> Competition and market structure. Perfect competition characteristics. Market monopoly and monopolistic ways. Monopolistic market. Oligopoly: the essence, models, effects. 	8	4	2
6.	Manufacturing resource (factor) market specifics. <ul style="list-style-type: none"> Labor market. Capital market. Land (natural factors) market. 	6	4	2
Total:		48	24	12

Independent work description:		
Study form	Type of independent work	Form of control

<i>All forms of studies</i>	1. The acquisition of microeconomic theory issues. 2. Find a solution for a given microeconomic problem/task, support the chosen solution with microeconomic theory conclusions. 3. Prepare discussion report on a certain microeconomic theory question, support opinion and critically substantiate the statements.	Presentation 2 quizzes 2 seminars
	Read independently sources 1, 2, 3 from the mandatory literature list, and prepare a discussion report on the given issue of microeconomic theory.	

Structure of the study course:

<i>Study form</i>	<i>Contact hours</i>				<i>Independent work (number of hours)</i>	<i>Mandatory reading and/or audio and video material watching/ listening</i>	<i>Total hours of the course</i>
	<i>Lecture contact hours (including seminars, discussions)</i>	<i>Consultations, guest lectures, conferences, field trips, business games, etc.</i>	<i>Final evaluation (exam, test, defense)</i>	<i>Total</i>			
<i>Full-time</i>	48	12	4	64	64	32	160
<i>Part-time</i>	24	18	6	48	64	48	160
<i>Part-time studies with e-learning elements</i>	12	16	4	32	64	64	160

Evaluation of the study course learning outcomes:

During the study course, 2 quizzes and 1 independent work assignment have to be successfully completed, 2 seminars have to be participated in, at least 70% of the lectures have to be attended and the exam passed. The final grade for the course is formed as the mean of combined average grades for the independent work assignments and the exam.

No.	<i>Learning outcome:</i>	<i>Evaluation method/s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (from 40% to 64%)</i>	<i>Average level (from 65% to 84%)</i>	<i>High level (from 85% to 94%)</i>	<i>Excellent level (10) (from 95% to 100%)</i>
1.	Understand the essence and basic concepts of microeconomics.	Independent work Seminar Examination	Understand basic concepts.	Understand the basic concepts and terms, but there are difficulties in the formulation of regularities.	Understand the basic concepts, terms and regularities.	Have a good grasp of the substance, concepts and able to analyze the regularities
2.	Understand key microeconomic indicators.	Independent work Seminar Examination	Understand the substance of key indicators.	Understand the substance of key indicators, but there are difficulties in the formulation of regularities.	Understand and able to apply key microeconomic indicators in problem-solving.	Have a good grasp of key microeconomic indicators
3.	Able to solve practical tasks in accordance with the acquired theoretical knowledge.	Independent work Quizzes	Able to apply the acquired knowledge independently to solve	Able to apply the acquired knowledge independently in solving	Able to deal with different level practical tasks independently.	Able to solve practical tasks freely and creatively.

		Examination	certain microeconomic problems.	microeconomic problems.		
4.	Able to critically analyze problems at the levels of branch, company and household.	Discussion, Seminar	Able to analyze the information obtained, however, there are difficulties discerning regularities.	Able to analyze the information obtained, however, there are difficulties in formulating conclusions.	Able to analyze the information obtained critically and to formulate conclusions.	Able to analyze the obtained information critically, draw conclusions and propose solutions.
5.	Able to provide arguments to discuss the fundamental issues of microeconomics.	Discussion Presentation Seminar	Able to discuss current events, unable to formulate opinion.	Able to discuss current events, but there are difficulties to argue a viewpoint.	Able to provide arguments to discuss current events, formulate and justify their views.	Excellent argumentative and oratorical skills.

Literature and other sources of information:

Mandatory literature and information sources

1. Krugman P., Wells R. (2018). *Microeconomics*. Macmillan Education, New – York.
2. Mankiw, N., G., Taylor M., P. (2017). *Economics*. Cengage Learning
3. Nešpors V. (2015). *Mikroekonomikasteorijaspamati*. RTU Izdevniecība, Rīga.

Further reading

1. Frank R. (2006). *Microeconomics and behavior*. McGraw-Hill/Irwin, London.
2. Gods U. (2008). *Mikroekonomika*. Biznesa augstskola Turība, Rīga.
3. Dzelmīte M., Volodina M. (2005). *Mikroekonomika*. Izglītības sija, Rīga.
4. Fedotovs A. (2007). *Mikroekonomika*. BVK, Rīga.
5. Libermanis G. (2007). *Mikroekonomika*. Multineo, Rīga.

Other sources of information

1. Centrālā statistiskā pārvalde. Electronic resource. Available: www.csb.gov.lv
2. Latvijas Ekonomikas ministrija. Electronic resource. Available: www.em.gov.lv
3. Latvijas Finanšu ministrija. Electronic resource. Available: www.fm.gov.lv
4. Latvijas Banka. Electronic resource. Available: www.bank.lv
5. Latvijas Nacionālā bibliotēka. Ekonomika. E- resursu avoti. Electronic resource. Available: <https://www.lnb.lv/lv/nozaru-celvedis/ekonomika>
6. Zinātnisko žurnālu datubāze EBSCO. Electronic resource. Available: www.search.ebscohost.com
7. Zinātnisko publikāciju, konferenču materiāli. Electronic resource. Available: <http://www.researchgate.net/>
8. Zinātnisko publikāciju, konferenču materiāli. LLU. Electronic resource. Available: <http://www.llu.lv/lv/konferences>

FINANCIAL THEORY

Author/s of the course:	
Dr.oec., adjunct lecturer Aina Joppe	
Credit points (Latvian):	ECTS credits:
2	3
Final evaluation form:	
Examination	
Study course prerequisites:	
Knowledge at the secondary school level	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition about the substance of finance and its role in the economy	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Know and understand the substance and concepts of finance. 2. Know the substance, structure, functions of the financial system in a market economy. 3. Able to draw up a public institution budget estimate, the financing plan, reflecting the likely revenue and expenditure of the institution, as well as make budget amendments 4. Able to express well-argued and supported opinion, as well as defend it 5. Able to obtain and analyze information about the financial sector 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	The role of the state in the economy and its impact on the financial system
2.	The role, structure, functions, methods and institutions of the financial system
3.	The structure of the financial system
4.	Financial management and control
5.	Commercial finance basics
6.	The essence, structure and meaning of budget
7.	The substance and classification of the internal revenue of the state
8.	State budget expenditure classification
9.	Budget deficit, government borrowing
10.	Local government finances
11.	The EU budget, its objectives, the principles of its creating

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
7.	The role of the state in the economy and its impact on the financial system	1	1	0.5
8.	The role, structure, functions, methods and institutions of the financial system	2	1	0.5
3.	The structure of the financial system	2	1	0.5
10.	Financial management and control	2	2	1
11.	Commercial finance basics	4	2	1
12.	The essence, structure and meaning of budget	1	1	1
13.	The substance and classification of the internal revenue of the state	4	2	0.5
14.	State budget expenditure classification	4	2	0.5
9.	Budget deficit, government borrowing	1	1	1
16.	Local government finances	2	2	0.5
17.	The EU budget, its objectives, the principles of its creating	1	1	1
Total:		24	16	8

* If, in the program, the course is not available in this form, then these rows have to be highlighted with light gray color

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	<i>Independent / Practical assignment's brief description:</i> <ol style="list-style-type: none"> The acquisition of financial theory issues The formation and launching of a company The development of budget estimates Prepare a presentation on local government finances 	2 independent work assignments; 2 quizzes
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> <ol style="list-style-type: none"> Study sources 1, 2 from the mandatory list of sources on the topics acquired during the study course Present the lessons learned from reading a book (the book should be linked to the financial sector) 	
Part-time studies and Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> <ol style="list-style-type: none"> The acquisition of financial theory issues The development of budget estimates Prepare a presentation on local government finances 	2 independent work assignments; 2 quizzes
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> <ol style="list-style-type: none"> Study sources 1, 2 from the mandatory list of sources on the topics acquired during the study course Present the lessons learned from reading a book (the book of any genre should be linked to the financial sector) 	

Structure of the study course:							
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/ listening	Total hours of the course
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total			
Full-time	24	6	2	32	32	16	80
Part-time	16	6	2	24	32	24	80
Part-time studies with e-learning elements	8	6	2	16	32	32	80

Evaluation of the study course learning outcomes:						
<p>The final evaluation of the course for full-time students is formed from completed two independent work assignments, two quizzes passed, active participation in discussions during the classes, lecture attendance (at least 70% of the classes must be attended) and passed exam covering the studied topics of the course;</p> <p>The final evaluation of the course for part-time students is formed from completed two independent work assignments, two quizzes passed, active participation in discussions during the classes, lecture attendance (at least 70% of the classes must be attended) and passed exam covering the studied topics of the course;</p>						
No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Know and understand the substance and concepts of finance	Quiz	40-64% of tasks completed correctly	65-84% of tasks completed correctly	85-94% of tasks completed correctly	95-100% of tasks completed correctly

2.	Know the substance, structure, functions of the financial system in a market economy	Practical work Home work	40-64% of tasks completed correctly	65-84% of tasks completed correctly	85-94% of tasks completed correctly	95-100% of tasks completed correctly
3.	Able to draw up a public institution budget estimate, the financing plan, reflecting the likely revenue and expenditure of the institution, as well as make budget amendments	Class discussion	40-64% of tasks and quizzes completed correctly	65-84% of tasks and quizzes completed correctly	85-94% of tasks and quizzes completed correctly	95-100% of tasks and quizzes completed correctly
4.	Able to express a well-argued and supported opinion, as well as able to defend it	Practical work in groups	Able to discuss the latest developments , unable to support opinion	Able to discuss the latest developments, but there are difficulties to support their viewpoint	Able to provide arguments to discuss the latest developments	Able to provide arguments to discuss the latest developments, to identify problems and solve them
5.	Able to obtain and analyze information about the financial sector	Class work	Able to obtain information about the financial sector	Able to obtain and analyze information about the financial sector	Able to obtain and analyze information about the financial sector, discern regularities	Able to obtain and analyze information about the financial sector, identify problems and offer solution

Literature and other sources of information:	
<i>Mandatory literature and information sources</i>	
1.	Ketners, K.(2018). Nodokļi un nodokļu plānošanas principi. Rīga: Tehnoinform Latvia
2.	Leibus, I. (2016). Pirmie soļi komercdarbībā: darbības uzsākšana, grāmatvedība un nodokļi. Rīga: Lietišķās informācijas dienests.
3.	Lukašina ,O. (2019). Ceļvedis Latvijas nodokļu likumdošanā. Rīga: Tehnoinform Latvia.
4.	Rurāne ,M.(2019). Finanšu pārvaldība un analīze.Rīga: Avots.
5.	Terence,C.M. (2018). Corporate Finance. London and New York: Routledge
<i>Further reading</i>	
1.	Bodie, E., Merton,R. (2010). Finance. M: Wiljams..
2.	Brigsa, S. (2011). Publiskās finanses. Valmiera: Vidzemes augstskola..
3.	Leibus, I. (2016). Pašnodarbināto grāmatvedība un nodokļi. Atkārtots un atjaunots 7. izdevums. Rīga, SIA „Lietišķās informācijas dienests
4.	Sangster, A. (2018). Frank Wood's Business Accounting 1. Harlow: Pearson
5.	Shefrin H. (2017). Behavioral corporate finance. New York, McGraw-Hill Education
6.	Shields, G. (2018). Accounting Principles. The Utimate Quide to Basic Accounting Principles,Gaap, Accrual Accounting,Financial statements,Doble Entry Bookkeeping and More. Leipzig: Amazon
7.	Sundukova, Z. (2011). Uzņēmējdarbības līdzekļu un to veidošanās avotu uzskaitē un novērtēšana. Rīga: RTU Izdevniecība.
8.	Taillard, M. (2019). A Practical Guide to Personal Finance: Budget, Invest, Spend. London: Omnibus Bunes Centre
<i>Other sources of information</i>	
1.	Bilance: [žurnāls] – Rīga: SIA Lietišķās informācijas dienests
2.	iFinanses: [žurnāls] – Rīga: SIA Izdevniecība iŽurnāls
3.	Eiropas Savienības fondu mājaslapa. Electronic resource [viewed on 25.12.2017]. Available: http://www.esfondi.lv
4.	Likums “Par budžetu un finanšu vadību”, (spēkā esošā redakcija, 31.12.2018.). <i>Latvijas Vēstnesis</i> , [viewed on 20.02.2018]. Available: https://likumi.lv/doc.php?id=58057
5.	LETA. Electronic resource [viewed on 25.12.2018]. Available: http://www.diena.lv/bizness

6.	LR Finanšu ministrijas mājas lapa. Electronic resource [viewed on 25.12.2017]. Available: http://www.fm.gov.lv
7.	VSIA „Latvijas Vēstnesis”. Electronic resource [viewed on 25.12.2018]. Available: www.likumi.lv
8.	Žurnāls „Kapitāls”. Electronic resource [viewed on 25.12.2018]. Available: http://www.kapitals.lv
9.	Zinātnisko publikāciju, konferenču materiāli. Electronic resource [viewed on 25.12.2018]. Available: http://www.researchgate.net/
10.	Zinātnisko žurnālu datu bāze EBSCO. Electronic resource [viewed on 25.12.2018]. Available: http://www.search.ebscohost.com

WORK, ENVIRONMENT AND CIVIL SAFETY

Study course	Work, Environment and Civil Safety
Credits (Latvian)	2
ECTS credits	3
Study direction	Information technology, hardware, electronics, telecommunications, computer management and computer science. Management.
Instruktor	Maija Anspoka, Mg. in Occupational Safety and Health, guest lecturer
Study course prerequisites:	Secondary education requirements in Mathematics, Physics, Biology, Anatomy.

Study course abstract: The course provides the knowledge and skills in the development of a labour protection system in a company and necessary documentation for its creation. Students acquire the skills to carry out risk assessments in the workplace, to draw up the instructions and instruct the employees. The course will provide basic information on environment protection processes, and will ensure the acquisition of the requirements of civil protection. Students acquire the ability to understand plan form and content of a civil protection plan. Course develops students' skills to collect, compile and analyse information on labour, environmental and civil protection.

Study course aim and tasks:

The aim of the course:

To provide students with the necessary knowledge, skills and competence acquisition in work, environment and civil protection.

The tasks of the course:

1. To give students knowledge of the creation of the work safety system in a company and the state.
2. To give students knowledge about risk assessment at the workplace, planning measures and training of employees working in the area of work safety.
3. To give students knowledge about electrical safety and fire safety.
4. To give students knowledge of the principles for creation of national environmental protection system.
5. To give students knowledge of civil protection and national disaster management system and its activities.
6. To develop students' skills to collect, summarise and analyse information required for the subject.
7. To develop students' practical skills in the determination of environmental risks and the development of risk assessment protocol
8. To develop students' practical skills following the legislation of environmental protection legislation.
9. To develop students' skills to argue and present their views.

Study course schedule

The study course schedule is available in the university e-environment.

Study course thematic plan

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
18.	The national labour protection system and the situation in the labour protection.	2	1	1
19.	The internal monitoring of the working environment. Risk determination in the working environment.	6	6	1
20.	Action plan. Accidents at work and occupational diseases.	4	2	1
21.	Electrical safety and fire safety	6	4	1

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
22.	Civil protection and disaster management	4	2	2
23.	National environmental protection system.	2	1	2
	Total:	24	16	8

Study course requirements

Full-time undergraduate students have the following requirements for acquiring this course:

- to do successfully all practical tasks during lectures;
- 50% lecture attendance;
- 50% attendance of practical classes;
- to do successfully five independent work assignments.

Part-time students and students of part-time studies with e-learning elements have the following requirements for acquiring this course:

- to do successfully three independent assignments;
- 50% lecture attendance;
- 50% attendance of practical classes;

Independent work description:

Type of independent assignment	Form of control
Collect information about Latvia, internet sites which contain information on the labour protection.	Find/examine and read the information available in a labour protection home page. Submitted assignment.
Collect information about student's home country, internet sites which contain information on the labour protection.	Find/examine and read the information available in a labour protection home page. Submitted assignment.
Describe and analyse risk factors in three different job positions.	For the chosen three job positions determine the workplace risks, group them according to their importance Submitted assignment.
Make analysis of fire safety instructions and propose improvements.	Read, understand and make proposals for improving the chosen fire safety instructions Submitted assignment.
Disaster management plan in a particular place of residence.	Describes possible disasters in a particular place of residence Submitted assignment.

Study course structure

Study form	Contact hours		Individual work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Tutorials, final evaluation in the course			
Full-time	24	5	24	27	80
Part-time	16	5		35	
Part-time studies with e-learning elements*	8	5		43	

Evaluation of the study course results:

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Knows and understands the risks at the workplace, their assessment and gradation	Practical assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
Familiar with the principles for the development of fire safety instructions, is aware of the possible risks Able to improve the instructions	Independent assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Understands the principles disaster determination in their home place Able to provide a reasonable disaster management system	Independent assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Knows the national principles of environmental protection	Group work	40-69% of project application development and implementation stages are correct	70-89% of project application development and implementation stages are correct	90-100% of project application development and implementation stages are correct
SKILLS (the ability to apply knowledge, communication skills, general skills)				
Can navigate well through Internet resources and operate with the found information	Classroom discussion	Unable to perform a simple search function with the set parameters	The information is found, but cannot justify one's choices and the importance of the resource content	Able to locate resources and understand the most important concepts and patterns
Able to participate in real risk assessment processes Able to find a causal link between the risk assessment and accidents at work and occupational diseases	Classroom discussion	Lacks the skills to discuss about topical issues, cannot provide arguments to justify one's opinion	Can discuss about topical issues, however, there are difficulties to support one's own opinion with arguments	Can discuss about topical issues providing arguments, formulate and justify one's opinion
Has expertise of the requirements of civil protection, knowledge of duties and rights	Classroom discussion	Lacks the skills to discuss about topical issues, cannot provide arguments to justify one's opinion	Can discuss about topical issues, however, there are difficulties to support one's own opinion with arguments	Can discuss about topical issues providing arguments, formulate and justify one's opinion
COMPETENCE (analysis, synthesis, evaluation)				
Can independently find the necessary information on the functioning of the work and civil protection system	Independent assignment	Has certain difficulties to find the required information independently and analyse it	Can find the required information independently, but has difficulties to analyse it	Can find the required information independently and analyse it
Can to analyse the risk evaluation process for the different work environments To draw up the plan of civil protection and a disaster management plan	Independent assignment	Insufficient understanding of the on-going processes. Lacks understanding about the importance of the situation	Can independently analyse the risk evaluation procedures to identify risks and problems, however, is unsure about the acquired knowledge	Can independently assess the risk Successfully develops disaster management plans.
Can independently analyse all phases of work protection system and procedures Understands the risks of civil protection measures in current events	Group work	Has difficulties to link stages in labour and civil protection system functioning Lacks awareness of the	Can independently analyse situations, has difficulties in including various stages into the single system.	Can offer solutions to various modelling situations, understands the fundamental principles of the

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
Knows the environmental protection procedures		environmental protection system		identified problem

Literature (01 - textbooks):

1. Darba drošība.(2010) Latvijas Brīvo arodbiedrību savienība, Labklājības ministrija
2. Ergonomika darbā. 2010 Latvijas Brīvo arodbiedrību savienība. Labklājības ministrija
3. Darba apstākļi un veselība darbā.(2010) Latvijas Brīvo arodbiedrību savienība, Labklājības ministrija
4. Psihosociālā darba vide.(2010) Latvijas Brīvo arodbiedrību savienība, Labklājības ministrija.

Literature (02 - additional literature):

1. Dabas aizsardzība.O.Nikodemus,G.Brūmelis.2015LU Akadēmiskais apgāds
2. Civilā aizsardzība. J.Kusiņš, G.Kļava,2011 SIA Drukātava
3. Arodveselība un riski darbā. V.Kaļķis, Ž.Roja, H.Kaļķis 2015. SIA "Medicīnas apgāds"
4. Ekoloģija un dabas aizsardzība. I.Liepa, A.Mauriņš, E.Vimba 1991 Zvaigzne
5. Ergonomika.2010 Latvijas Brīvo arodbiedrību savienība, Labklājības ministrija

Literature (03-recommended periodicals and Internet resources):

1. Valsts darba inspekcijas 2015.gada pārskats.
http://vdi.gov.lv/files/vdi_gada_parskats_2015.pdf
2. Darba aizsardzības likums (20.06.2001). LR likums. Redakcija 28.04.2010. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
3. Darba aizsardzības prasības darbavietās (28.04.2009). MK noteikumi Nr.359. Redakcija 28.04.2009. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
4. Darba aizsardzības prasības drošības zīmju lietošanā (03.09.2002). MK noteikumi Nr.400. Redakcija 03.09.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
5. Darba aizsardzības prasības, lietojot individuālos aizsardzības līdzekļus (20.08.2002). MK noteikumi Nr.372. Redakcija 01.08.2009. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
6. Darba aizsardzības prasības nodarbināto aizsardzībai pret darba vides trokšņa radītorisku (04.02.2003). MK noteikumi Nr.66. Redakcija 22.12.2012. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
7. Darba aizsardzības prasības nodarbināto aizsardzībai pret vibrācijas radītoriskudarbavīdē (13.04.2004). MK noteikumi Nr.284. Redakcija 13.04.2004. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
8. Darba aizsardzības prasības, pārvietojot smagus (06.08.2002). MK noteikumi Nr.344. Redakcija 06.08.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
9. Darba aizsardzības prasības saskarē ar ķīmiskajām vielām darbavietās (15.05.2007). MK noteikumi Nr. 325. Redakcija 04.02.2011. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
10. Darba aizsardzības prasības, strādājot ar displeju (06.08.2002). MK noteikumi Nr.343. Redakcija 06.08.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
11. Darba likums (20.06.2001). LR likums. Redakcija 01.01.2015. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
12. Darba vides iekšējās uzraudzības veikšanas kārtība. (02.10.2007). MK noteikumi Nr.660. Redakcija: 02.10.2007.Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
13. Kārtība, kādā veicama obligātā veselības pārbaude. (10.03.2009). MK noteikumi Nr.219. Redakcija: 11.01.2013.Rīga: Latvijas Vēstnesis Nr.158/160, 2000.

LEGAL REGULATION OF ENTREPRENEURSHIP

Author/-s of the study course:	
Mg. iur., mg.oec.TatjanaDžugleja	
Credits (Latvian):	ECTS:
6	9
Final evaluation form:	
Exam	
Study course prerequisites:	
Not necessary.	
Study course aim:	
To provide students with the necessary knowledge, skills and competences on drafting of documents, legal force of documents, introduction into law system, labour law, social protection of employees and the essence of commercial law and create an understanding of the practical application of the law norms.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Be able to draw up and prepare, analyse and use documents and also electronic documents. Be able to use computer programs and other information technologies.	
2. Understand the essence of introduction into Law, principles of law, methods and content. Understand the peculiarities of the translation of legal norms and their practical application in the legal field.	
3. Be able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	
4. Understand the essence of commercial law, principles, methods and content. Be able to analyse, select and apply commercial normative legal acts in practice.Be guided in matters of commercial transactions and legal protection of commercial transactions.	
5. Be able to collect, select, summarize and analyse legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	
6. Be able to argue and present your point of view in legal issues.	
Study course thematic plan:	
1.	Introduction into drawing up and preparing documents.Legal force of documents. Working with documents. Electronic documents.
2.	Introduction into law. Latvian law system.
3.	Introduction into Labour law. Principles of labour legal relations. Employment contract. termination of an employment contract.
4.	Latvian social law system. Social security and insurance.
5.	Introduction into Commercial law. Commercial law system and its basic principles. The Register of Enterprises of the Republic of Latvia. Commercial Transactions.

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
24.	Introduction into drawing up and preparing documents. Legal force of documents. Working with documents. Electronic documents.	12	6	3
25.	Introduction into law. Latvian law system.	16	8	4

Study course calendar plan:

No.	Topic	Lecture contacthours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
26.	Introduction into Labour law. Principles of labour legal relations. Employment contract. termination of an employment contract.	18	9	4
27.	Latvian social law system. Social security and insurance.	6	3	2
28.	Introduction into Commercial law. Commercial law system and its basic principles. The Register of Enterprises of the Republic of Latvia. Commercial Transactions.	20	10	5
Total:		72	36	18

Independent work description:

Study form	Type of independent work	Form of control
full-time studies	Work out independently various types of management and household documents.	Individual work
	Summarize information about essence, principles and content of legal system of Latvia.	Tasks, team work, discussions
	Summarize information about establishment of employment legal relationships, preconditions for establishment of employment legal relationships, entering into an employment contract.	Tasks, discussions Test
	Analyse the principles of operation of commercial companies, to identify problematic issues and their solutions in practice.	Report (presentation) Test Seminar
	Final practical work about study course (detailed answers and opinions on the questions asked).	Individual work and exam
	Reading: To study three sources from the list of compulsory sources, two sources from list of additional literature and at least one source from other information sources. Independently read Latvian normative legal acts from the list of these acts on relevant topics.	
part-time studies	Work out independently various types of management and household documents.	Individual work

	Summarize information about essence, principles and content of legal system of Latvia.	Team work, discussions
	Summarize information about establishment of employment legal relationships, preconditions for establishment of employment legal relationships, entering into an employment contract.	Tasks, discussions Test
	Analyse the principles of operation of commercial companies, to identify problematic issues and their solutions in practice.	Report (presentation) Seminar
	Final practical work about study course (detailed answers and opinions on the questions asked).	Individual work and exam.
	<p>Reading:</p> <p>To study three sources from the list of compulsory sources, two sources from list of additional literature and at least one source from other information sources.</p> <p>Independently read Latvian normative legal acts from the list of these acts on relevant topics.</p>	
part-time studies with e-learning elements	Work out independently various types of management and household documents.	Individual work
	Summarize information about essence, principles and content of legal system of Latvia.	Tasks
	Summarize information about establishment of employment legal relationships, preconditions for establishment of employment legal relationships, entering into an employment contract.	Test
	Analyse the principles of operation of commercial companies, to identify problematic issues and their solutions in practice.	Report (presentation)
	Final practical work about study course (detailed answers and opinions on the questions asked).	Individual work and exam.
	<p>Reading:</p> <p>To study three sources from the list of compulsory sources, two sources from list of additional literature and at least one source from other information sources.</p> <p>Independently read Latvian normative legal acts from the list of these acts on relevant topics.</p>	

Structure of the study course:

Study form	Contact hours		Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, final evaluation in the course			
full-time studies	72	10	72	86	240
part-time studies	36	10		122	
part-time studies with e-learning elements	18	10		140	

The evaluation of the study course learning outcomes:

The final assessment of the study course for **full-time students** consists of successfully passed two tests, presented report, participation in the seminar and successfully passed the exam. Final assessment is formed by: 30% assessment of tests, 40% evaluation of the report; 10% participation in the seminar; 20% exam evaluation.

The final evaluation of the study course for **part-time students** consists of successfully completed independent work – thereport, successfully passed onetest, participation in the seminar and successfully passed the exam. Final assessment is formed by: 40% evaluation of the report; 30% assessment of test; 10% participation in the seminar; 20% exam evaluation.

The final evaluation of the study course for **part-time students with e-learning elements** consists of successfully completed independent work – the report, successfully passed one test and successfully passed the exam. Final assessment is formed by: 40% evaluation of the report; 30% assessment of test, 30% exam evaluation.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40%till64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till100%)
1.	Be able to draw up and prepare, analyse and use documents and also electronic documents. Be able to use computer programs and other information technologies.	Individual work	In general is able to draw up and prepare documents, but difficult to analyse documents, also electronic documents. Difficult to use computer programs and other information technologies.	Able to draw up, analyse and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Very high level of digital competences (using computer programs and other information technologies).

2.	Understand the essence of introduction into Law, principles of law, methods and content. Understand the peculiarities of the translation of legal norms and their practical application in the legal field.	Tasks, team work, discussions	In general understand the essence of introduction into Law, able no name principles of law, methods and content, but difficult to understand the peculiarities of the translation of legal norms and their practical application in the legal field.	Good understanding of the essence of introduction into Law, principles of law, methods and content. Good understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.	Very good understanding of the essence of introduction into Law, principles of law, methods and content. Very good understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.	Perfect understanding of the essence of introduction into Law, principles of law, methods and content. Perfect understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.
3.	Be able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Tasks, discussions test	In general able realize the essence of introduction into labour and social law, principles, methods and content, but difficult to understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Very good understanding of the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Perfect understanding of the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.
4.	Understand the essence of commercial law, principles, methods and content. Be able to analyse, select and apply commercial normative legal acts in practice. Be guided in matters of commercial transactions and legal protection of commercial transactions.	Report (presentation) Test Seminar	In general understands the essence of commercial law, principles, methods and content. Difficult to analyse, select and apply commercial normative legal acts in practice. In general is guided in matters of commercial transactions and legal protection of commercial transactions.	Good understanding of the essence of commercial law, principles, methods and content. Analyse, select and apply commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.	Very good understanding of the essence of commercial law, principles, methods and content. Very good analysing, selecting and applying abilities of commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.	Perfect understanding of the essence of commercial law, principles, methods and content. Perfect analysing, selecting and applying abilities of commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.
5.	Be able to collect, select, summarize	Individual work	In general able to collect, select and	Good abilities of collecting,	Very good abilities of	Perfect abilities of collecting,

	and analyse legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.		summarize legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies. Difficult to analyse collected information.	selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	collecting, selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.
6.	Be able to argue and present your point of view in legal issues.	Report (presentation) , seminar	In general understands the essence of introduction into law, labour and social law, commercial law, but difficult to justify your point of view in some legal issues.	Good understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.	Very good understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.	Perfect understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.

Literature and information sources:	
Compulsory literature and information sources	
1.	Baikovs A. Introduction into law: lectures outline and control assignments for the non-law students (part-time and distance learning)/ A. Baikov, N. Nikiforov; Baltic International Academy.Riga: Baltic International Academy, 2007 (210 pages).
2.	Daniels K. Introduction to employment law. CIPD: Kogan Page, 2019 (287 pages).
3.	English and European perspectives on contract and commercial law. Oxford and Portland,Oregon: Bloomsbury, 2017 (498 pages).
4.	Flogaitis S. Oxford and Portland,Oregon: Hart Publishing, 2017 (105 pages).
5.	Jones L. Introduction to business law. Oxford: University press, 2015 (680 pages).
6.	Shirley T. Model business letters, e-mails & other business documents =Lietišķovēstuļu, e-pasta un citulietišķodokumentuparaugi. Rīga: Zvaigzne ABC, 2006 (496 pages).
7.	Tāre I. Labour law in Latvia. 2nd edition. The Netherlands: Kluwer Law International, 2012 (130 pages).
8.	Zasova A., Meļihovs A. Assessment of labour market elasticity in Latvia. Rīga, Latvijasbanka, 2005 (59 pages).
Additional literature and information sources	
1.	Bingham T. The role of law. Penguin UK: Reprint edition, 2011 (213 pages).
2.	Burrows A. A casebook on contract. 6th Revised edition. Oxford, United Kingdom: <u>Bloomsbury Publishing PLC</u> , 2018 (968 pages).
3.	Glanville W. Learning the Law. Sweet & Maxwell; 16th edition, 2016 (304 pages).
4.	Heredero, Ana Gómez. Social security as a human right: the protection afforded by the European Convention on Human Rights. Strasbourg: Council of Europe Publishing, 2007 (67 pages).
5.	Heredero, Ana Gómez. Social security: protection at the international level and developments in Europe. Strasbourg: Council of Europe Publishing, 2009 (241 pages).
6.	Kelsen H. General Theory of Law and State. Aldine Transaction, 2005 (556 pages).
7.	Labour law reforms in Eastern and Western Europe/TomassDavulis. Brussels, Belgium: P.I.E. Peter Lang, 2017 (501 pages).

8.	Reddy J., Canavan R. Commercial law. New edition. London, United Kingdom: <u>Taylor & Francis Ltd</u> , 2015 (207 pages).
9.	Social security and the rule of law: [General Survey concerning social security instruments in light of the 2008 Declaration on Social Justice for a Fair Globalization: third item on the agenda: information and reports on the application of conventions and recommendations: report of the Committee of Experts on the Application of Conventions and Recommendations (articles 19, 22 and 35 of the Constitution)]. Geneva: International Labour Office, 2011 (279 pages).
10.	The law of social security. 5 th edition. London: Butterworths, 2002 (805 pages).
Latvian normative legal acts	
1.	13.04.2000. Commercial Law. Available: https://likumi.lv/ta/en/id/5490-the-commercial-law
2.	14.10.1998. Civil Procedure Law. Available: https://likumi.lv/ta/en/en/id/50500
3.	31.10.2002. Electronic Documents Law. Available: https://likumi.lv/ta/en/en/id/68521
4.	04.11.1950. European Convention on Human rights. Available: https://www.echr.coe.int/Documents/Convention_ENG.pdf
5.	23.03.2000. Group of Companies Law. Available: https://likumi.lv/ta/en/en/id/4423
6.	20.06.2001. Labour Law. Available: https://likumi.lv/ta/en/id/26019-labour-law
7.	26.09.2002. Labour Dispute Law. Available: https://likumi.lv/ta/en/en/id/67361
8.	07.12.1984. Latvian Administrative Violations Code. Available: https://likumi.lv/ta/en/en/id/89648
9.	15.12.1992. Law On Judicial Power. Available: https://likumi.lv/ta/en/en/id/62847
10.	06.05.2010. Law On Legal Force of Documents. Available: https://likumi.lv/ta/en/en/id/210205
11.	31.05.2012. Law On Official Publications and Legal Information. Available: https://likumi.lv/ta/en/en/id/249322
12.	07.09.1995. Law On Social Security. Available: https://likumi.lv/ta/en/en/id/36850
13.	31.10.2002. Law On State Social Allowances. Available: https://likumi.lv/ta/en/en/id/68483
14.	01.10.1997. Law On State Social Insurance. Available: https://likumi.lv/ta/en/en/id/45466
15.	20.11.1990. Law On the Enterprise Register of the Republic of Latvia. Available: https://likumi.lv/ta/en/en/id/72847
16.	06.04.2006. Ombudsman Law. Available: https://likumi.lv/ta/en/en/id/133535
17.	06.11.1995. On Maternity and Sickness Insurance. Available: https://likumi.lv/ta/en/en/id/38051
18.	28.01.1937. The Civil Law. Available: https://likumi.lv/ta/en/en/id/225418
19.	15.02.1922. The Constitution of the Republic of Latvia. Available: https://likumi.lv/ta/en/en/id/57980
20.	17.06.1998. The Criminal Law. Available: https://likumi.lv/ta/en/en/id/88966
Other information sources	
1.	Council Directive 91/383/EEC of 25 June 1991 supplementing the measures to encourage improvements in the safety and health at work of workers with a fixed- duration employment relationship or a temporary employment relationship.
2.	Council Directive 91/533/EEC of 14 October 1991 on an employer's obligation to inform employees of the conditions applicable to the contract or employment relationship.
3.	Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC).
4.	Council Directive 94/33/EC of 22 June 1994 on the protection of young people at work.
5.	Directive 2014/67/EU of the European Parliament and of the Council of 15 May 2014 on the enforcement of Directive 96/71/EC concerning the posting of workers in the framework of the provision of services and amending Regulation (EU) No 1024/2012 on administrative cooperation through the Internal Market Information System ('the IMI Regulation').
29.	Directive 2014/54/EU of the European Parliament and of the Council of 16 April 2014 on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers.
7.	Eleventh Council Directive 89/666/EEC of 21 December 1989 concerning disclosure requirements in respect of branches opened in a Member State by certain types of company governed by the law of another State.
8.	Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on single-member private limited liability companies.
9.	Failure of a Member State to fulfil obligations - Directive 2005/56/EC - Cross-border mergers of limited liability companies - Failure to transpose within the prescribed period.
10.	Directive 2001/29/EC of the European Parliament and of the Council of 22 May 2001 on the harmonisation of certain aspects of copyright and related rights in the information society.
11.	Directive 2001/84/EC on the resale right for the benefit of the author of an original work of art.
12.	Directive 2004/48/EC of the European Parliament and of the Council of 29 April 2004 on the enforcement of intellectual property rights.
13.	Directive 2011/77/EU of the European Parliament and of the Council of 27 September 2011 amending Directive 2006/116/EC on the term of protection of copyright and certain related rights.
14.	Directive 2012/28/EU of the European Parliament and of the Council of 25 October 2012 on certain permitted uses of orphan works Text with EEA relevance.

15.	Directive 2014/26/EU of the European Parliament and of the Council of 26 February 2014 on collective management of copyright and related rights and multi-territorial licensing of rights in musical works for online use in the internal market Text with EEA relevance.
16.	Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data.
17.	Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).
18.	Labour law: its role, trends and potential, source: https://www.ilo.org/wcmsp5/groups/public/@ed_dialogue/@actrav/documents/publication/wcms_111442.pdf
19.	Perspectives on labour economics for development, source: https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_190112.pdf
20.	Shaw Malcolm N. International law. 5 th edition. http://pc-freak.net/international_university_college_files/Cambridge%20University%20Press%20-%20Malcolm%20N.%20Shaw%20-%20International%20Law,%205th%20Edition.pdf
21.	Termination of employment instruments, source: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/meetingdocument/wcms_153602.pdf

MANAGEMENT

Author/s of Study course:	
Docent Mg.Psych. Jekaterina Bierne	
Credit points:	Credit score in the ECTS system:
6	9
Test form:	
Examination	
Study course prerequisites:	
None	
Course objectives are:	
To provide the students the necessary knowledge, skills and competence in management.	
Course outcomes (knowledge, skills, competencies):	
1. Knows the key principles of organisation management and management theories 2. Knows the choice of strategies, their economic preconditions, the feasibility of determining suitability and performance, the decision-making criteria 3. Knows how to apply management science terminology to academic and professional needs 4. Can find information on topical research in the field of management 5. Knows how to obtain data on the management process and their quantitative and qualitative characteristics 6. Capable of identifying problems independently in the area of business management 7. Can develop solutions of identified problems both independently and in a team 8. Is capable of arguing about the current events of the company's management, understanding its connection with the company's performance	
The content of the study course required to attain the results of the study (thematic plan of the course):	
1.	The nature and role of management in the function of the organisation, its main principles and processes. The nature of the organisation, its functional and developmental relationships.
2.	The concept of efficiency of management, the nature of internal and external environmental analysis. Organisation management audit.
3.	Management idea evolution and key authorities. Current trends in today's business environment.
4.	The planning process in the company. Organisation and business strategy. Planning philosophy in a changing environment and its hierarchical levels.
5.	The organising process in the company. Conceptual organisation and coordination of organisational resources. Forms and parameters of organisation structure. The size and life cycle of the organisation in its construction.
6.	Motivation in the company, its importance, principles and methods. The essence and concepts of motivation. The essence of the motivation system and its analysis company X
7.	The role of control and assessment processes in management, their nature, their organizational forms and methods. The target management approach.
8.	The company's external environment, its elements and models. Outside business, external environmental research opportunities and company adaptation mechanisms.
9.	The evolution of strategic leadership, strategy development phases and strategic decision parameters. The process of developing the strategy. Transforming strategy into the operational objectives.
10.	The types of company's strategies, their advantages and risks, suitability detection options. Economic prerequisites for the competition and development strategy. Assessing business feasibility and perspectives. Analysis of market trends, supply and demand, price and cost analysis, risk assessment, success forecast.
11.	Target programme method. Goals tree. The principles and performance indicators of the targets. The decision tree. Decision making under conditions of uncertainty and probability, calculation of anticipated value. Network planning, its principles, development technique and graphical solution.
12.	Company internal environment, analysis and management of its elements. Power, ethics and policy in organisations, their main research.
13.	Manager's role in management. Leadership theories Management styles. The manager's more relevant competencies, functions and roles in the organisation.

14.	Organisational culture role in organisation functioning. The organization's cultural typologies, levels and elements, their research and management options.
15.	The role of communication in managing the company. Communication modes, channels and tools. Patterns of internal communication, typical shortcomings and ways to prevent them. Organisation structure from the perspective of information movements.
16.	Team role in company management. The team types, principles for building and managing, and the criteria for effective functioning. The role of conflicts in organisations, their types, management and resolution options.
17.	Managing time and stress in organisations. Stress reasons, phases and mitigation options. The nature and prevention of professional burn-out. Time management traditional and modern concepts, their features and effectiveness.
18.	Organisation development and management of change. The strategic importance of change, its types, levels and phases. Organisational and communicative aspect of change, evaluation of their results.

Study course schedule:

Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics

No.	Theme	Lectures (t.sk workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
30.	The nature and role of management in the function of the organisation, its main principles and processes. The nature of the organisation, its functional and developmental relationships.	4	2	1
31.	The concept of efficiency of management, the nature of internal and external environmental analysis. Organisation management audit.	4	2	1
32.	Management idea evolution and key authorities. Current trends in today's business environment.	4	2	1
33.	The planning process in the company. Organisation and business strategy. Planning philosophy in a changing environment and its hierarchical levels.	4	2	1
34.	The organising process in the company. Conceptual organisation and coordination of organisational resources. Forms and parameters of organisation structure. The size and life cycle of the organisation in its construction.	4	2	1
35.	Motivation in the company, its importance, principles and methods. The essence and concepts of motivation. The essence of the motivation system and its analysis company X	4	2	1
36.	The role of control and assessment processes in management, their nature, their organizational forms and methods. The target management approach.	4	2	1
37.	The company's external environment, its elements and models. Outside business, external environmental research opportunities and company adaptation mechanisms.	4	2	1
38.	The evolution of strategic leadership, strategy development phases and strategic decision parameters. The process of developing the strategy. Transforming strategy into the operational objectives.	4	2	1
39.	The types of company's strategies, their advantages and risks, suitability detection options. Economic prerequisites for the competition and development strategy. Assessment of business feasibility and perspectives. Analysis of market trends, supply and demand, price and cost analysis, risk assessment, success forecast.	4	2	1

Study course schedule:				
<i>Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics</i>				
No.	Theme	Lectures (t.sk workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
40.	Target programme method. Goals tree. The principles and performance indicators of the targets. The decision tree. Decision making under conditions of uncertainty and probability, calculation of anticipated value. Network planning, its principles, development technique and graphical solution.	4	2	1
41.	Company internal environment, analysis and management of its elements. Power, ethics and policy in organisations, their main research.	4	2	1
42.	Manager's role in management. Leadership theories Management styles. The manager's more relevant competencies, functions and roles in the organisation.	4	2	1
43.	Organisational culture role in organisation functioning. The organization's cultural typologies, levels and elements, their research and management options.	4	1	0.5
44.	The role of communication in managing the company. Communication modes, channels and tools. Patterns of internal communication, typical shortcomings and ways to prevent them. Organisation structure from the perspective of information movements.	4	1	0.5
45.	Team role in company management. The team types, principles for building and managing, and the criteria for effective functioning. The role of conflicts in organisations, their types, management and resolution options.	4	1	0.5
46.	Managing time and stress in organisations. Stress reasons, phases and mitigation options. The nature and prevention of professional burn-out. Time management traditional and modern concepts, their features and effectiveness.	4	1	0.5
47.	Organisation development and management of change. The strategic importance of change, its types, levels and phases. Organisational and communicative aspect of change, evaluation of their results.	4	2	1
	Total:	72	32	16

Description of the independent tasks:		
Study form	Type of independent assignment	Type of control
<i>Full-time studies</i>	1) Analysis of an enterprise's internal and external environment in a real case with 3 strategic management tools	Presentation, discussion
	2) Audit of management processes following pre-defined parameters to one real case	Presentation, discussion
	3) Goal tree development	Submitting a task in a written form
	4) Analysis of problematic case in strategic management	Presentation, discussion
	5) Analysis of the current article from electronic databases in management (topic by student's choice)	Presentation, discussion Quiz, test

	<p>Compulsory reading:</p> <p>1) Source 1. (part 1, pp. 7 - 27; part 2, pp. 36 - 56; part 3, pp. 68 – 88; part 4, pp. 100 – 130, part 7, pp. 210 - 230)</p> <p>2) Source 2 (part 1, pp. 4 - 37; part 7, pp. 243 - 281; part 13, pp. 498 - 533)</p> <p>3) Source 3. (Section 1, pp. 1 -25, section 2, pp. 30 – 55, section 3, pp. 57 – 95, section 5, pp.124 - 157, section 6, pp. 161 – 181, section 7, pp. 184 – 205, section 8, pp. 208 - 228, section 9, pp. 230 - 255, section 13, pp. 359 – 397)</p>	
<i>Part-time studies</i>	<p>1) Analysis of an enterprise's internal and external environment in a real case with 3 strategic management tools</p> <p>2) Audit of management processes following pre-defined parameters to one real case</p> <p>3) Goal tree development</p> <p>4) Analysis of problematic case in strategic management</p> <p>5) Analysis of the current article from electronic databases in management (topic by student's choice)</p> <p>Compulsory reading:</p> <p>1) Source 1. (Part 1, pp. 7 - 27; part 2, pp. 36 - 56; part 3, pp. 68 - 88; part 4, pp. 100 - 130; part 5, pp. 137 - 172; part 7, pp. 210 -230; part 8, pp. 240 - 270; part 9, pp. 271 – 307; part 11, pp. 341 - 370)</p> <p>2) Part 2, pp. 2 - 1; part 4, pp. 37 - 2; part 40, pp. 70 - 7; part 243, pp. 281 - 10; part 366, pp. 396 - 12; part 453, pp. 483 -13; part 498, pp. 533 - 16; part 620, pp. 650 – 307; part 11, pp. 341 - 370)</p> <p>3) Source 3. (Section 1, pp. 1 -25, section 2, pp. 30 – 55, section 3, pp. 57 – 95, section 5, pp.124 - 157, section 6, pp. 161 – 181, section 7, pp. 184 – 205, section 8, pp. 208 - 228, section 9, pp. 230 - 255, section 10, pp. 259 – 288, section 11, pp. 325 - 355, section 13, pp.359 - 397)</p>	<p>Presentation, discussion</p> <p>Presentation, discussion</p> <p>Submitting a task in a written form</p> <p>Presentation, discussion</p> <p>Submitting a task in a written form</p> <p>Quiz, test</p>
<i>Part-time studies with e-learning elements</i>	<p>1) Analysis of an enterprise's internal and external environment in a real case with 3 strategic management tools</p> <p>2) Audit of management processes following pre-defined parameters to one real case</p> <p>3) Goal tree development</p> <p>4) Analysis of problematic case in strategic management</p> <p>5) Analysis of the current article from electronic databases in management (topic by student's choice)</p> <p>Compulsory reading:</p> <p>1) Source 1. (Part 1, pp. 7 - 27; part 2, pp. 36 - 56; part 3, pp. 68 - 88; part 4, pp. 100 - 130; part 5, pp. 137 - 172; part 7, pp. 210 -230; part 8, pp. 240 - 270; part 9, pp. 271 – 307; part 11, pp. 341 - 370)</p> <p>2) Source 2 (part 1, pp. 4 - 37; part 2, pp. 40 - 70; part 7, pp. 243 - 281; part 10, pp. 366 - 396, part 12, pp. 453-483; part 13, pp. 498 - 533, part 15, pp. 573 – 619, part 16, 620 - 650, part 18, pp. 693 - 730, part 19, pp. 733 - 769)</p> <p>3) Source 3. (Section 1, pp. 1 -25, section 2, pp. 30 – 55, section 3, pp. pp. 57 – 95, section 5, pp.124 - 157, section 6, pp. 161 – 181, section 7, pp. 184 – 205, section 8, pp. 208 - 228, section 9, pp. 230 - 255, section 10, pp. 259 – 288, section 11, pp. 325 - 355, section 13, pp.359 - 397)</p>	<p>Submitting a task in a written form</p> <p>Presentation, discussion</p> <p>Submitting a task in a written form</p> <p>Submitting a task in a written form</p> <p>Submitting a task in a written form. Quiz, test</p>

Study course organisation and the volume of the course:

Study form	Contact hours				Independent work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Consultations, guest lectures, conferences, study tours, applied games, etc.	Final Test (exam, test, defence)	Total			
Full-time	72	18	6	96	96	48	240
Part-time	36	30	6	72	96	72	240
Part-time studies with e-learning elements	18	24	6	48	96	96	240

Course acquisition requirements and evaluation of results:

For **full-time students** the requirements are to complete successfully and fully 5 classroom works, 5 independent works, take part in two seminars with presentations, attend a minimum of 50% of lectures, successfully fulfill a test and pass an exam. The final assessment in the course of study is the arithmetic mean of the assessments of independent works and the exam.

For **part-time students** the requirements are to complete successfully and fully 5 classroom works, 5 independent works, take part in two seminars with presentations, attend a minimum of 50% of lectures, successfully fulfill a test and pass an exam. The final assessment in the course of study is the arithmetic mean of the assessments of independent works and the exam.

For **part-time with e-learning elements course students** the requirements are to complete successfully and fully 5 classroom works, prepare 4 commented seminar presentations, attend a minimum of 50% of lectures, successfully fulfill a test and pass an exam. The final assessment in the course of study is the arithmetic mean of the assessments of independent works and the exam.

No.	Learning outcomes	Evaluation method	Evaluation criteria			
			Minimal level (from 40% to 64%)	Intermediate level (from 65% to 84%)	High level (from 85% to 94%)	With distinction (from 95% to 100%)
1.	Knows the key principles of organisation management and management theories	Discussion, quiz, exam test	Knows the key principles of organisation management, but weak knowledge of management theories	Mostly knows the key principles and theories of company management, demonstrating slight shortcomings in their understanding	Knows the key principles and theories of company management, demonstrating their correct understanding	Understands in detail the principles of company management, can discuss the issues and aspects of historical development
2.	Knows the choice of strategies, their economic preconditions, the feasibility of determining suitability and	Discussion, quiz, exam test	Knows the choice of scientific strategies, with a negligently understanding of their	In general, knows the choice of strategies, their economic preconditions, the feasibility of	Knows the choice of strategies, their economic preconditions, the feasibility of determining	Knows the details of the choice of strategies, their economic preconditions, the feasibility of

	performance, the decision-making criteria		economic preconditions, the possibilities for determining suitability and effectiveness, the decision-making criteria	identifying suitability and effectiveness, the decision-making criteria	suitability and performance, the decision-making criteria	determining suitability and performance, the decision-making criteria
3.	Knows how to apply management terminology to academic and professional needs	Independent work, classroom discussion, test, exam	Applies management terminology, allowing errors within the meaning of the individual concepts	Mainly is able to use the knowledge of management terminology, negligent understanding of some terms is noticed	Knows how to use management terminology, can identify the incorrect application of it	Knows how to correctly use management terminology, demonstrating a rich and detailed understanding of terms
4.	Can find information on topical research in the field of management	Independent work	Can partially find out the information on current research in the field of management, with insufficient focus on the range of potential sources	Knows how to find out about current research in the field of management , based on well-known sources and considering the range of available information carelessly	Knows how to find information about current research in the field of management, based on different sources available and critically evaluating the range of available information and its quality	Knows how to find information about current research in the field of management, by expanding broad search and demonstrating a deep understanding of the range of available information and its quality
5.	Is able to obtain data on the management processes of the company and on its quantitative and qualitative characteristics	Independent work	Is able to obtain data on the management processes of the company and on its quantitative and qualitative characteristics with difficulty, negligently judging their sufficiency	Is able to obtain data on the management processes of the company and on its quantitative and qualitative characteristics, without deep understanding of their meaning	Is able to obtain data on the management processes of the company and on its quantitative and qualitative characteristics	Is able to obtain and analyse data on the management processes of the company and on its quantitative and qualitative characteristics
6.	Capable of identifying problems independently in the area of business management	Independent task, discussion	Can carelessly identify problems in company management without going into their deep analysis	Partly able to identify problems in the management of the company	Can identify problems in company management independently, partly explaining their reasons and ways of resolving them	Can identify problems in company management independently, explaining their reasons and ways of resolving them

7.	Can develop solutions of identified problems in company management both independently and in a team	Independent task, discussion	Can partly develop solutions of identified problems in company management	Can develop partly justified solutions of identified problems in company management both independently and in a team	Can develop justified solutions of identified problems in company management	Is able to build justified and detailed solutions to address company management problems, both independently and in a team
8.	Is capable of arguing about the current events of the company's management, understanding its connection with the company's performance	Discussion	Can discuss topical issues of company management, but cannot provide arguments to justify own opinion	Can discuss topical issues of company management, but provides negligent arguments to justify own opinion	Is able to reason in discussing the current events of the company management by providing reasonable questions and answers	Is able to reason convincingly in discussing the current events of the company management by putting forward reasoned questions and providing extended answers

Literature and other sources of information:	
Compulsory literature and other sources of information	
1.	Daft, R. L. (2015). <i>Organization theory and design</i> . Cengage learning.
2.	Mullins, L.J. (2016). <i>Management and organisational behaviour</i> . Pearson.
3.	Pitt, M., Koufopoulos, D. (2012). <i>Essentials of Strategic Management</i> . Sage Publications.
Recommended literature	
1.	Adizes, I.(2018). <i>Prāsmīga pārmaiņu vadība</i> . Rīga, Zvaigzne ABC.
2.	Adler, R., (2018). <i>Strategic performance management : accounting for organizational control</i> . NY, Routledge
3.	Brunsson, N., & Olsen, J. P. (2018). <i>The Reforming organization: making sense of administrative change</i> . Routledge.
4.	Caune, J.,Dzedons A. (2009). <i>Stratēģiskā vadīšana</i> . Rīga: Lidojošā zivs.
5.	Clegg, S. R., Kornberger, M., & Pitsis, T. (2015). <i>Managing and organizations: An introduction to theory and practice</i> . Sage.
6.	Cunliffe, A. L. (2008). <i>Organization theory</i> . Sage.
7.	Handbook of organizations (2015) Ed.March J., London, Routledge.
8.	Hodgkinson, G.P., Starbuck, W.H. (2008) <i>Organizational Decision Making</i> . Oxford University Press.
9.	Jeston, J. (2014). <i>Business Process Management</i> . Routledge.
10.	Jones, G. R. (2013). <i>Organizational theory, design, and change</i> . Upper Saddle River, NJ: Pearson,.
11.	Lasserre, P. (2017). <i>Global strategic management</i> . Macmillan International Higher Education.
12.	Praude, V. (2012) <i>Menedžments (2.sejums)</i> . Rīga, Burtene.
13.	Ruperte, I. (2010) <i>Uzņēmuma vadīšana :īsi par galveno teorijā un praksē</i> . Rīga, Jumava.

<i>Other sources of information</i>	
1.	Kurt, A., & Zehir, C. (2016). The relationship between cost leadership strategy, total quality management applications and financial performance.
2.	Mphahlele, A., & Schachtebeck, C. (2018, September). Organisational structure and management style: Perceived effects on employee productivity at an urban university. In 30TH ANNUAL CONFERENCE OF THE SOUTHERN AFRICAN INSTITUTE OF MANAGEMENT SCIENTISTS (SAIMS) (p. 281).
3.	EBSCO HOST data base
4.	RESEARCHGATE data base
5.	EMERALD data base
6.	Google Scholar data base

TAX SYSTEM

Author/s of the course:	
Mg.oec., Lecturer, Tatiana Daudiša	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Business Economics and Planning, Financial Accounting, Microeconomics	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition in the field of tax system (taxation).	
Study course learning outcomes (knowledge, skills, competences):	
6. Understand the essence, principles and methods of the Latvian Republic's tax system. 7. Understand the Latvian normative documentation requirements regarding taxation. 8. Understand the concepts of tax objects, tax base, tax rates. 9. Understand the procedures of tax calculation, payment, administration. 10. Able to perform tax calculations, tax payments, completing tax documents. 11. Able to calculate the influence of tax burden on the company's economic performance.	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	Latvian tax system, its substance and functions. Tasks and functions of the Ministry of Finance. The State Revenue Service's tasks, functions and responsibilities in relation to tax administration.
2.	The state budget, local budget, special budget. Budgeting and fiscal discipline conditions.
3.	Objects of taxation, tax base, tax rate. Taxation, calculation and payment arrangements. Tax revenue distribution by budgets.
4.	Compulsory social security contributions to the state. Solidarity tax.
5.	Personal income tax.
6.	Corporate income tax. Micro-enterprise tax.
7.	Value added tax.
8.	Excise tax.
9.	Customs duty.
10.	Property tax.
11.	Natural resource tax. Lottery and gambling tax.
12.	Vehicle operation tax. Company car tax.

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
48.	Latvian tax system, its substance and functions. Tasks and functions of the Ministry of Finance. The State Revenue Service's tasks, functions and responsibilities in relation to tax administration.	4	2	1
49.	The state budget, local budget, special budget. Budgeting and fiscal discipline conditions.	4	2	1
50.	Objects of taxation, tax base, tax rate. Taxation, calculation and payment arrangements. Tax revenue distribution by budgets.	4	2	1

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
51.	Compulsory social security contributions to the state. Solidarity tax.	6	3	1
	Personal income tax.	6	3	1
53.	Corporate income tax. Micro-enterprise tax.	6	3	1
	Value added tax.	6	3	1
55.	Excise tax.	2	1	1
56.	Customs duty.	4	2	1
	Property tax.	2	1	1
58.	Natural resource tax. Lottery and gambling tax.	2	1	1
59.	Vehicle operation tax. Company car tax.	2	1	1
	Total:	48	24	12

* If, in the program, the course is not available in this form, then these rows have to be highlighted with light gray color

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	<i>Independent / Practical assignment's brief description:</i> <ol style="list-style-type: none"> 1. State social contribution calculation for distribution depending on the type of insurance. 2. Personal income tax calculation depending on income size, income-generating place and differentiated exempt minimum size determination. 3. Writing a tax invoice based on the Law on Value Added Tax. 4. Customs duty application and reporting arrangements, making the supply of goods from third countries. 	Independent work Independent work Independent work Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> <ol style="list-style-type: none"> 1. Law on Taxes and Duties 2. Law on Personal Income Tax 3. Enterprise Income Tax Law 4. Law on Immovable Property Tax 5. Law on Value Added Tax 6. Law on Excise Duties 7. Customs Tax Law 8. Natural Resources Tax Law 9. Law on Gambling and Lotteries 10. Law on State Social Insurance 11. Electricity Tax Law 12. Micro-enterprise Tax Law 13. Law on the Vehicle Operation Tax and Company Car Tax 14. Solidarity Tax Law 15. State Budget Law explanations <p>(http://www.fm.gov.lv/files/valstsbudzets/FMPask_A_060319_proj2019.pdf)</p>	Independent work

Part-time studies	<p><i>Independent / Practical assignment's brief description:</i></p> <ol style="list-style-type: none"> 1. State social contribution calculation for distribution depending on the type of insurance. 2. Personal income tax calculation depending on income size, income-generating place and differentiated exempt minimum size determination. 3. Writing a tax invoice based on the Law on Value Added Tax. 4. Customs duty application and reporting arrangements, making the supply of goods from third countries. 	Independent work Independent work
	<p><i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i></p> <ol style="list-style-type: none"> 1. Law on Taxes and Duties 2. Law on Personal Income Tax 3. Enterprise Income Tax Law 4. Law on Immovable Property Tax 5. Law on Value Added Tax 6. Law on Excise Duties 7. Customs Tax Law 8. Natural Resources Tax Law 9. Law on Gambling and Lotteries 10. Law on State Social Insurance 11. Electricity Tax Law 12. Micro-enterprise Tax Law 13. Law on the Vehicle Operation Tax and Company Car Tax 14. Solidarity Tax Law 15. State Budget Law explanations (http://www.fm.gov.lv/files/valstsbudzets/FMPask_A_060319_proj2019.pdf) 	Independent work Independent work
Part-time studies with e-learning elements	<p><i>Independent / Practical assignment's brief description:</i></p> <ol style="list-style-type: none"> 1. State social contribution calculation for distribution depending on the type of insurance. 2. Personal income tax calculation depending on income size, income-generating place and differentiated exempt minimum size determination. 3. Writing a tax invoice based on the Law on Value Added Tax. 4. Customs duty application and reporting arrangements, making the supply of goods from third countries. 	Independent work Independent work
	<p><i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i></p> <ol style="list-style-type: none"> 1. Law on Taxes and Duties 2. Law on Personal Income Tax 3. Enterprise Income Tax Law 4. Law on Immovable Property Tax 5. Law on Value Added Tax 6. Law on Excise Duties 7. Customs Tax Law 8. Natural Resources Tax Law 9. Law on Gambling and Lotteries 10. Law on State Social Insurance 11. Electricity Tax Law 12. Micro-enterprise Tax Law 13. Law on the Vehicle Operation Tax and Company Car Tax 14. Solidarity Tax Law 15. State Budget Law explanations (http://www.fm.gov.lv/files/valstsbudzets/FMPask_A_060319_proj2019.pdf) 	Independent work Independent work

Structure of the study course:							
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/ listening	Total hours of the course
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total			
Full-time	48	12	4	64	64	32	160
Part-time	24	18	6	48	64	48	160
Part-time studies with e-learning elements	12	16	4	32	64	64	160

Evaluation of the study course learning outcomes:						
<p>During the study course, 4 independent work assignments and 8 practical work assignments have to be successfully completed, at least 50% of the lectures have to be attended and the exam passed.</p> <p>The final grade for the course is the mean of combined average grades for the independent and practical work assignments and the exam evaluation.</p>						
No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the substance, principles and methods of the Latvian Republic's tax system.	Individual work, the exam	Understand the basic concepts	Understand the most important concepts, but there are difficulties with perceiving regularities	Understands the key concepts and regularities	Freely able to analyze economic regularities
2.	Understand the Latvian legal requirements regarding taxation.	Individual work, the exam	Understand essential requirements of the Latvian normative documentation	Understand the Latvian normative documentation requirements regarding taxation, but there are difficulties discerning the regularities	Understand the Latvian normative documentation requirements regarding taxation	Have a good grasp of the Latvian legal requirements regarding taxation
3.	Understand the concepts of tax objects, tax base, tax rates.	Individual work, the exam	Understand the basic concepts	Understand the most important concepts, but there are difficulties with perceiving regularities	Understands the key concepts and regularities	Freely able to analyze economic regularities
4.	Understand the procedures of tax calculation, payment, administration.	Seminar, examination	Understand the basic requirements of tax calculation, payment, administration	Understand the procedures of tax calculation, payment and administration, however, there is a difficulty in discerning the regularities	Understand the procedures of tax calculation, payment and administration.	Have a good grasp of the procedures of tax calculation, payment, administration

5.	Able to perform tax calculations, tax payments, completing tax documents.	Individual work, discussion	Know how to make tax calculation, document completion and tax payments according to a pattern	Know how to make tax calculation, document completion and tax payments, but there are difficulties with discerning regularities	Know how to make tax calculation, document completion and tax payments	Have a good grasp of the procedures of tax calculation, document completion and tax payments
6.	Able to calculate the influence of tax burden on the company's economic performance.	Group work, discussion.	Able to calculate the influence of tax burden on the company's economic performance, but there are difficulties discerning regularities	Able to calculate the influence of tax burden on the company's economic performance	Able to calculate the influence of tax burden on the company's economic performance and to make a supported decision on the opportunity of tax optimization	Have a good grasp of calculating the influence of tax burden on the company's economic performance and able to support decision making with arguments on the results of tax optimization

Literature and other sources of information:	
<i>Mandatory literature and information sources</i>	
1.	Krogzeme, H. (2010.). Finanšes un nodokļi. Rīga: RTU izdevniecība
2.	Lukašina, O., Juhimeca, J. (2019). Komerddarījumu grāmatvedības uzskaitē un nodokļu piemērošana. Rīga: Lietišķās informācijas dienests.-192 lpp.
3.	Leibus, I. (2016). Pašnodarbinātogrāmatvedība un nodokļi. Atkārtots un atjaunots 7.izdevums. Rīga: Lietišķās informācijas dienests.-143 lpp.
4.	3. Prohorovs, A. (2017.). Uzņēmuma ienākuma nodoklis Latvijā un Igaunijā: tāietekme uzņēmējdarbību, investīcijām, bezdarbā ņemti, nodokļu ienākumiem un valsts ekonomiskā izaugsmei Rīga: Zinātne
<i>Further reading</i>	
1.	Andrejeva, V., Ketners, K. (2008.). Valsts ienākumu teorijas pamati. Rīga: RTU izdevniecība
2.	Vītola, Ī., Leibus, I., Joma, D., Jakušonoka, I. (2012). Nodokļu problēmu risinājumu tautsaimniecībā attīstībai Latvijā. Zinātniskā monogrāfija. Jelgava, Latvijas Lauksaimniecības universitāte.- 101 lpp.
3.	Krogzeme, H. (2011). Nodokļu un finanšu grāmatvedības pamati. Rīga: RTU izdevniecība, 392 lpp.
4.	Urtāns, A., Ketners, K., Ankalniņš, M., Krastiņš, A. (2008.). Nodokļi, nodevas un muiķa Latvijā. Rīga: RTU izdevniecība
5.	VID metodiskais materiāls (2018.). Darbdevēja ziņojuma un ziņu par darba ņēmēja aizpildīšanu un iesniegšanu Elektroniskās deklarēšanas sistēmā
6.	VID metodiskais materiāls (2018.). Iedzīvotāju ienākuma nodokļa atvieglojumu piemērošana
7.	VID metodiskais materiāls (2017.). Iedzīvotāju ienākuma nodokļa avansmaksājumi no saimnieciskās darbības ienākuma
8.	VID metodiskais materiāls (2018.). Mikrouzņēmuma nodoklis
9.	VID metodiskais materiāls (2018.). Par PVN piemērošanu preču eksportam/importam un ar tranzīta pārvadājumiem saistītiem pakalpojumiem
10.	VID metodiskais materiāls (2018.). Par pievienotās vērtības nodokļa uzskaites kārtību grāmatvedībā personām, kuras grāmatvedības reģistrs kārtoti vienā kārtībā raksturo sistēmā
11.	VID metodiskais materiāls (2018.). Uzņēmumu ienākuma nodokļa deklarācijas aizpildīšanas kārtība
<i>Other sources of information</i>	

1.	Ketners, K., Titova, S. (2009). Nodokļupolitika Eiropas Savienības vidē. Banku augstskola. Rīga: Banku augstskolas Biznesa un finanšu pētniecības centrs. 128 lpp.
2.	Ketners, K. (2008). Nodokļi Eiropas Savienībā un Latvijā: salīdzinošā analīze un praktiski ieteikumi / Kārlis Ketners, Olga Lukašina. Rīga: Merkūrijs LAT. 237 lpp.
3.	Ketners, K. (2008). Nodokļu optimizācijas principi / Kārlis Ketners. Rīga: Merkūrijs LAT. 116 lpp.
4.	Rešina, G. (2003). Latvijas Republikas Budžets: vakar, šodien, rīt. Rīga.
5.	Budžeta reformas. Valsts budžeta veidošanas attīstības tendences Latvijā un pasaulē. (2003). Valsts kanceleja. Politikaskoordinācijas departaments. – 79 lpp.
6.	Kodoliņa, I. (2002). Latvijas nodokļi nerezidentiem. Rīga
7.	Lukašina, O., Januška, M. (2002). Komerddarījumu aplikšana ar nodokļiem. Rīga
8.	Baumel, W.J., Blinder, A.S. (1988). Economics, principles and policy. – Harcourt Brace Jovanovich

Cross-cultural Communication (Bachelor – 3 ECTS)

Author/s of Study course:	
Larisa Turuševa, Dr. paed., assoc., prof.	
Credits (Latvian)	Credit score in the ECTS system:
2	3
Test form:	
Examination	
Study course prerequisites:	
Management	
Course objectives are:	
Promote the development of students' competence in applied communication in the context of globalisation, enhancing the student's self-cognitive abilities in creative intercultural dialogue, as well as the holistic perception of essence in the interaction process. Provide a practical basis for effective partnership in a globalised environment.	
Course outcomes (knowledge, skills, competencies):	
<ul style="list-style-type: none"> • Understands concepts in the communication area • Understands the difference in communication between different cultures • Knows the challenges in intercultural communication • Knows intercultural leadership concepts and fundamentals • Knows intercultural communication risks and their management • Understands behavioural/cultural/tradition norms for different cultures • Is able to communicate successfully in international environment • Can find the required information independently and analyse it for solving a problem 	
The content of the study course required to attain the results of the study (thematic plan of the course):	
60.	Stereotypes. Understanding of intercultural divergence and diversity.
61.	Other hierarchies, individualism, age, women and men roles, families, distance issues.
62.	Multiplicity of communication. The techniques of persuasion and influence across cultures.
63.	Different cultures' attitude to time.
64.	Tact and sensitivity in regards of religion, success and priorities.
65.	Decision making Meetings, conversations, presentations.

Study course schedule:				
<i>Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics</i>				
No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	full-time studies	part-time studies with e-learning elements*
1.	Stereotypes. Understanding of intercultural divergence and diversity.	6		
2.	Other hierarchies, individualism, age, women and men roles, families, distance issues.	6		
3.	Multiplicity of communication. The techniques of persuasion and influence across cultures.	4		
4.	Different cultures' attitude to time.	12		
5.	Tact and sensitivity in regards of religion, success and priorities.	8		
6.	Decision making Meetings, conversations, presentations.	12		
Total:		48		

Description of the independent tasks:

Study form	Type of independent assignment	Type of control
Full-time studies	Collect information on at least 3 different management types in the international environment	Presentation
	Analyse the differences in communication in three different cultures (time, woman, hierarchy, etc.)	Presentation
	To do Moodle test and analyse one's own mistakes.	Independent assignment
	Preparation and delivering of a presentation related to the study field of the course Compulsory literature: 1. <i>International Journal of Communication</i> . (retrieved 27.07.2019). Available at: http://ijoc.org . 2. DuPraw M. E. and Axner M. <i>Working on Common Cross-cultural Communication Challenges. Toward a More Perfect Union in an Age of Diversity</i> . (Retrieved on 29.08.2019) http://www.pbs.org/ampu/crosscult.html 3. Lewis R. (2006). <i>When Cultures Collide: leading across cultures</i> . 3rd ed., ISBN -13. 9781904838029. 4. <i>Cross-Cultural Communication InterNations Magazine</i> . (Retrieved on 29.08.2019) https://www.internations.org/magazine/11-cross-cultural-communication 5. Thill J., Courtland B. (2007). <i>Excellence in business communication</i> . Upper Saddle River, N.J.: Pearson Prentice Hall. 2007-1 vol. (split pagination). ISBN: 0131870769. 6. <i>Cross-Cultural Communication. Communication Journals</i> . (Retrieved on 9.08.2019) www.questia.com/library/p436938/cross-cultural-communication 7. Finnegan R. (2002). <i>Communicating. The multiple modes of human interconnection</i> . London and New York: Routledge, 2002. 306 pp. ISBN: 0-415 8. FitzPatrick L., Valskov K. and Mounter P. <i>Internal Communications</i> . (2014). A manual for practitioners. London: Kogan Page. 2014.272 pp. ISBN13: 9780749469320	Presentation

Study course organisation and the volume of the course:							
Study form	Contact hours				Individual work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Consultations, guest lectures, conferences, study tours, applied games, etc.	Final Test (exam, test, defence)	Total			
Full-time	48	12	4	64	64	32	160

Course acquisition requirements and evaluation of results:						
<ul style="list-style-type: none"> At least 70% of class attendance, performing practical tasks, analysing own and team's performance and progress 4 independent tasks successfully completed (see "Description of the independent tasks") Successfully fulfilled Moodle test Successful exam (presentation on selected topic, related to course) 						
No.	Learning outcomes	Evaluation method	Evaluation criteria			
			Minimal level (from 40% to 64%)	Intermediate level (from 65% to 84%)	High level (from 85% to 94%)	with distinction (from 95% to 100%)
1.	Understands concepts in the communication area	Theory knowledge test	40-69% test questions and tasks completed correctly	70-89% test questions and tasks completed correctly	90-100% test questions and tasks completed correctly	Knows and understands concepts in the communication area
2.	Understands the difference in	Theory knowledge test	40-69% test questions and	70-89% test questions and	90-100% test questions and	knows and understands the

	communication between different cultures		tasks completed correctly	tasks completed correctly	tasks completed correctly	difference in communication between different cultures
3.	Knows the challenges in intercultural communication	Theory knowledge test	40-69% test questions and tasks completed correctly	70-89% test questions and tasks completed correctly	90-100% test questions and tasks completed correctly	Knows the challenges in intercultural communication
4.	Knows intercultural leadership concepts and fundamentals	Theory knowledge test	40-69% test questions and tasks completed correctly	70-89% test questions and tasks completed correctly	90-100% test questions and tasks completed correctly	Knows and understands intercultural management concepts and principles
5.	Knows intercultural communication risks and their management	Theory knowledge test	40-69% test questions and tasks completed correctly	70-89% test questions and tasks completed correctly	90-100% test questions and tasks completed correctly	Knows and understands intercultural communication risks and their management
6.	Understands behavioural/cultural/tradition norms for different cultures	Theory knowledge test	40-69% test questions and tasks completed correctly	70-89% test questions and tasks completed correctly	90-100% test questions and tasks completed correctly	Manages and understands behavioral/cultural/tradition norms for different cultures and knows how to use own knowledge in business relationship
7.	Is able to communicate successfully in international environment	Classroom discussion	Minimal skill to argue about intercultural communication issues	Can discuss legal issues, however there are difficulties to support one's own opinion with arguments	Is able to argue in the debate on intercultural communication issues	Can demonstrate the understanding of the key concepts and rules of communication
8.	Can find the required information independently and analyse it for solving a problem	Independent homework. Results summary in a written report	Minimal ability to find the necessary information independently, minimal use of information obtained	Can find the required information independently, but cannot demonstrate a deep understanding about using the obtained information; there are difficulties to analyse information independently	Can select and analyse the required information independently in order to find an answer to complex and specific questions	Can find the required information independently and analyse it for solving a problem

9.	Is able to analyse the situation in the field of intercultural communication and solves problems independently.	Independent homework.	Minimal understanding of the situation analysed, there are difficulties in identifying problems	Can independently identify the problems in intercultural communication, but lacks deep understanding of the problem	Is able to identify the problems of intercultural communication independently, able to demonstrate deep understanding of the problem, can find ways to solve problems	Is able to analyse the situation in the field of intercultural communication and solves problems independently.
----	---	-----------------------	---	---	---	---

Literature and other sources of information:

Compulsory literature and other sources of information

1. *International Journal of Communication*. (retrieved 27.07.2019). Available at: <http://ijoc.org>.
2. DuPraw M. E. and Axner M. *Working on Common Cross-cultural Communication Challenges. Toward a More Perfect Union in an Age of Diversity*. (Retrieved on 29.08.2019) <http://www.pbs.org/ampu/crosscult.html>
3. Lewis R. (2006). *When Cultures Collide: leading across cultures*. 3rd ed., ISBN -13. 9781904838029.
4. *Cross-Cultural Communication | InterNations Magazine*. (Retrieved on 29.08.2019) <https://www.internations.org/magazine/11-cross-cultural-communication>
5. Thill J., Courtland B. (2007). *Excellence in business communication*. Upper Saddle River, N.J.: Pearson Prentice Hall. 2007-1 vol. (split pagination). ISBN: 0131870769.
6. *Cross-Cultural Communication*. Communication Journals. (Retrieved on 9.08.2019) www.questia.com/library/p436938/cross-cultural-communication
7. Finnegan R. Communicating. (2002). *The multiple modes of human interconnection*. London and New York: Routledge, 2002. 306 pp. ISBN: 0-415
8. FitzPatrick L., Valskov K. and Mounter P. *Internal Communications*. (2014). A manual for practitioners. London: Kogan Page. 2014. 272 pp. ISBN13: 9780749469320

Recommended literature

1. *Multicultural Communication and the Process of Globalisation*. (2003). Proceedings of the International Scientific Conference 25 - 26 April 2003. LLU: Jelgava, 2003. ISBN: 9984-596-73-7.
2. Smith S. (2004). *Business Communication Strategies in the International Business World – Brattleboro*. Pro Lingua Associates. 247 pp. ISBN: 0-86647-314-9.
3. *The Cambridge Business English Dictionary*. (2011). Cambridge University. ISBN: 0-86647-314-9.

Other sources of information

1. *Advanced Communication Skills*. (2010). MTD Training-Book Boon. 58 pp. ISBN-13:9788776816612.
2. Dahl Ø., Jensen I., Nynäs P. (2006). *Bridges of understanding perspectives of Intercultural communication*. Oslo Academic Press. 7-21 pp. ISBN: 8274772695, 9788274772694.
3. Duck S., McMahan D. (2009). *The basics of communication: a relational perspective*. London: Sage. -1 vol. Dal. Pag. ISBN: 9781412941532 (pbk.)
4. *International Journal of Communication*. (retrieved 27.05.2018). Available at: <http://ijoc.org>.
5. MSG (retrieved 27.08.2019.), available at: http://www.managementstudyguide.com/business_communication.html

MANAGEMENT INFORMATION SYSTEMS

Author/s of Study course:	
Dr.sc.admin., assoc. professor Ināra Kantāne	
Credit points:	Credit score in the ECTS system:
4	6
Test form:	
Examination	
Study course prerequisites:	
Management, the business basics, informatics in the volume of a secondary school	
Course objectives are:	
Provide students with the necessary knowledge, skills and competences in management information systems and their application	
Course outcomes (knowledge, skills, competencies):	
<div><div></div><div><div>1.</div><div>Knows and understands the basic concepts of the information system, understands the role of information systems in organisations.</div></div><div><div>2.</div><div>Understands the role of management information systems in management processes, knows information systems, modern tendencies of development.</div></div><div><div>3.</div><div>Knows information systems components.</div></div><div><div>4.</div><div>Manages information systems security and data protection issues.</div></div><div><div>5.</div><div>Knows and understands cloud usage opportunities in management processes.</div></div><div><div>6.</div><div>Understands the opportunities of the use of e-commerce.</div></div><div><div>7.</div><div>Able to find the necessary information independently, process it, analyse, evaluate and reflect it. Can present the results of work</div></div><div><div>8.</div><div>Able to prepare and execute electronic documents.</div></div></div>	
The content of the study course required to attain the results of the study (thematic plan of the course):	
1.	Introduction to management information systems. Importance of information systems, key concepts.
2.	Use of management information systems in management processes, modern development tendencies. Types of information systems.
3.	Information systems components.
4.	Information systems security and data protection.
5.	Use of cloud computing in management processes.
6.	E-commerce.
7.	Compilation, processing, analysis, reflection and presentation of information.
8.	Electronic document preparation. E-signature and e-identity.

Study course schedule:				
<i>Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics</i>				
No.	Theme	Lectures (t.sk workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
66.	Introduction to management information systems. Importance of information systems, key concepts.	4	2	1

Study course schedule:				
Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics				
No.	Theme	Lectures (t.sk workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
67.	Use of management information systems in management processes, modern development tendencies. Types of information systems.	4	2	1
68.	Information systems components.	10	5	2.5
69.	Information systems security and data protection.	2	1	0.5
70.	Use of cloud computing in management processes.	2	1	0.5
71.	E-commerce.	2	1	0.5
72.	Compilation, processing, analysis, reflection and presentation of information.	22	11	5.5
73.	Electronic document preparation. E-signature and e-identity.	2	1	0.5
	Total:	48	24	12

Description of the independent tasks:		
Study form	Type of independent assignment	Type of control
<i>Full-time studies</i>	A brief description of the Independent/practical task: 1 Research, description and presentation of the management Information system. 2. Data processing and analysis using Microsoft Excel. 3. Data processing and analysis using Microsoft Access. 4. Preparing and designing documents.	4 independent works
	A brief description of the compulsory reading and/or audio and video media: Study sources 1, 2, 3 from the list of compulsory literature and information sources	
<i>Part-time studies</i>	A brief description of the Independent/practical task: 1 Research, description and presentation of the management Information system. 2. Data processing and analysis using Microsoft Excel. 3. Data processing and analysis using Microsoft Access. 4. Preparing and designing documents.	4 independent works
	A brief description of the compulsory reading and/or audio and video media: Study sources 1, 2, 3 from the list of compulsory literature and information sources	
<i>Part-time studies with e-learning elements</i>	A brief description of the Independent/practical task: 1 Research, description and presentation of the management Information system. 2. Data processing and analysis using Microsoft Excel. 3. Data processing and analysis using Microsoft Access. 4. Preparing and designing documents.	4 independent works

	A brief description of the compulsory reading and/or audio and video media: Study sources 1, 2, 3 from the list of compulsory literature and information sources	
--	---	--

Organisation and volume of independent work:

Study form	Contact hours				Independent work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Consultations, guest lectures, conferences, study tours, applied games, etc.	Final Test (exam, test, defence)	Total			
Full-time	48	8	4	64	64	32	160
Part-time	24	18	6	48	64	48	160
Part-time studies with e-learning elements	12	16	4	32	64	64	160

Course acquisition requirements and evaluation of results:

Course acquisition requirements and evaluation of results: The final evaluation of the course of study for full-time students consists of successfully completed four independent works, successfully executed practical work and successful completion of the exam. The final assessment is formed by: 40% of the overall examination score is the average of the results of independent work carried out during semester, 40% - average of practical work developed during the semester, 20% - examination.

The final assessment of the study for part-time and part-time with e-elements for the students consists of successfully completed four independent works, successfully completed practical work and successfully passed exam. The final assessment is formed by: 40% of the overall examination score is the average of the results of independent work carried out during semester, 40% - average of practical work developed during the semester, 20% - examination.

No.	Learning outcomes	Evaluation method	Evaluation criteria			
			Minimal level (from 40% to 64%)	Intermediate level (from 65% to 84%)	High level (from 85% to 94%)	With distinction (from 95% to 100%)
1.	Knows and understands the basic concepts of the information system, understands the role of information systems in organisations.	Discussion Test	Knows and understands the basic concepts of information systems.	Knows and understands partly the concepts of the information systems and their meaning.	Knows and understands the concepts of the information systems and their meaning.	Knows and understands the nature, concepts of the information systems and their meaning.
2.	Understands the role of management information systems in management processes, knows types of information systems, modern tendencies of development.	Independent work. Test	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
3.	Knows information systems components.	Independent work. Test	40-64% of tasks are executed correctly	65-84% of tasks are	85-94% of tasks are	95-100% of tasks are

				executed correctly	executed correctly	executed correctly
4.	Manages information systems security and data protection issues.	Independent work. Test	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
5.	Knows and understands cloud usage opportunities in management processes.	Practical assignment Test	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
6.	Understands the opportunities of the use of e-commerce.	Practical assignment Test	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
7.	Able to prepare and execute electronic documents.	Practical assignment	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
8.	Able to find the necessary information independently, process it, analyse, evaluate and reflect it.	Practical assignment Independent work	40-64% of tasks are executed correctly	65-84% of tasks are executed correctly	85-94% of tasks are executed correctly	95-100% of tasks are executed correctly
9.	Can summarise and present the results of work	Presentation of the results of practical task and examination	Can summarise the results of work	Can present the results of their own work, however, it is difficult to do it in a manner understand able to others	Can present the results of their own work	Able to present their results intelligibly and confidently

Literature and other sources of information:

Compulsory literature and other sources of information

1. Kenneth, J.S., Effy, O. (2015). Management Information Systems, 7th edition. Stamford, CT, USA: Cengage Learning. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://www.ebook3000.com/Management-Information-Systems_471056.html
2. Kenneth, C.L., Laudon, J.P. (2012). *Management Information Systems Managing the Digital Firm*, 13th edition. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: www.icto.info/laudon-management-information-systems-13th-global-edition-c2014-1.pdf
3. Brown, C.V., DeHayes, D.W., Hoffer, J.A., Martin, W.E., Perkins, W.C. (2012). *Managing Information Technology*, 7th edition. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: <https://bayanbox.ir/view/1605660057609727211/Brown-2012-Managing-information-technology.pdf>

Recommended literature

1. Valacich, J., Schneider, C. (2018). *Information Systems Today: Managing in the Digital World*, 8th edition, Harlow : Pearson.
2. Šmits, Ē., Koens, Dž. (2017). *Jaunais digitālais laikmets: kā nākotnē mainīsies mūsu dzīve, valstis un bizness*. Rīga: Zvaigzne ABC
3. Rainer, K.R., Cegielski, C.G. (2011). *Introduction to Information Systems*, 3rd Edition. Jon Willey and Sons. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: https://books.google.lv/books/about/Introduction_to_Information_Systems.html?id=maK8xskEduYC&printsec=frontcover&source=kp_read_button&redir_esc=y#v=onepage&q&f=false

4.	Kroenke, D. (1989). <i>Management information systems</i> . Santa Cruz, Mitchell.
5.	Kleiders, J. (2018). <i>Datorzinības Microfot Office 2013/2016</i> . Rīga: Juridiskā koledža.
6.	Mika, V. (2008). <i>Access pamati</i> . Rīga: Biznesa augstskola Turība.
7.	Augucēvičs, J. (2015). <i>Word. MS Office 2013</i> . Rīga: Biznesa augstskola Turība.
8.	Ringe, E. (2009). <i>Excel. Strādāsimātrāk, ērtāk un efektīvāk</i> . Rīga: Biznesa augstskola Turība
9.	Microsoft Office palīdzība un apmācība. (2018). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: https://support.office.com/lv-lv/?legRedirect=true&CTT=97&CorrelationId=a2751d65-c74b-4783-b44c-2b044c8db41b
10.	GCFLearnFree.org (2018). [skatīts 30.11.2018]. Pieejams: https://edu.gcfglobal.org/en/ .
Other sources of information	
1.	Eiropas komisija. Mākoņdatošanas potenciāla atraisīšana Eiropā — kas ir mākoņdatošana un kā tā attiecas uz mani? (2012). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://europa.eu/rapid/press-release_MEMO-12-713_lv.htm
2.	E-komercija – iespējas biznesa idejām. (2009). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://www.lvportals.lv/visi/likumi-prakse/193910-e-komercija-iespejas-biznesa-idejam/
3.	Tehnoloģiju jaunumu portāls. (2018). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://www.datuve.lv
4.	Esi drošs. (2018). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://www.esidross.lv
5.	Drošība internetā. (2015). Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: http://eprasmes.lv/wp-content/uploads/2015/08/Drosiba_interneta_eScouts_final.pdf
6.	LATVIJAS REPUBLIKAS tiesību akti. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: https://likumi.lv/

Marketing

Author/s of the course:	
Dr. oec., Adjunct Lecturer Anna Ābeltiņa	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Business Basics (Fundamentals of entrepreneurship), Microeconomics, Macroeconomics	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition in the field of marketing.	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Understand the substance and role of marketing in company's activities and development directions. 2. Understand the set of marketing elements. 3. Understand the planning processes of marketing management. 4. Able to identify the target market, segment the market and to plan marketing mix and activities. 5. Able to solve practical tasks in accordance with the acquired theoretical knowledge. 6. Able to critically analyze problems in the field of marketing. 7. Able to provide arguments to discuss the fundamental issues of marketing. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	The substance and significance of marketing in achieving the company's objectives. Marketing history and development directions.
2.	Marketing environment, management process, marketing research and information systems.
3.	Consumer, demand research, market segmentation and target market identification.
4.	Product, brand, product life cycle and assortment creation.
5.	Pricing, pricing policy, distribution channels, promotion strategy.

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
74.	The substance and significance of marketing in achieving the company's objectives. Marketing history and development directions. <ul style="list-style-type: none"> • The substance and goals of marketing. • Concepts for activities on the market. 	4	2	1
75.	Marketing environment, marketing research and information systems. <ul style="list-style-type: none"> • The substance of marketing environment. • Marketing environment composition. • The role of marketing research in company's activities. • Information-gathering techniques, evaluation, processing and analysis. • Marketing information systems. 	12	6	3

Study course calendar plan:				
In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
76.	Consumer, demand research, market segmentation and target market identification. <ul style="list-style-type: none"> Consumer behavior in the market. Demand research. The substance and objectives of market segmentation. Market segmentation process, segment evaluation and analysis. Marketing strategies in the target market. 	12	6	3
77.	Product, brand, product life cycle and assortment creation. <ul style="list-style-type: none"> The substance of the product from the marketing point of view. Product description. Brand and branding. Product life cycle. 	10	4	2
78.	Pricing, pricing policy, product distribution channels, promotion strategy. <ul style="list-style-type: none"> The concept and stages of price formation. Pricing method. Pricing strategies. The substance, functions, types of distribution channel. The creation, management and development of distribution channel. 	10	6	3
	Total:	48	24	12
Independent work description:				
Study form	Type of independent work		Form of control	
All forms of studies	1. The learning of marketing theory questions. 2. Find a solution to a specific/given marketing problem/task, to support the chosen solution with the marketing theory ideas. 3. Prepare discussion report on a certain marketing theory question, support opinion and critically substantiate the statements.		2 presentations Quiz 2 seminars Independent work	
	Independently read sources 1, 2 and 3 from the mandatory literature list, and prepare a discussion report on the given issue of marketing theory.			

Structure of the study course:				
Study form	Contact hours			

	<i>Lecture contact hours (including seminars, discussions)</i>	<i>Consultations, guest lectures, conferences, field trips, business games, etc.</i>	<i>Final evaluation (exam, test, defense)</i>	Total	<i>Independ ent work (number of hours)</i>	<i>Mandatory reading and/or audio and video material watching/ listening</i>	<i>Total hours of the course</i>
<i>Full-time</i>	48	12	4	64	64	32	160
<i>Part-time</i>	24	18	6	48	64	48	160
<i>Part-time studies with e-learning elements</i>	12	16	4	32	64	64	160

Evaluation of the study course learning outcomes:

During the study course, 1 quiz and 1 independent work assignment have to be successfully completed, 2 presentations have to be made, 2 seminars have to be participated in, at least 70% of the lectures have to be attended and the exam passed. The final grade for the course is formed as the mean of combined average grades for the independent work assignments and the exam.

No.	<i>Learning outcome:</i>	<i>Evaluation method/s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (from 40% to 64%)</i>	<i>Average level (from 65% to 84%)</i>	<i>High level (from 85% to 94%)</i>	<i>Excellent level (10) (from 95% to 100%)</i>
1.	Understand the substance and basic concepts of marketing.	Independent work Seminar Examination	Understand the basic concepts.	Understand the basic concepts and terms, but there are difficulties in the formulation of regularities.	Understand the basic concepts, terms and regularities.	Have a good grasp of the substance, concepts and able to analyze the regularities.
2.	Understand key marketing indicators.	Independent work Seminar Examination	Understand the substance of key indicators.	Understand the substance of key indicators, but there are difficulties in formulating regularities.	Understand and able to apply key marketing indicators in problem-solving.	Have a good grasp of key marketing indicators.
3.	Able to solve practical tasks in accordance with the acquired theoretical knowledge.	Independent work Quizzes Examination	Able to apply the acquired knowledge independently to solve certain marketing problems.	Able to apply the acquired knowledge independently in solving marketing problems.	Able to deal with different level practical tasks independently.	Able to solve practical tasks freely and creatively.
4.	Able to critically analyze problems in the field of marketing.	Discussion, Seminar	Able to analyze the information obtained, however, there are difficulties discerning regularities.	Able to analyze the information obtained, however, there are difficulties in formulating conclusions.	Able to analyze the information obtained critically and to formulate conclusions.	Able to analyze the obtained information critically, draw conclusions and propose solutions.

5.	Able to provide arguments to discuss the fundamental issues of marketing.	Discussion Presentation Seminar	Able to discuss current events, unable to formulate opinion.	Able to discuss current events, but there are difficulties to support opinion.	Able to provide arguments to discuss current events, formulate and support opinion.	Excellent argumentative and oratorical skills.
----	---	---	--	--	---	--

Literature and other sources of information:

Mandatory literature and information sources

1. Armstrong G., Kotler P., Harker M., Brennan R. (2015). *Marketing an Introduction. 3Edition*. London: Pearson Education Limited
2. Blythe J., Martin J. (2019). *Essentials of marketing*. Harlow: Pearson Education.
3. Kotler P., Keller K., L. (2016). *Marketing Management 15th Edition*. UK: Pearson Education.
4. Praude V. (2011). *Mārketing. Teorija un prakse 1, 2*. Rīga: Burtene.

Further reading

1. Bax St., Meyer K., Wilkinson N. (2013). *Cambridge Marketing Handbook: Digital Marketing*. USA: Cambridge marketing press.
2. Jones R. (2017). *Brending. A very short introduction*. UK: Oxford University Press.
3. Shimp T., Anrews C. (2013). *Advertising, promotion and other aspects of integrated marketing communications*. Australia: South-Western.
4. Fisks P. (2010). *Klientuapkalpošanasgēnijs: klūt par biznesu, kasorientētsuzklientu*. Rīga: Lietišķāsinformācijasdienests.
5. Fisks P. (2010). *Klientuapkalpošanasgēnijs: klūt par biznesu, kasorientētsuzklientiem*. Rīga: Lietišķāsinformācijasdienests

Other sources of information

1. Anything Research. Electronic source. Available at: www.anythingresearch.com
2. Marketing Teacher's Store. Electronic source. Available at: www.marketingteacher.com
3. Amerikasmārketingaasociācija. Electronic resource. Available: <https://www.ama.org/Pages/default.aspx>
4. EMERALD. Electronic resource. Available: <http://info.emeraldinsight.com/about/contact.htm?PHPSESSID=crejvr034ms787olds>
5. Scientific journal database EBSCO Electronic resource. Available: www.search.ebscohost.com

PROFESSIONAL FOREIGN LANGUAGE I (ENGLISH)

Author/-s of the study course:	
Assistant professor Zane Veidenberga, mg.edu.mgmt., PhD candidate	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
-	
Study course aim:	
To provide the possibility to acquire the skills, knowledge and competence in the English language in line with B2 level requirements of the <i>Common European Framework of Reference for language proficiency</i> .	
Study course learning outcomes (Knowledge, Skills, Competencies):	
<ul style="list-style-type: none"> Students know management branch related terminology (e.g. international markets, human resources management, change management etc.) in English Students can apply business related terminology and business communication skills, including reading, speaking listening and writing skills to communicate in English on management related issues in different communicative situations (telephone conversations, job interviews, negotiations, business correspondence etc.) Students can find the required information in English and analyse it independently for performing assignments and producing written and oral end products Students can analyse management related cases and problems and support their opinion in English, applying the knowledge of terminology, acquired word stock and grammar Students can present their viewpoint in English, arguing and supporting it in line with business ethics and intercultural communication norms 	
Study course thematic plan:	
1.	Introducing oneself. CV. Motivational letter
2.	Business travel.
3.	People and organizations. Types of organizations and management styles. Career opportunities
4.	Human Resources: recruitment and management
5.	Intercultural and interpersonal communication. Communication management. Negotiating
6.	Advertising and brands
7.	Marketing
8.	Money and finance
9.	International markets, production and trade
10.	Business ethics and cultures
11.	Management and leadership
12.	Effective business communication: oral and written (telephoning, letter and email writing, formal presentations), incl., grammar issues
13.	Student presentations
14.	Revision

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
79.	Introducing oneself. CV. Motivational letter	6		
80.	Business travel.	4		
81.	People and organizations. Types of organizations and management styles. Career opportunities	4		

Study course calendar plan:

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
82.	Human Resources: recruitment and management	4		
83.	Intercultural and interpersonal communication. Communication management. Negotiating	6		
84.	Advertising and brands	4		
85.	Marketing	4		
86.	Money and finance	6		
87.	International markets, production and trade	6		
88.	Business ethics and cultures	4		
89.	Management and leadership	4		
90.	Effective business communication: oral and written (telephoning, letter and email writing, formal presentations), incl., grammar issues	6		
91.	Student presentations	4		
92.	Revision	2		
Total:		64		

Independent work description:

Study form	Type of independent work	Form of control
full-time studies	Write your CV following Europass CV format and a cover/ motivational letter	Submission in Moodle – marking, grading
	Write a formal email and business letter (following the given instructions in Moodle)	Submission in Moodle – marking, grading
	Do a set of vocabulary development exercises provided by the lecturer (written assignment)	Peer assessment, classroom discussion
	Prepare a 5 minute presentation (PowerPoint + free speech) on a management related issue or problem (e.g., I as a future manager; My dream company; Human resource policy issues in my future company; Management style/ structure in my future company; Business culture specifics in my country etc.). The presentation shall - follow a formal presentation style and structure, including standard presentation phrases - contain professional vocabulary covered during this course (business, finance, communication, organizations, advertising etc.).	Presentation, discussion
part-time studies		
part-time studies with e -learning elements		

Structure of the study course:							
<i>Study form</i>	Contact hours				<i>Individual work (hours)</i>	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	64	12	4	80	48	32	160
part-time studies							
part-time studies with e-learning elements							

The evaluation of the study course learning outcomes:						
<p><i>Students shall:</i></p> <ul style="list-style-type: none"> - attend at least 70% of contact classes and take an active participation in classroom activities; - complete successfully 4 independent work assignments (see <i>Independent work description</i> table) meeting the requirements for B2 level; - deliver a successful presentation on one of the topics of this course (see <i>Independent work description</i> table for general requirements for the presentation) and participate in a discussion meeting the requirements for B2 level; - pass interim test and final test. <p>The final grade for the course is formed by successful completion of the 4 above mentioned requirements, each of them constituting 25% of the total evaluation.</p>						
No.	<i>Learning outcome</i>	<i>Evaluation method/-s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (40% till 64%)</i>	<i>Average level (65% till 84%)</i>	<i>High level (85% till 94%)</i>	<i>Excellent level (95% till 100%)</i>
1.	Students know and understand management branch related terminology (e.g. international markets, human resources management, change management etc.) in English	Individual, pair and group work during classroom activities, test, examination	40-64% test questions answered and tasks completed correctly	65-84% test questions answered and tasks completed correctly	85-94% test questions answered and tasks completed correctly	95-100% test questions answered and tasks completed correctly
2.	Students can apply business related terminology and business communication skills, including reading, speaking listening and writing skills to communicate in English on management related issues in different communicative situations (telephone conversations, job interviews, business correspondence etc.)	Individual, pair and group work during classroom activities and discussions, test, examination	40-69% of discussion questions answered and activities completed using grammatically correct English and relevant business vocabulary	70-89% of discussion questions answered and activities completed using correct English	90-100% of discussion questions answered and activities completed using grammatically correct English and relevant business vocabulary	95-100% test questions and tasks completed correctly
3.	Students can find the required information in English and analyse it independently for performing assignments and	Independent work, presentation	40-64% of the written and oral end product is performed	65-84% of the written and oral end product is performed	85-94% of the written and oral end product is performed	95-100% of the written and oral end

	producing written and oral end products		using grammatically correct English and relevant business vocabulary	using grammatically correct English and relevant business vocabulary	using grammatically correct English and relevant business vocabulary	product is performed using grammatically correct English and relevant business vocabulary
4.	Students can analyse management related cases and problems and support their opinion in English, applying the knowledge of terminology, acquired word stock and grammar	Case studies, classroom discussions, pair and group work, presentation	40-64% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	65-84% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	85-94% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	95-100% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary
5.	Students can present their viewpoint, arguing and supporting it in line with business ethics and intercultural communication norms	Case studies, classroom discussions, presentation	40-64% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	65-84% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	85-94% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	95-100% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary

Literature and information sources:

Compulsory literature and information sources

- | | |
|----|--|
| 1. | Cotton D., Falvey D., Kent S., (2013). <i>Market Leader. Intermediate. Business English Course Book</i> . Pearson Education Ltd. |
| 2. | Hughes,J., White, L. (2017). <i>Business Result: Intermediate: Student's Book</i> and DVD. Oxford University Press. |

Additional literature and information sources

- | | |
|----|--|
| 3. | Hughes,J., White, L. (2017). <i>Business Result: Intermediate: Teacher's Book</i> and DVD. Oxford University Press. |
| 4. | Mascull.B (2017). <i>Business Vocabulary in Use: Intermediate Book with Answers: Self-Study and Classroom Use</i> , 3rd Revised edition. Cambridge University Press. |
| 5. | Rodgers J. (2013). <i>Market Leader. Intermediate. Business English. Practice File</i> . Pearson Education Ltd. |

Other information sources

6.	British Council's website for adult learners of English. [Accessed 14.11.2018.]. Available at: http://learnenglish.britishcouncil.org
7.	Internet news portal BBC News [Accessed 14.02.2018.]. Available at: http://www.bbc.co.uk/news
8.	Online business information service about the EU. [Accessed 14.08.2018.]. Available at: www.eubusiness.com

Digital marketing

Author/s of the course:	
MBA Edgars Koroņevskis	
Credit points (Latvian):	ECTS credits:
2	3
Final evaluation form:	
Examination	
Study course prerequisites:	
Marketing	
Study course aim:	
Provide students with the acquisition of appropriate digital marketing knowledge and practical skills.	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Understand the importance of digital marketing in today's marketing communication. 2. Understand the user experience and usability principles. 3. Understand digital marketing methods and channels. 4. Understand social media marketing. 5. Able to plan digital marketing activities, campaigns and budget. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	Digital marketing functions and channels, e-commerce
2.	Content marketing
3.	Search Engine Optimization (SEO)
4.	Social media management
5.	Paid advertising
6.	Evaluation methods of marketing activities

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
93.	Digital marketing functions and channels, e-commerce <ul style="list-style-type: none"> • Business objectives and target audiences • Digital marketing planning, budget • Methods and channels • User experience, usability 	4	3	1.5
94.	Content marketing <ul style="list-style-type: none"> • Principles, content plan • Content types • The basic principles of formatting 	4	3	1.5

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
95.	Search Engine Optimization (SEO) <ul style="list-style-type: none"> SEO basics SEO strategy and plan Tool usage: Google webmasters, Google My Business 	4	2	1
96.	Social media management <ul style="list-style-type: none"> Social media communication plan The most popular channels: Facebook, Instagram, YouTube etc. Content creation for social media networks 	4	2	1
97.	Paid advertising <ul style="list-style-type: none"> Banner planning Google Ads Facebook advertising 	4	3	1.5
98.	Evaluation methods of marketing activities <ul style="list-style-type: none"> Google Analytics Social media statistical tools 	4	3	1.5
	Total:	24	16	8

Independent work description:		
Study form	Type of independent work	Form of control
<i>Full-time studies, part-time studies, part-time studies with e-learning elements</i>	1. Fill out target-audience matrix, to create at least 1 audience person and 1 client travel	Group work
	2. Create Google Ads Display advertising campaign in test environment	Seminar
	3. Creation a content marketing plan	Group work
	4. Create a digital marketing campaign plan and budget	Presentation

Structure of the study course:				
Study form	Contact hours			

	<i>Lecture contact hours (including seminars, discussions)</i>	<i>Consultations, guest lectures, conferences, field trips, business games, etc.</i>	<i>Final evaluation (exam, test, defense)</i>	Total	<i>Independent work (number of hours)</i>	<i>Mandatory reading and/or audio and video material watching/ listening</i>	<i>Total hours of the course</i>
<i>Full-time</i>	24	6	2	32	32	16	80
<i>Part-time</i>	16	6	2	24	32	24	80
<i>Part-time studies with e-learning elements</i>	8	6	2	16	32	32	80

Evaluation of the study course learning outcomes:						
No.	<i>Learning outcome:</i>	<i>Evaluation method/s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (from 40% to 64%)</i>	<i>Average level (from 65% to 84%)</i>	<i>High level (from 85% to 94%)</i>	<i>Excellent level (10) (from 95% to 100%)</i>
1.	Understand the importance of digital marketing in today's marketing communication.	Discussion, examination	Understand the basic concepts	Understand the importance of digital marketing	Understand the significance and principles of digital marketing	Freely able to describe the most popular digital marketing principles
2.	Understand the user experience and usability principles.	Seminar	Understand basic terms, is able to recognize simplified examples	Able to analyze and understand the importance of user experience, understand its link with meeting the digital marketing objectives	Able to demonstrate practical usability and poor user experience cases, understand the significance of these factors in marketing communication	Able to illustrate the theory with practical examples and point out the main user experience problems, draw conclusions based on user research
3.	Understand digital marketing methods and channels.	Seminar, examination	Able to list the most popular forms of digital marketing	Able to list and describe in detail the various forms of digital marketing, able to describe their advantages and disadvantages	Able to describe a significant number of the digital marketing methods, describing in detail the advantages and interaction of the channels	Able to compare, in a balanced way, digital marketing methods and channel use, based on the evaluation methods and research data
4.	Understand social media marketing.	Discussion	Able to name the most	Understand the main differences	Able to devise appropriate strategy for	Able to devise appropriate strategy and

			popular social media networks	among the most popular social media channels, able to choose the most appropriate social media channel for the target audience	each media channel	assessment system for each social media channel, connecting it with other resources, such as websites
5.	Able to plan digital marketing activities, campaigns and budget.	Presentation	Understand the basic principles of planning, able to design a simplified plan	Able to design a detailed communication plan while planning the use of different channels	Able to create a digital marketing plan with activities, cost planning	Able to create a detailed plan with a budget, the assessment of other marketing methods and time schedule

Literature and other sources of information:	
<i>Mandatory literature and information sources</i>	
1.	Chaffey D. (2019). Digital marketing. Harlow, United Kingdom.
2.	Hanlon A. (2019). Digital Marketing : Strategic Planning & Integration. London, United Kingdom.
3.	Kingsnorth S. (2019). Digital marketing strategy. New York:Kogan Page.
4.	Praude, V., Šalkovska, J. (2018). Satura māketings internetā. Rīga, Latvija.
<i>Further reading</i>	
1.	Alhlou F., Asif S., Fettman E. (2016). Google Analytics Breakthrough : From Zero to Business Impact. NewYork, United States.
2.	Gothelf J. (2016). Lean UX. Sebastopol, United States.
3.	Kawasaki G. (2014). The Art of Social Media : Power Tips for Power Users. London, United Kingdom
4.	Kotlers F. (2007). Māketings no A līdz Z. Jumava, Rīga.
5.	Praude, V. (2011). Māketings 1.grāmata. Burtene, Rīga.
<i>Other sources of information</i>	
1.	https://digitalmarketinginstitute.com/
2.	https://digijourney.com/

INTERNATIONAL ECONOMICS

Author/s of the course:	
Lecturer, Mg.sc.soc. Edgars Čerkovskis	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Macroeconomics	
Study course aim:	
Provide the students with the necessary knowledge, skills and competences in the field of international economics	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Understand the concept and substance of international economics. 2. Understand international economic theories and models. 3. Understand the substance and activities of international organizations. 4. Able to determine the exchange rate, value and the international currency systems. 5. Able to analyze the pricing mechanism of international trade and the world market. 6. Able to critically analyze the state economic policy in relation to international trade. 7. Able to discuss the key issues of international economics. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	The basic principles of the functioning of the international economy.
2.	Models of international trade and economics.
3.	Exchange rate, currency value and the international currency systems.
4.	International economic policy.
5.	International trade and currency organizations and funds.

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
99.	The basic principles of the functioning of the international economy. <ul style="list-style-type: none"> • Basic terms of international economics. • The basic principles of international economics. • Key indicators of international economics. • Alternative theories of international trade. 	10	5	3
100.	Models of international trade and economics. <ul style="list-style-type: none"> • The use and importance of the Ricardian model. • The Heckscher-Ohlin model application. • General (equilibrium) trade model. • International (foreign) trade model. 	10	5	3

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
101.	Exchange rate, currency value and the international currency systems. <ul style="list-style-type: none"> Gold standard system. The Bretton Woods system of monetary management. Jamaican currency system. Global foreign exchange market. Ways of setting the exchange rate. 	10	5	2
102.	International economic policy. <ul style="list-style-type: none"> State and an open economy. National trade policy. Monetary policy. Fiscal policy 	10	5	2
103.	International trade and currency organizations and funds. <ul style="list-style-type: none"> The International Monetary Fund. The World Trade Organization. The Organisation for Economic Co-operation and Development. 	8	4	2
	Total:	48	24	12

Independent work description:		
Study form	Type of independent work	Form of control
<i>All forms of studies</i>	Read the assigned book on international economics and prepare a seminar with presentation and discussion elements.	Presentation, seminar
	Read the assigned scientific article on international economics events during the last 3 months, and develop a forecast of further developments.	Essay, presentation
	Formulate possible Latvian international economic development scenarios.	Presentation, seminar
	Simulation game "International commercial transactions"	Group work (e-students individually)

Structure of the study course:							
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/ listening	Total hours of the course
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total			
<i>Full-time</i>	48	12	4	64	64	32	160
<i>Part-time</i>	24	18	6	48	64	48	160

<i>Part-time studies with e-learning elements</i>	12	16	4	32	64	64	160
---	----	----	---	----	----	----	-----

Evaluation of the study course learning outcomes:

During the study course, 4 independent work assignments have to be successfully completed, 2 seminars have to be participated in, at least 70% of the lectures have to be attended and the exam passed. The final grade for the course is formed as the mean of combined average grades for the independent work assignments and the exam.

No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the concept and substance of international economics.	Presentation, seminar, discussion, examination.	Understand the basic concepts.	Understand the basic concepts and terms, but there are difficulties in formulating definitions.	Understand the most important concepts, terms and definitions.	Have a good grasp of the substance, concepts, terms and definitions.
2.	Understand international economic theories and models.	Presentation, seminar, discussion, examination.	Understand regularities.	Understand the regularities, but there are difficulties with understanding the models and the theories.	Understand the most important models, theories and regularities.	Have a good grasp of the models, theories and regularities of international economics.
3.	Understand the substance and activities of international organizations.	Test, exam.	Understand the substance of international organizations.	Understand the substance of international organizations, however, there are difficulties in defining their activities.	Understand the substance and the principles of operation of major international organizations.	Have a good grasp of operations of international organizations and funds.
4.	Able to determine the exchange rate, value and the international currency systems.	Test, simulation game, exam.	Know how to set exchange rates.	Able to determine the exchange rates, however, there are difficulties having a grasp of international currency systems.	Able to determine the exchange rate, its value and the international currency system.	Able to freely determine the exchange rate, value and analyze the international currency systems.
5.	Able to analyze the pricing mechanism of international trade and the world market.	Test, essay, exam.	Able to determine pricing mechanisms.	Able to determine the pricing mechanism, but there are difficulties in the calculation of the pricing mechanism.	Able to determine the pricing mechanism, able to do the calculations.	Freely able to determine the pricing mechanism, to do the calculations and analyze international

						pricing mechanisms.
6.	Able to critically analyze the state economic policy in relation to international trade.	Presentation, essay, seminar, discussion, examination.	Able to analyze the information obtained, however, there are difficulties discerning regularities.	Able to analyze the information obtained, however, there are difficulties in formulating conclusions.	Able to analyze the obtained information critically, formulate conclusions.	Able to analyze the obtained information critically, draw conclusions and propose solutions.
7.	Able to discuss the key issues of international economics.	Presentation, seminar, examination.	Able to discuss current events, unable to formulate opinion.	Able to discuss current events, but there are difficulties to support opinion.	Able to provide arguments to discuss current events, formulate and support opinion.	Excellent argumentative and oratorical skills.

Literature and other sources of information:	
Mandatory literature and information sources	
1.	Krugman, P. R. (2015). <i>International economics : theory & policy</i> . Harlow: Pearson.
2.	Appleyard, D. R. (2014). <i>International economics</i> . New York: McGraw-Hill Companies.
3.	Зубко, Н. М. (2012). <i>Международная экономика: ответы на экзаменационные вопросы</i> . Москва: Тетрасистемс.
4.	Acharyya, R. (2014). <i>International trade and economic development</i> . Oxford: Oxford University Press.
5.	Feenstra, R. C. (2014). <i>International trade</i> . New York: Worth Publishers, a Macmillan Higher Education Company.
Further reading	
1.	Ehrenberg, R., Smith, R. (2018). <i>Modern Labor Economics : theory and public policy</i> . Harlow: Pearson.
2.	Langdana, F., Murphy, P. (2014). <i>International Trade and Global Macropolicy</i> . London ; New York : Routledge
3.	Matsushita, M., Schoenbaum, T., Mavroidis, P., Hahn, M. (2015). <i>The World Trade Organization : law, practice, and policy</i> . Oxford, United Kingdom : Oxford University Press
4.	Mishkin, F. (2013). <i>The economics of money, banking, and financial markets</i> . Harlow : Pearson. New York : Springe.
5.	Vogenauer, S., Weatherill, S. (2017). <i>General principles of law : European and comparative perspectives</i> . Oxford ;Portland, Oregon : Hart Publishing
Other sources of information	
1.	Hartley, J. (2015). <i>Creative economy and culture : challenges, changes and futures for the creative industries</i> . London: Thousand Oaks, California Sage Publications.
2.	Tapscott, D. (2015). <i>The digital economy : rethinking promise and peril in the age of networked intelligence</i> . New York : McGraw-Hill.
3.	Hanley, N., Jason F., Shogren, B. (2013). <i>Introduction to Environmental Economics</i> . Oxford: Oxford university press.

International Trade Law

Author/s of the course:	
Mg.iur., Assistant Professor Ināra Brante	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Regulatory Framework of Business	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition on the substance, legal foundations of international trade law and raise awareness about practical regulatory application of the law.	
Study course learning outcomes (knowledge, skills, competences):	
10. Understand the concept, system of international trade law, the specifics and the hierarchy of rules and regulations. 11. Familiar with the international organizations and institutions related to international trade law. 12. Know the regulatory framework of the international trade agreements, the rights and obligations of the parties. 13. Understand the terms and conditions of the international trade contracts INCOTERMS. 14. Familiar with the international business regulatory laws and regulations' application possibilities in practice. 15. Able to provide arguments to discuss the issues of international trade regulations in practice.	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	The concept and system of international trade law. The subjects of international trade law.
2.	The 1980 UN Convention on Contracts for the International Sale of Goods. The structure of the Convention. The basic principles of the application of the Convention.
4.	The international trade contract INCOTERMS.
5.	UNCITRAL international commerce contract principles.
6.	UNIDROIT - international commerce contract principles.
7.	The concept and substance of international maritime law. The United Nations Convention on the Law of the Sea.
8.	International transport by road.
9.	International air transport.
10.	International transport by rail. Intermodal freight transport.
11.	Methods of payment in international trade. Dispute resolution in international arbitration.

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
104.	Introduction. The concept, system, legal subjects of international trade law. The unification of international trade law. The international trade agreements of Latvia. The international organizations and institutions related to international trade law.	2	1	1
105.	The 1980 UN Convention on Contracts for the International Sale of Goods. The structure of the Convention. The basic principles of the application of the Convention. Concluding, entering into contracts.	4	3	1
5.3.	The General Agreement on Tariffs and Trade (GATT) The main goals and objectives of GATT.	4	3	2
107.	UNIDROIT The international commerce contract principles. E-commerce.	6	2	1
108.	International trade contract INCOTERMS Terms, regulations.	6	3	1
109.	UNCITRAL international commerce contract principles. Aspects of the application of the principles in practice. UNCITRAL recommendations for commercial contract preparation.	6	3	1
110.	Maritime law. The concept and substance of international maritime law. The United Nations Convention on the Law of the Sea. International maritime transport regulations.	4	3	1
111.	International transport by road. The concept and essence of international transport by road. International transport by road regulation in the EU. Latvian legislation on transport by road.	6	3	1
2.9.	International air transportation. The Chicago and the Warsaw Convention. Bilateral agreements signed by Latvia on air communications.	6	3	1
113.	International transport by rail. Convention concerning International Carriage of Goods by Rail. Bilateral agreements signed by Latvia on international transport by rail. Intermodal freight transport.	6	2	1
114.	Methods of payment in international trade. Dispute resolution in international arbitration.	4	2	1
Total:		48	24	12

* If, in the program, the course is not available in this form, then these rows have to be highlighted with light gray color

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	<i>Independent / Practical assignment's brief description:</i> 1. Gather information about the sources of law regulating international trade law. 2. Combined task, which covers the substance, principles, methods and content of the regulatory framework of international transport. 3. To analyze the UNIDROIT proposals and principles for international commercial transactions and their application in practice. 4. Prepare necessary documents for concluding and implementation of foreign trade deals. Find and analyze errors in the drafted document.	2 independent work assignments 2 quizzes
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study sources 1, 2, 3 from the mandatory list of sources, sources 1, 2, 3 from the other sources of information list (Latvian laws and regulations) about the topics acquired during the course.	
Part-time studies	<i>Independent / Practical assignment's brief description:</i> 1. Gather information about the sources of law regulating international trade law. 2. Combined task, which covers the substance, principles, methods and content of the regulatory framework of international transport. 3. To analyze the UNIDROIT proposals and principles for international commercial transactions and their application in practice. 4. Prepare necessary documents for concluding and implementation of foreign trade deals. Find and analyze errors in the drafted document.	2 independent work assignments 2 quizzes
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study sources 1, 2, 3 from the mandatory list of sources, sources 1, 2, 3 from the other sources of information list (Latvian laws and regulations) about the topics acquired during the course.	
Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> 1. Gather information about the sources of law regulating international trade law. 2. Combined task, which covers the substance, principles, methods and content of the regulatory framework of international transport. 3. To analyze the UNIDROIT proposals and principles for international commercial transactions and their application in practice. 4. Prepare necessary documents for concluding and implementation of foreign trade deals. Find and analyze errors in the drafted document.	2 independent work assignments 2 quizzes
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study sources 1, 2, 3 from the mandatory list of sources, sources 1, 2, 3 from the other sources of information list (Latvian laws and regulations) about the topics acquired during the course.	

Structure of the study course:							
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/ listening	Total hours of the course
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total			
Full-time	48	12	4	64	64	32	160
Part-time	24	18	6	48	64	48	160
Part-time studies with e-learning elements	12	16	4	32	64	64	160

Evaluation of the study course learning outcomes:

The final evaluation of the course for **full-time students** is formed from completed **two** independent work assignments, **two** quizzes passed, active participation in discussions during the classes, lecture attendance (at least 70% of the classes must be attended) and passed exam covering the studied topics of the course;

The final evaluation of the course for **part-time students** is formed from completed **two** independent work assignments, **two** quizzes passed, active participation in discussions during the classes, lecture attendance (at least 70% of the classes must be attended) and passed exam covering the studied topics of the course;

The final evaluation of the course for **part-time students with e-learning elements** is formed from completed **two** independent work assignments, **two** quizzes passed, active participation in discussions during the classes, lecture attendance (at least 70% of the classes must be attended) and passed exam covering the studied topics of the course;

No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the concept, system of international trade law, the specifics and the hierarchy of rules and regulations.	Quiz, discussion	Understand the basic concepts	Understand the most important concepts, but there are difficulties with perceiving regularities	Understand the key concepts and regularities	Freely able to analyze economic regularities
2.	Familiar with the international organizations and institutions related to international trade law.	Independent work, discussion, quiz	Understand the basic operation principles of international organizations	Understand the tasks and functions of international organizations, but there are difficulties with discerning regularities	Understand the tasks and functions, the most important principles and regularities of international organizations	Have a good grasp of operations of international organizations
3.	Know the regulatory framework of the international trade agreements, the rights and obligations of the parties.	Discussion, practical work, individual work	Partly know the regulatory framework of the international trade agreements, however, have difficulties identifying the rights and obligations of the parties	Know the regulatory framework of the international trade agreements, but there are difficulties to support opinion	Know the regulatory framework of the international trade agreements, the rights and obligations of the parties	Have a good grasp of the regulatory framework of the international trade agreements, the rights and obligations of the parties, able to support opinion
4.	Understand the terms and conditions of the international trade contract INCOTERMS	Independent work, discussion, quiz	Partly able to independently apply terms and conditions of the international trade contracts INCOTERMS	Able to independently apply terms and conditions of the international trade contracts INCOTERMS, however, there are difficulties	Able to independently apply terms and conditions of the international trade contracts INCOTERMS	Able to independently apply terms and conditions of the international trade contracts INCOTERMS, support opinion

				to support opinion		and offer solutions
5.	Familiar with the international business regulatory laws and regulations' application possibilities in practice	Independent work	Understand the international business regulatory laws and regulations' application possibilities in practice	Able, to a limited extent, independently apply the acquired knowledge and there are mistakes in the completion of tasks	Able, to a full extent, independently apply the acquired knowledge, but, occasionally, there are mistakes in the completion of tasks	Able, to a full extent, independently apply the acquired knowledge in solving issues
6.	Able to provide arguments to discuss the issues of international trade regulations in practice	Independent work, discussion	Able to discuss about current events, unable to clearly formulate opinion	Unable to express and defend a well-argued and supported opinion	Able to express a supported opinion, but have difficulties to defend it with arguments	Able to express well-argued and supported opinion, as well as discuss and defend it

Literature and other sources of information:

Mandatory literature and information sources

1. Bojārs, J. (2018). Starptautiskās tirdzniecības un komercijas tiesības. Starptautiskās privāttiesības, V sējums. Rīga: LU Akadēmiskais apgāds.
2. Likums Par Apvienoto Nāciju Organizācijas Konvenciju par starptautiskajiem preču pirkuma-pārdevuma līgumiem. Pieņemts: 19.06.1997. Publicēts: Latvijas Vēstnesis, 03.07.1997. Nr.170
3. Autoru kolektīvs.(2013). Komerctiesību aktuālie jautājumi Latvijā un Eiropā. Tiesu namu aģentūra.

Further reading

1. Schmitthoff: The Law and Practice of International Trade. Published by: Sweet & Maxwell. Authors: Carole Murray; David Holloway; Daren Timson-Hunt; Giles Dixon.
2. Megret, Frederic, Globalization and International Law (August 4, 2008). MAX PLANCK ENCYCLOPEDIA OF INTERNATIONAL LAW, Oxford University Press, 2009. Available at SSRN: <https://ssrn.com/abstract=1200782>
3. Guzman, Andrew T., Global Governance and the WTO (August 2002). UC Berkeley Public Law Research Paper No. 89. Available at SSRN: <https://ssrn.com/abstract=321365> or <http://dx.doi.org/10.2139/ssrn.321365>
4. Giovannucci, Daniele, Basic Trade Finance Tools: Payment Methods in International Trade. Available at SSRN: <https://ssrn.com/abstract=996765>
5. Shaffer, Gregory, The World Trade Organization Under Challenge: Democracy and the Law and Politics of the WTO's Treatment of Trade and Environment Matters (February 22, 2010). Harvard Environmental Law Review, Vol. 25, pp. 1-93, Winter 2001. Available at SSRN: <https://ssrn.com/abstract=828644>
6. Dolan, John, The Law of Letters of Credit. THE LAW OF LETTERS OF CREDIT, 4th edition, John F. Dolan, A.S. Pratt & Sons, 2007; Wayne State University Law School Research Paper No. 07-36. Available at SSRN: <https://ssrn.com/abstract=1020705>
7. Bainbridge, D., Howell, C.(2014). Intellectual property asset management: how to identify, protect, manage exploit intellectual property within the business environment. Abingdon, Oxon, UK : Routledge.
8. Autoru Kolektīvs. (2013).Latvijas Republikas Uzņēmumu Reģistra tiesību piemērošanas prakse. Komerctiesības, biedrošanās tiesības un publiskie reģistri. Zvaigzne ABC.
9. Koraha, V. (2002).Ievads Eiropas kopienas konkurences tiesībās un praksē. Tiesu namu aģentūra.
10. Hart, H. (1998).The concept of law. Oxford: Clarendon press. Von Gerven D., Strom P. The European Company. – Cambridge University Press, 2008.
11. Von Gerven D., Strom, P. (2008).The European Company. – Cambridge University Press.
12. United Nations Convention on Contracts for the International Sale of Goods <https://www.uncitral.org/pdf/english/texts/sales/cisg/V1056997-CISG-e-book.pdf>

13.	UNCITRAL Rules on Transparency for Treaty-based Investor-State Arbitration http://www.uncitral.org/pdf/english/texts/arbitration/arb-rules-2013/UNCITRAL-Arbitration-Rules-2013-e.pdf
<i>Other sources of information</i>	
1.	Pasaules tirdzniecības organizācija (PTO) http://www.wto.org
2.	Starptautiskā tirdzniecības palāta (ICC) mājas lapa http://www.iccwbo.org/
3.	Pasaules tirdzniecības organizācija (PTO) http://www.wto.org
4.	Eiropas Savienības Oficiālais Vēstnesis, Eiropas tiesību akti un publikācijas http://eur-lex.europa.eu/oj/direct-access.html?locale=lv
5.	Komerclikums. Pieņemts: 13.04.2000. Publicēts: Latvijas Vēstnesis, 04.05.2000. Nr.158/160

Leadership

Author/s of Study course:	
Visiting teacher, Mg. sc. pol. Inese Āboliņa	
Credit points:	Credit score in the ECTS system:
2	3
Test form:	
Examination	
Study course prerequisites:	
None	
Course objectives are:	
To provide knowledge and to raise awareness about the theoretical and practical aspects of leadership. The goal of the practical workshops is to expand knowledge, develop leadership skills.	
Course outcomes (knowledge, skills, competencies):	
9. Understands leadership theories and terminology. 10. Able to communicate in the group. 11. Able to speak publicly. 12. Is capable of critically evaluating leadership strategies.	
The content of the study course required to attain the results of the study (thematic plan of the course):	
1.	Introduction and explanation of the nature and structure of the course. Leadership.
2.	Leader. The essence of leadership.
3.	Decision making
4.	Leadership effects in communication. The image of the leader and its formation.
5.	Rhetoric.

Study course schedule:				
<i>Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics</i>				
No.	Theme	Lectures (t.sk workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
115.	Introduction and explanation of the nature and structure of the course. Leadership.	5	2	2
116.	Leader. The essence of leadership.	4	2	1
117.	Decision making	5	2	2
118.	Leadership effects in communication. The image of the leader and its formation.	5	3	1
119.	Rhetoric.	5	3	2
	Total:	24	12	8

Description of the independent tasks:		
Study form	Type of independent assignment	Type of control

<i>Full-time studies</i>	Develop a presentation about leadership independently, according to the task given during the course.	Speaking in front of an audience. Presenting interviews References in the presentation. Test the acquired skills and competencies in the independent work and demonstrate knowledge in the classroom.
	Interview at least 3 leaders Read the compulsory literature Listen to audio files and watch video material	
<i>Part-Time Studies</i>	Develop a presentation about leadership independently, according to the task given during the course.	Speaking in front of an audience. Presenting interviews References in the presentation. Test the acquired skills and competencies in the independent work and demonstrate knowledge in the classroom.
	Interview at least 3 leaders Read the compulsory literature Listen to audio files and watch video material	
<i>Part-time studies with e-learning elements</i>	Develop a presentation about leadership independently, according to the task given during the course.	Speaking in e-environment. Presenting interviews References in the presentation. Test the acquired skills and competencies in the independent work and demonstrate knowledge in the classroom.
	Interview at least 3 leaders Read the compulsory literature Listen to audio files and watch video material	

Study course organisation and the volume of the course:

<i>Study form</i>	<i>Contact hours</i>				<i>Independent work hours</i>	<i>Compulsory reading and/or audio and video material listening/watching</i>	<i>Total course credit hours</i>
	<i>Lecture hours (incl. seminars, discussion)</i>	<i>Consultations, guest lectures, conferences, study tours, applied games, etc.</i>	<i>Final Test (exam, test, defence)</i>	<i>Total</i>			
<i>Full-time</i>	24	6	2	32	32	16	80
<i>Part-time</i>	14	6	2	24	32	26	80
<i>Part-time studies with e-learning elements</i>	8	6	2	16	32	32	80

Course acquisition requirements and evaluation of results:

Active participation in lessons Presenting the presentation publicly in the lesson/e-environment (part-time with e-learning elements). Presenting interviews. Exam

No.	<i>Learning outcomes</i>	<i>Evaluation method</i>	<i>Evaluation criteria</i>			
			<i>Minimal level (from 40% to 64%)</i>	<i>Intermediate level (from 65% to 84%)</i>	<i>High level (from 85% to 94%)</i>	<i>With distinction (from 95% to 100%)</i>

1.	Understands leadership theories and terminology.	Examination	Understands leadership theories and terminology, but there are difficulties in applying the terms	Understands leadership theories and terminology.	Understands leadership theories and terminology by seeing regularities.	Free orientation in leadership theories and terminology
2.	Able to communicate in the group.	Presentation Discussion	Able to communicate in the group.	Able to communicate in a group with a reasoned opinion	Able to communicate in the group by listening to other members of the team	Can communicate in a group, taking the role of a leader
	Able to speak publicly.	Presentation	Poor understanding of the most important patterns of leadership	Understands the most important results, but there are difficulties in seeing regularities for successful leadership	Understands the most important features in leadership and achieves results	Additional actions taken to create an excellent presentation
	Is capable of critically evaluating leadership strategies.		Perception of leadership strategies	Understands leadership strategies, but there are difficulties in seeing the regularities	Understanding strategies and patterns	Further progress has been made in the process commitments for creating an excellent achievement

Literature and other sources of information:

Compulsory literature and other sources of information

1.	4. Crawford, M. (2012). Solo and distributed leadership definitions and dilemmas. Educational Management Administration and Leadership.
2.	Kouzes, J.M., Posner, B.Z. (2017). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (J-B Leadership Challenge: Kouzes/Posner). 6th edition. Jossey-Bass.
3.	Mitchell, P.A. (2019). Ethical Decision-Making: Cases in Organization and Leadership. Myers Education Press.
4.	Northouse, P. (2016). <i>Leadership: Theory and practise</i> . London: Sage Publications.
5.	The Arbinger Institute (2018). Leadership and Self-Deception: Getting Out of the Box. Berrett-Koehler Publishers.

Recommended literature

1.	Dubkēvičs, L. (2011). Līderība vadīšanā. Rīga: RaKa izdevniecība.
2.	Hahn, L.K. & Paynton, S.T. (2014). <i>Survey of Communication study</i> . http://en.wikibooks.org/wiki/Survey_of_Communication_Study
3.	Merchant, K. (2012). <i>How Men And Women Differ: Gender Differences in Communication Styles, Influence Tactics, and Leadership Styles</i> . Claremont McKenna College.

<i>Other sources of information</i>	
1.	EBSCO Host datu bāze.
2.	Research Gate datu bāze.

INNOVATION MANAGEMENT

Author/s of the course:	
Adjunct lecturer, Mag.oec. Vita Brakovska	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Management, Research Organization, Microeconomics, Macroeconomics	
Study course aim:	
Provide the students with the necessary in-depth knowledge and skills (competencies) about innovation as a process of various forms of economy	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Understand the concept, the substance and the role of innovation in a company. 2. Know about the available innovation support tools (grant programs, etc.) in Latvia. 3. Able to provide an evaluative review of the innovation processes in the country and in the company/organization represented by the student. 4. Able to use creative thinking techniques that focus on strengthening the competitiveness of the company. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	The concept of creativity and innovation and the practical aspects of strengthening the competitiveness of the company
2.	My and the team's role in the formation and development of innovation as a process
3.	Interdisciplinary collaboration for the future solution development and positioning
4.	The practical aspects of new product development and commercialization
5.	Innovation culture building in an economy
6.	Innovation support tools and structures in Latvia
7.	Creative features of the modern, low-budget marketing
8.	Practical aspects of the protection of business ideas
9.	Business model as a modern and effective planning tool
10.	Social entrepreneurship as a viable business model in Latvian regions

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
1.	The concept of creativity and innovation and the practical aspects of strengthening the competitiveness of the company	4	2	1
2.	My and the team's role in the formation and development of innovation as a process in a company	6	3	1
3.	Interdisciplinary collaboration for the future solution development and positioning	4	2	1
4.	The practical aspects of new product development and commercialization	4	2	2
5.	Innovation culture building in a company	4	1	1
6.	Innovation support tools and structures in Latvia	4	2	1

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
7.	Creative features of the modern, low-budget marketing	6	3	1
8.	Practical aspects of the protection of business ideas	6	3	1
9.	Business model as a modern and effective planning tool	6	3	2
10.	Social entrepreneurship as a viable business model in Latvian regions	4	3	1
Total:		48	24	12

Independent work description:		
Study form	Type of independent work	Form of control
<i>Full-time studies</i>	1. Innovation process, its formation 2. Innovation processes in the country and in a company 3. Available innovation support tools in Latvia 4. Social entrepreneurship	Group work presentations, discussion, test - a 10-minute quiz, an essay, a special-format presentation, exam
	Independently read sources 1, 2, 3 and 5 from the mandatory list of sources and to prepare a report on the discussion of innovation as a process and an innovation support offer	
<i>Part-time studies</i>	1. Innovation process, its formation 2. Innovation processes in the country and in a company 3. Available innovation support tools in Latvia 4. Social entrepreneurship	Group work presentations, discussion, test - a 10-minute quiz, an essay, a special-format presentation, exam
	Independently read sources 1, 2, 3 and 5 from the mandatory list of sources and to prepare a report on the discussion of innovation as a process and an innovation support offer	
<i>Part-time studies with e-learning elements</i>	1. Innovation process, its formation 2. Innovation processes in the country and in a company 3. Available innovation support tools in Latvia 4. Social entrepreneurship	Essay, independent work, exam
	Independently read sources 1, 2, 3 and 5 from the mandatory list of sources and to prepare a report on the discussion of innovation as a process and an innovation support offer	

Structure of the study course:							
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/listening	Total hours of the course
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total			
<i>Full-time</i>	48	12	4	64	64	32	160
<i>Part-time</i>	24	18	6	48	64	48	160
<i>Part-time studies with e-learning elements</i>	12	16	4	32	64	64	160

Evaluation of the study course learning outcomes:

During the study course, 1 quiz and 1 test have to be passed, a group presentation has to be made with participation in discussions, at least 70% of the lectures have to be attended and the exam passed. The final grade of the course is formed as the mean of combined average grades for the assignments described above and the exam.

Part-time students with e-learning elements have to write an essay, prepare an individual work assignment and pass the exam.

No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the concept, the substance and the role of innovation in a company.	Quiz	40-64% of quiz questions are answered correctly	65-84% of quiz questions are answered correctly	85-94% of quiz questions are answered correctly	95- 100% of quiz questions are answered correctly
2.	Know about the available innovation support tools (grant programs, etc.) in Latvia.	Independent work	Know some available innovation support tools in Latvia	Know about the available innovation support tools in Latvia	Know about the available innovation support tools in Latvia and their use	Know about the available innovation support tools in Latvia and the EU and their use
3.	Able to provide an evaluative review of the innovation processes in the country and in the company/organization represented by the student	Essay	Able to provide a general review of the innovation processes in the country and in the company/organization represented by the student	Able to provide a review of the innovation processes in the country and in the company represented by the student, but there is a lack of in-depth analysis	Able to provide a review of the innovation processes in the country and in the company represented by the student	Able to give an overview and to offer practical and innovative proposals for improvement
4.	Able to use creative thinking methods that focus on strengthening the competitiveness of the company	Practical work in teams and the presentation of results	Able to use the methods of creative thinking, but it is difficult to present possible solutions	Able to use the methods of creative thinking	Excellent use of creative thinking methods	Able to use the methods of creative thinking to offer new solutions

Literature and other sources of information:

Mandatory literature and information sources

- Whittington D. (2018). *Digital Innovation and Entrepreneurship*. Cambridge: Cambridge University Press.
- Govindarajan V., Trimble Ch. (2013). *Beyond the Idea: How to Execute Innovation in Any Organization*. New York: St.Martin,s Press.
- Ilgspējīga attīstība un sociālās inovācijas (2018). Rīga: LU Akadēmiskais apgāds
- Krippendorff, K. (2019). *Driving Innovation from Within: A Guide for Internal Entrepreneurs*. USA: Columbia University Press.
- Kuratko, D.F., Goldsby, M.G., Hornsby, J.S. (2018). *Corporate Innovation*. 1st Edition. UK: Routledge
- Rafinejad, D. (2017). *Sustainable Product Innovation: Entrepreneurship for Human Well-being*. J. Ross Publishing.

Further reading

- Ābeltiņa A. (2008). *Inovācijas – XXI gadsimta fenomēns*. Rīga: Turība
- Banks, K. (2016). *Social Entrepreneurship and Innovation: International Case Studies and Practice*. UK: Kogan Page
- Bojšakovs S. (2008). *Inovatīvā darbība*. Rīga: Jumava
- Dodgson M.&Gann D. (2010). *Innovation: A Very Short Introduction*. UK: Oxford University Press
- Lazzeretti L. (2013). *Creative Industries and Innovation in Europe*. UK: Routledge
- Wang B. (2017). *Creativity and Data Marketing A practical guide to data innovation*. UK: Kogan Page

Other sources of information

1.	European innovation scoreboard. Electronic source [30.08.2019]. Available at: https://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en
2.	Innovation Economics. Electronic source [30.08.2019]. Available at: http://www.innovationeconomics.net/
3.	LR Centrālā statistikas pārvalde. Elektroniskais resurss [30.08.2019]. Pieejams: www.csb.gov.lv
4.	Understanding the Innovation Economy. Electronic source [30.08.2019]. Available at: https://philmckinney.com/understanding-innovation-economy-impact-world/ [skat. 30.08.2019]
5.	Žurnāls „Innovations and Technologies News”. Elektroniskais resurss [30.08.2019]. Pieejams: http://innovationsline.com/data3/

PROJECT MANAGEMENT

Author/-s of the study course:	
Mg.oec. Aija Staškeviča	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Management, Accounting	
Study course aim:	
The aim of the course is to give students knowledge, skills and competencies in project management field.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Student knows and understands the essence and concepts of project management. 2. Student is able to calculate and use the evaluation of effectiveness of project investments. 3. Student is able to find a solution to a specific problem in the industry, preparing the project within the sector. 4. Student is able to independently find needed information and analyze it to gain knowledge about a particular topic in the field of project management. 5. Student is able to prepare the application for the project according to determined structure; 6. Student is able to present the results of independent work. 7. Student knows current events in project management sector. 8. Student is familiar with preparation of project proposal and implementation stages. 9. Student understands project management concepts and main regulations.	
Study course thematic plan:	
1.	Introduction to project management
2.	Definition of project problem and objective
3.	Analysis of project environment
4.	Analysis of project alternatives
5.	Definition of project solution and project proposal
6.	Concept of project life cycle. Structure plan.
7.	Analysis of project risks
8.	Planning of project resources, costs and revenues
9.	Management of project team
10.	Control of project

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
120.	Introduction to project management	4		
121.	Definition of project problem and objective	4		
122.	Analysis of project environment	6		
123.	Analysis of project alternatives	4		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
124.	Definition of project solution and project proposal	6		
125.	Concept of project life cycle. Structure plan.	6		
126.	Analysis of project risks	4		
127.	Planning of project resources, costs and revenues	8		
128.	Management of project team	2		
129.	Control of project	4		
	Total:	48		

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	To formulate a project idea, based on official sources of information, a project goal and tasks, to justify the need for a project, and to make environmental analysis.	Independent work in form of report and presentation. Discussion with audience.
	Compulsory literature: sources No. 2, 6, 8.	
	To analyse environment and stakeholders, to design structural plan of a project.	Independent work in form of report and presentation. Discussion with audience.
	Compulsory literature: sources No. 1, 3.	
	To analyse risks and design financial plan of a project.	Work in groups
	Compulsory literature: sources No. 3, 4, 9.	
	Based on the theoretical knowledge, to develop a project application.	Presentation, seminar
	Compulsory literature: sources No. 4, 5.	
Part-time studies		
Part-time studies with e -learning elements		

Structure of the study course:

Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	48	12	4	64	64	32	160
part-time studies							
part-time studies with e-learning elements							

The evaluation of the study course learning outcomes:

The structure of final grade: Test -20%; Practical tasks at seminars - 20%; Independent work - 30%; Exam: 30%.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Student knows and understands the essence and concepts of project management	Test	40-64% of tasks performed correctly	65-84% of tasks performed correctly	85-94% of tasks performed correctly	95-100% of tasks performed correctly
2.	Student is able to calculate and use the evaluation of effectiveness of project investments; is able to find a solution to a specific problem in the industry, preparing the project within the sector.	Practical tasks	40-64% of tasks performed correctly. Student has difficulties to offer a solution to the identified problem, lack of understanding of a project preparation.	65-84% of tasks performed correctly. Student is able to offer a solution to the identified problem, has difficulties with a project preparation.	85-94% of tasks performed correctly. Student is able to offer a solution to the identified problem and is able to prepare a project.	95-100% of tasks performed correctly. Student is able to offer a reasonable solution to the identified problem and is able to prepare project.
3.	Student is able to independently find needed information and analyze it to gain knowledge about a particular topic in the field of project management; is able to prepare the application for the project according to determined structure; is able to present	Independent work with presentation	40-64% of application of project performed correctly.	65-84% of application of project performed correctly.	85-94% of application of project performed correctly.	95-100% of application of project performed correctly.

	the results of independent work.					
4.	Student knows current events in project management sector; is familiar with preparation of project proposal and implementation stages; understands project management concepts and main regulations.	Examination	Student knows 40-64 % of stages of preparation and implementation of project application. Lack of understanding of the essential concepts and regularities of project management.	Student knows 65-84 % of stages of preparation and implementation of project application. Student understands the essential concepts of project management, but has difficulties with understanding of regularities of project management.	Student knows 85-94 % of stages of preparation and implementation of project application. Student understands the essential concepts and regularities of project management.	Student knows 95-100 % of stages of preparation and implementation of project application. Student understands exceptionally the essential concepts and regularities of project management.

Literature and information sources:	
<i>Compulsory literature and information sources</i>	
1.	Crowe Andy (2016). Alpha Project Managers: What the Top 2% Know That Everyone Else Does Not. Velociteach; None edition, 208 p. ISBN: 978-0990907411
2.	Džounss R. (2008). <i>Projektu vadības pamati: praktisks ceļvedis projektu vadībā un izpildē</i> . Rīga : Lietišķās informācijas dienests, 222 lpp. ISBN 9789984826059
3.	Ezerarslan, A.S., Koc Aytekin, G. (2018). The Effectiveness of Cost-Oriented Project Management Process in Businesses. International Journal of Eurasia Social Sciences / Uluslararası Avrasya Sosyal Bilimler Dergisi, Vol. 9 Issue 33, p1452-1487. 36p.
4.	Hugo, F. D., Pretorius, L., Benade, S. J. (2018). Some Aspects of the Use and Usefulness of Quantative Risk Analysis Tools in Project Management. South African Journal of Industrial Engineering, Vol. 29 Issue 4, p116-128. 13p.
5.	Jangs L. T. (2009) <i>Kā vadīt projektu</i> . Rīga: Zvaigzne ABC, 152 lpp. ISBN 978-9934-0-0232-8
6.	Projektu vadītāja profesijas standarts. APSTIPRINĀTS ar Izglītības un zinātnes ministrijas 2003.gada 29.decembra rīkojumu Nr. 649. [tiešsaiste] [skatīts 10.07.2019.] Pieejams: http://visc.gov.lv/profizglitiba/dokumenti/standarti/ps0222.pdf
7.	Ranf, D.E., Herman, R. (2018) Knowledge Managements Contributions in Project Management, Revista Academiei Fortelor Terestre, Vol. 23 Issue 4, p288-293. 6p.
8.	Rokasgrāmata Eiropas Savienības projektu izveidē un vadībā, Rucavas novads, 2012. 116 lpp.
9.	Savescu, D. (2018). Project's Management. Some Aspects. Fiability & Durability / Fiabilitate si Durabilitate, Issue 1, p299-304. 6p.
<i>Additional literature and information sources</i>	
1.	Barker S. (2014), Brilliant Project Management (Brilliant Business) 3rd Revised edition Edition, Trans-Atlantic Publications, 200 p., ISBN: 978-1292083230
2.	Ferguson R. (2014) Finally! Performance Assessment That Works: Big Five Performance Management, 134 p.
3.	Fried J., Heinemeier Hansson D. (2013) Remote: Office Not Required. London: Ebury Publishing, 256 pages. ISBN 0091954673
4.	Graham N. (2015) Project Management For Dummies. New York: John Wiley & Sons Inc, 424 pages. ISBN 1119025737
5.	Kerzner, H. (2013) Project management: a systems approach to planning, scheduling, and controlling, 11th Edition, John Wiley & Sons, 2013. 1296 p.

6.	Kogon K., Blakemore S., Wood J. (2015). Project Management for the Unofficial Project Manager, BenBella Books, Inc., 256 p., ISBN 9781941631119
7.	Moreira M.E. (2017). The Agile Enterprise: Building and Running Agile Organizations 1st ed. Edition, Apress, 296 p., ISBN-13: 978-1484223901
8.	Project Management Institute (2017). Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition, Project Management Institute, 760 p. ISBN 9781628253900
9.	SIA „NK Konsultāciju birojs” (2013). Rokasgrāmata Projekti vadīšanā, 183 lpp.
10.	Sutherland J. (2014), Scrum: The Art of Doing Twice the Work in Half the Time, Random House Audio
Other information sources	
1.	www.altum.lv – finanšu attīstības institūcija ALTUM
2.	www.bizness.lv – Latvijas nacionālais biznesa portāls
3.	www.esfondi.lv - ES fondu plānošanu, vadību, uzraudzību, izvērtēšanu, kā arī ES fondu vadību Latvijā regulējošie normatīvie dokumenti un cita saistoša informācija par Finanšu ministrijas kā Eiropas Savienības fondu vadošās iestādes pārziņā esošajiem jautājumiem.
4.	www.fastcompany.com/ - biznesa e-portāls
5.	www.indiegogo.com/ - pūļa finansējuma platforma
6.	www.ipma.world/ - Starptautiskā projektu vadības asociācija
7.	www.kickstarter.com – pūļa finansējuma platforma
8.	www.labsoflatvia.lv – Latvijas start-up komūnas e-portāls
9.	www.liaa.gov.lv - Latvijas investīciju un attīstības aģentūra
10.	www.likumi.lv - VSIA „Latvijas Vēstnesis”
11.	www.lnpva.lv – Latvijas Nacionālā projektu vadītāju asociācija
12.	www.isif.lv – Sabiedrības integrācijas fonds
13.	www.managementtoday.co.uk/ - menedžmenta e-portāls
14.	www.ted.com – nevalstiska globālo ideju kustība
15.	www.viaa.gov.lv – Valsts izglītības attīstības aģentūra
16.	www.vraa.gov.lv – Valsts reģionālās attīstības aģentūra

INTELLECTUAL PROPERTY PROTECTION

Author/-s of the study course:	
Assist.professor, Mg.iur. Inese Stankeviča	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Study course aim:	
To provide knowledge of intellectual property protection law.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
<p>1. 1. To approve research and writing skills.</p> <p>2. To develop student's ability to collect, compile and analyse the information required for the project.</p> <p>3. To find and understand differences between industrial property and copyright.</p> <p>4. To develop student's practical skills in use of IP objects.</p> <p>5. To develop student's ability to argue and present their views.</p>	
Study course thematic plan:	
1.	Intellectual property - introduction.
2.	Intellectual property - introduction.
3.	Trade marks, introduction.
4.	Trade marks.
5.	Copyright. Protected works, unprotected works, subjects of copyright.
6.	Copyright. Author's personal (moral) rights un economic rights.
7.	Right's of use of a work. Restrictions.
8.	Neighboring rights. Collective management organisations.
9.	Seminar - individual work.
10.	Seminar- tangible and intangible assets
11.	Seminar – tasks given during the seminar, discussion on copyright protection

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
130.	Introduction in intellectual property.	8		
131.	Trademarks, introduction.	8		

Study course calendar plan:

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
132.	Copyright. Author's personal (moral) rights un economic rights.	8		
133.	Copyright. Protected works, unprotected works, subjects of copyright.	8		
134.	Neighboring rights. Collective management organizations.	8		
135.	Seminars	8		
	Total:	48		

Independent work description:

Study form	Type of independent work	Form of control
full-time studies	1. How do I meet with IP in my everyday life? Is IP and it's protection important and shall it be protected? 2. How can a trade mark be protected in difference from a copyright protected work? 3. There is a different terminology in the legal acts regarding IP terms. An analyses shall be carried out and suggestions given. 4. How can enterprises protect their intel.property – trademarks, patents, copyright, computer programs? An analyses of an enterprise shall be carried out, taking into consideration the protected IP objects as well as indicating what else could be protected as well as what are the reasons that IP objects are not protected – no knowledge, no resources, etc.	Individual home work, discussion. Individual home work, discussion. Individual home work or work in groups 2 – 3 students.
		Presentation, work in groups.

Structure of the study course:

Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	48	12	4	64	64	32	160

The evaluation of the study course learning outcomes:

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	To know and understand the basic principles of intellectual property law	exam	Has a knowledge of basic terms	Understands the essence of intellectual property rights, but has difficulty distinguishing intel. Types of property rights	Understands the essence of intellectual property rights and is able to give reasoned examples of each type of right, giving examples	Understands the essence of intellectual property rights at a level that can explain it to others and participate in arguments in discussions
2.	To see the difference between copyright and industrial property	exam	Is able to understand the differences between copyright and industrial property, but sometimes comparisons are incorrect	Able to understand the differences between copyright and industrial property, but may have difficulty in applying this knowledge in practice	Able to understand the differences between copyright and industrial property	Able to understand the differences between copyright and industrial property as well as explain differences and give examples
3.	To know and understand where to seek information and when to look for further legal guidance if necessary	exam	Knows and understands where and how to look for information and seek further legal assistance, but sometimes these skills are misused	Knows and understands where and how to look for information and seek further legal assistance, but there are difficulties in interpreting the results	Knows and understands where and how to look for information and seek further legal assistance, can interpret and understand	Knows and understands where and how to search for information and seek further legal assistance

					the proposed results	e, evaluate given offers, and if necessary, supplement and improve them
4.	Ability to present theoretical and practical answers to different questions in IP field.	Work in groups. Presentation. Discussion	Can only discuss basic issues in the field of intellectual property rights	Can only discuss basic issues in the field of intellectual property rights, but has difficulty finding arguments	Able to reasonably discuss basic issues in the field of intellectual property rights	Is able to reasonably discuss basic issues in the field of intellectual property rights, to make proposals for solving problems
...						

Literature and information sources:	
<i>Compulsory literature and information sources</i>	
1.	Grudulis Māris, Ievads autortiesībās, Latvijas Vēstnesis, 2006
2.	Rozenfelds, Jānis, Intelektuālais īpašums, Zvaigzne ABC,
<i>Additional literature and information sources</i>	
1.	Autortiesības. Rokasgrāmata, Sorosa fonds Latvija, Izdevniecība AGB, Rīga 1997
2.	Pētersone Zane, Intelektuālā īpašuma civiltiesiskās aizsardzības līdzekļi, Tiesu namu aģentūra, 2013
3.	Ovena Linete, Literāro darbu autortiesības un licencēšana, Zvaigzne ABC, 2007
4.	Veikša Ingrida, Kas ir autortiesības, Biznesa augstskola Turība, Rīga, 2007
<i>Other information sources</i>	
1.	www.wipo.int www.ifpi.org - ipkat. blog www.invention-protection.com Berne Convention WIPO Copyright Treaty (www.wipo.int/treaties) 1961 Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organisations Latvian Copyright Law (www.likumi.lv)

BUSINESS VALUE MANAGEMENT

Author/-s of the study course:	
Associate Professor, Dr.oec., Jelena Titko	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Corporate Finance Management	
Study course aim:	
To provide students with knowledge, skills and competences in the field of business value management.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Understands the core of the value-related concepts. 2. Understands the principles of valuation fundamental approaches. 3. Is able to apply valuation techniques to perform business valuation. 4. Is able to determine cost of capital. 5. Is able to discuss value-related issues in well-argued manner.	
Study course thematic plan:	
1	Concept of Value and Value-based management (VBM)
2	Valuation process: principles, stages, main approaches
3	Techniques within the Asset approach to business valuation
4	Techniques within the Income approach to business valuation
5	Techniques within the Market approach to business valuation
6	Cost of capital
7	Value creation

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
136.	Concept of Value and Value-based Management (VBM)	4		
137.	Valuation process: principles, stages, main approaches	4		
138.	Techniques within the Asset approach to business valuation <ul style="list-style-type: none"> Net Adjusted Asset method Other Asset approach methods 	8		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
139.	Techniques within the Income approach to business valuation <ul style="list-style-type: none"> Discounted Cash Flow (DCF) method Capitalization of income method 	8		
140.	Techniques within the Market approach to business valuation <ul style="list-style-type: none"> Guideline public company method Guideline company transactions method 	8		
141.	Cost of capital <ul style="list-style-type: none"> Cost of equity Cost of debt 	8		
142.	Value creation <ul style="list-style-type: none"> Value metrics Value creation models Value drivers 	8		
	Total:	48		

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	1. Content analysis of the value- related text information Compulsory literature: At least 10 scientific papers available in EBSCO data basis devoted to the value-related issues	Individual home task
	2. Cost of equity calculation, applying Capital Asset Pricing Model (CAPM) Compulsory literature: No. 4 Additional literature: No. 3 Other information sources: No. 1	Individual home task
	3. Cost of capital calculation, applying build-up approach Compulsory literature: No. 6	Presentation In-class reporting
	4. Investigation of value drivers in the selected industry/field; Creating Balanced Scorecard Compulsory literature: No. 1 Additional literature: No. 1, No. 2, No. 4, No. 5	Group work Presentation In-class reporting

Structure of the study course:				
Study form	Contact hours			

	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total	<i>Individual work (hours)</i>	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
full-time studies	48	12	4	64	64	32	160

The evaluation of the study course learning outcomes:

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1	Understands the core of the value-related concepts	Tests Exam	Understands the meaning of basic terms	Understands the value-related concepts, but has some difficulties to discuss about	Understands the core of the concepts and is able to discuss about in a well-argued manner	Understands the value-related concepts at the level to be able to explain them to others
2	Understands the principles of valuation fundamental approaches	Tests Exam	Understands the basic principles	Understands the principles, but has some difficulties to discuss about	Understands the principles and is able to discuss about in a well-argued manner	Understands the principles of valuation fundamentals at the level to be able to explain them to others
3	Is able to apply valuation techniques to perform business valuation	Tests Exam	Is able to apply basic valuation techniques, but sometimes has difficulties to apply them properly	Is able to apply valuation techniques, but has some difficulties to interpret the results	Is able to apply various valuation techniques and interpret the results	Is able to apply various valuation techniques, interpret the results and suggest application improvements
4	Is able to determine cost of capital	Tests Exam	Is able to apply basic techniques to determine cost of capital, but sometimes has difficulties to apply them properly	Is able to apply various techniques to determine cost of capital, but has some difficulties to interpret the results	Is able to apply various techniques to determine cost of capital and interpret the results	Is able to apply various techniques to determine cost of capital, interpret the results and suggest application improvements
5	Is able to discuss value-related issues in well-argued manner	Group work Presentation Discussion	Is able to discuss only basic value-related issues	Is able to discuss value-related issues, but has some difficulties to find arguments	Is able to discuss value-related issues in well-argued manner	Is able to discuss value-related issues and suggest to solve problems

Literature and information sources:	
<i>Compulsory literature and information sources</i>	
1	Koller, T., Goedhart, M. & Wessels, D. (2015). <i>Measuring and Managing the Value of Companies</i> . 6 th ed. Hoboken, New Jersey: John Wiley & Sons, Inc.
2	Koller, T., Goedhart, M. & Wessels, D. (2015). <i>Step-by-Step Exercises and Tests to Help You Master Valuation</i> . Hoboken, New Jersey: John Wiley & Sons, Inc.
3	Atrill, P. (2017). <i>Financial management for decision makers</i> . 8 th ed. London: Pearson Education.
4	Anderson, P.L. (2012). <i>The Economics of Business Valuation</i> . Stanford: Stanford University Press.
5	Titko, J. & Lace, N. (2013). Bank Value Measurement Based on Fundamental Analysis. In International Conference on Management Innovation and Business Innovation (ICMIBI 2013), Singapore, April 21-22, 2013. Conference proceedings, 467-472.
6	Titko, J. & Lace, N. (2012). Cost of Equity for Bank Valuation: Empirical Study in Latvian Banking Sector. In International Conference "Trends in Economics and Management for the 21st Century", Brno, September 20-22, 2012. Conference proceedings, 10 p.
<i>Additional literature and information sources</i>	
1	Titko, J. & Shina, I. (2017). Non-Financial Value Drivers: Case of Latvian Banks. <i>Procedia Engineering</i> , 178C, 192-199.
2	Bistrova, J., Titko, J. & Lace, N. (2014). Sustainable Shareholder Value: Analysis of Value Drivers. <i>Economics and Management</i> , 19(2), 129-139.
3	Brigham, E.F. & Houston, J.F. (2013). <i>Fundamentals of Financial Management</i> . 3 rd ed. South-Western Cengage Learning.
4	Witcher, B.J. & Chau, V.S. (2014). <i>Strategic Management: Principles and Practice</i> . Hampshire: Cengage Learning.
5	Ashton, R.H. (2007). Value-Creation Models for Value-Based Management: Review, Analysis, and Research Directions. <i>Advances in Management Accounting</i> , 16, 1-62.
<i>Other information sources</i>	
1	Damodaran, A. (2019). Damodaran Online. [viewed 25.01.2019]. Available: http://pages.stern.nyu.edu/~adamodar/
2	Rigby, D.K. (2017). <i>Management Tools 2017: An Executive Guide</i> . [viewed 24.01.2019]. Available: https://www.bain.com/contentassets/109d90597d774549850226aaa67e249e/bain_book_management_tools_2017.pdf
3	Latvia's Most Valuable Enterprises (2018). [viewed 25.01.2019]. Available from http://www.top101.lv

Corporate Financial Management

Author/-s of the study course:	
Dr.oec. Vita Zarina	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Microeconomic, Accounting, Entrepreneurship	
Study course aim:	
To provide students with the knowledge, skills and competences required in corpotrte financial management	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Define the types of costs and their impact on the performance 2. Be able to calculate the cost and price of a product / service 3. Be able to analyze financial information of the company for evaluating business performance 4. Be able to Prepare company budget 5. Be able to argue to present your point	
Study course thematic plan:	
1.	Revenues, costs, its types, impact on performance
2.	Cost calculation methods, cost price calculations
3.	Financial statements, structure, information
4.	Financial ratios , structure, information
5.	Investments, repayment periods, methods
6.	Budget of the company, structure, way of compilation

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
143.	Revenues, costs, types, impact on performance	6	3	1
144.	Cost calculation methods, cost price calculations	6	3	2
145.	Financial statements, structure, information	4	2	1
146.	Financial ratios , structure, information	12	6	3
147.	Investments, repayment periods, methods	8	4	2

Study course calendar plan:

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
148.	Budget of the company, structure, way of compilation	12	6	3
	Total:	48	24	12

Independent work description:

Study form	Type of independent work	Form of control
full-time studies	Preparing an investment project by calculating the payback period with at least three methods to justify your choice and choose one of the most appropriate for a particular project. Estimation of the business activity of a particular company by calculating the financial ratios, explaining them	Presentation 2 tests seminar
	Reading: To study three sources from the list of compulsory sources, 1st and 3rd additional literature Independently read material about evaluation of investment projects and preparation of budget	
part-time studies	Preparing an investment project by calculating the payback period with at least three methods to justify your choice and choose one of the most appropriate for a particular project. Estimation of the business activity of a particular company by calculating the financial ratios, explaining them	Presentation 2 tests seminar
	Reading: To study three sources from the list of compulsory sources, 1st and 3rd additional literature Independently read material about evaluation of investment projects and preparation of budget	

part-time studies with e-learning elements	Preparing an investment project by calculating the payback period with at least three methods to justify your choice and choose one of the most appropriate for a particular project. Estimation of the business activity of a particular company by calculating the financial ratios, explaining them	Presentation 2 tests
	Reading: To study three sources from the list of compulsory sources, 1st and 3rd additional literature Independently read material about evaluation of investment projects and preparation of budget	

Structure of the study course:

Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	52	8	4	64	64	32	160
part-time studies	24	8	4	36	64	60	160
part-time studies with e-learning elements	12	16	4	32	64	64	120

The evaluation of the study course learning outcomes: The final assessment of the study course for full-time students consists of successfully passed 2 tests, presented budget, participation in the seminar and successfully passed the exam. Final assessment is formed by: 30% assessment of tests, 40% evaluation of the budget; 10% participation in the seminar; 20% exam evaluation.

The final evaluation of the study course for part-time students consists of successfully completed independent work - a budget, a successfully passed test and a successfully passed exam. Final assessment is formed by: 30% assessment of tests, 40% evaluation of the business plan developed during the semester; 10% participation in the seminar; 20% exam evaluation.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Define the types of costs and their impact on the performance	test	Understand cost structure	Has good understanding of the cost structure, is	Good understanding of the cost structure, can	Very well understood cost structure, impact on performance

				able to justify mainly impact on performance	well justify the impact on performance	
3.	Be able to calculate the cost and price of a product / service	test	Understands costing methodologies, able to name pricing methods	Good understanding of costing methods, the ability to choose the most suitable, is able to name the pricing methods	Good understanding of costing methods, ability to choose the most suitable and apply in the calculation of cost, well able to offer pricing methods, choose the most appropriate	Understands the cost-costing methods very well, they are able to choose the most suitable and apply in the cost calculation, are very well able to offer pricing methods, choose the most appropriate
3.	Be able to analyze financial information of the company for evaluating business performance	test	Knows the main types of financial ratios and can calculate them	Knows the main types of financial ratios and can calculate them and explain the result	Knows most of the financial ratios to be acquired in the study course, can calculate them and explain the result	Know most of the financial ratios you can learn in the study course, can calculate them and explain the result, the impact on the company's overall performance
4.	Be able to Prepare a budget for the company	Presentation discussion	Are able to prepare at least the main components budget	Is able to prepare the main components of the budget, understands the flow of information in them	Able to prepare a full company budget plan, can explain, can work independently or in the team work	Perfectly able to prepare a full company budget, all budget components are properly prepared and properly calculated, is able to work independently and in a group
5.	Be able to argue to present your point	presentation	Company budget prepared and presented, able to tell about the calculations made, is able to answer at least the most important issues	Company budget prepared and presented, able to tell about the research done and calculations, is mostly able to answer questions	Well-prepared and presented company budget, able to tell about the research done and calculations, well answered questions	Well-grounded and well-presented presentation of the prepared company budget, free to tell about the researches and calculations carried out, comprehensive answers to questions

Literature and information sources:

Compulsory literature and information sources

- | | |
|----|--|
| 1. | Shefrin H. , Behavioral corporate finance , McGraw-Hill Education, 2017 (300 lpp.) |
| 2. | Terence C.M. , Corporate Finance , Routledge, London and New York, 2018 (137 pp) |

3.	<i>Drury C.</i> , Management and Cost Accounting , Cengage , 2018 (842 lpp)
4.	<i>Atrill P.</i> , Financial Management for Decision Makers, Pearson, 2017 (655 p.)
<i>Additional literature and information sources</i>	
1.	<i>Jones C.</i> , Investments :principles and concepts, Wiley, Hoboken, N.J., 2010 (608 pp)
2.	<i>Bittlestone R.</i> , Financial management for business :cracking the hidden code , Cambridge University Press, 2010 (201 pp.)
3.	<i>Houston, Joel F.</i> , Fundamentals of financial management :study guide , South-Western Cengage Learning, 2013 (422 pp.)
4.	<i>Eun C.,Resnick B.</i> , International financial management , McGraw-Hill/Irwin, 2007 (536 pp.)
5.	<i>Arnold G.</i> , Corporate financial management, Financial Times Prentice Hall, 2008 (996 lpp.)
<i>Other information sources</i>	
1.	Budget, sources: https://www.entrepreneur.com/article/247574 [used 28.11.2018]
2.	Costs, cost behavior, source: https://www.investopedia.com/terms/v/variablecost.asp [used 28.11.2018]
3.	Costs behavior, source: https://www.accountingcoach.com/blog/what-is-cost-behavior [used 28.11.2018]
4.	Capital budgeting, source: https://www.investopedia.com/terms/c/capitalbudgeting.asp [used 28.11.2018]

FINANCIAL MARKETS AND INVESTMENTS

Author/-s of the study course:	
Associate Professor, Dr.oec., Jelena Titko	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
-	
Study course aim:	
To provide students with knowledge, skills and competences in the field of financial markets and investments	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Understands the core of the concepts related to financial markets, financial institutions and investments. 2. Understands the principles of fundamental approaches to evaluation of financial instruments. 3. Is able to evaluate different types of financial instruments. 4. Is able to perform investment portfolio analysis. 5. Is able to discuss subject-related issues in well-argued manner.	
Study course thematic plan:	
1	Basic definitions: investments, financial markets, financial instruments.
2	Financial Markets
3	Financial Institutions
4	Central Banking and International Finance
5	Financial Market Instruments
6	Money Market Instruments
7	Portfolio analysis
8	Derivative Instruments

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
149.	Basic definitions: investments, financial markets, financial instruments.	4		
150.	Financial Markets: <ul style="list-style-type: none"> ○ Money market ○ Equity and Debt securities market ○ Derivatives market 	4		
151.	Financial Institutions: <ul style="list-style-type: none"> ○ Types of financial institutions ○ Banking and the Management of Financial Institution 	4		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
152.	Central Banking and International Finance: <ul style="list-style-type: none"> Central banks' activities Foreign Exchange Market International Financial System 	8		
153.	Financial Market Instruments: <ul style="list-style-type: none"> Stocks Bonds 	8		
154.	Money Market Instruments: <ul style="list-style-type: none"> Time Deposit Certificate Of Deposit Commercial Paper and etc. 	8		
155.	Portfolio analysis	4		
156.	Derivative Instruments: <ul style="list-style-type: none"> Forwards Futures Options Swaps 	8		
	Total:	48		

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	1. Evaluation of different types of securities Compulsory literature: No. 1, 4.	Individual home task
	2. Evaluation of derivatives Compulsory literature: No. 1, 4.	
	3. Investment portfolio evaluation Compulsory literature: No. 1, 3	Individual home task
	4. Peculiarities of ... (type) market in ... (particular country) Compulsory literature: No. 2, 3. Additional literature: No. 2	
		Group work Presentation In-class reporting

Structure of the study course:							
Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	48	12	4	64	64	32	160

The evaluation of the study course learning outcomes:						
No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1	Understands the core of the concepts and terms related to financial markets and investments	Tests Exam	Understands the meaning of basic subject-related terms	Understands the subject-related concepts and terms, but has some difficulties to discuss about	Understands the core of the subject-related concepts and terms and is able to discuss about in a well-argued manner	Understands the subject-related concepts at the level to be able to explain them to others
2	Understands the financial system structure and the principles of the functioning of financial institutions	Tests Exam	Understands the basic principles	Understands the principles, but has some difficulties to discuss about	Understands the principles and is able to discuss about in a well-argued manner	Understands the principles of valuation fundamentals at the level to be able to explain them to others
3	Is able to evaluate different types of financial instruments	Tests Exam	Is able to apply basic valuation techniques, but sometimes has difficulties to apply them properly	Is able to apply valuation techniques properly, but has some difficulties to interpret the results	Is able to apply various valuation techniques and interpret the results	Is able to apply various valuation techniques, interpret the results and suggest application improvements
4	Is able to discuss about financial markets, financial institutions and investments in a well-argued manner	Group work Presentation Discussion	Is able to discuss only basic subject-related questions	Is able to discuss the subject-related questions, but has some difficulties to find arguments	Is able to discuss the subject-related questions in well-argued manner	Is able to discuss the subject-related questions and make suggestions to solve the problems

Literature and information sources:	
Compulsory literature and information sources	
1	Peleg, D. (2014). <i>Fundamental Models in Financial Theory</i> . Cambridge: The MIT Press.
2	Levinson, M. (2014). <i>Guide to Financial Markets: Why They Exist and How They Work</i> . 6th ed. London: The Profile Books Ltd.
3	Pilbeam, K. (2018). <i>Finance and Financial Markets</i> . 4 th ed. Red Globe Press.
4	Walker, L.G. (2019). <i>Technical Analysis: Complete And Simple Guide To The Fundamentals Of Technical Analysis For Trading</i> . Independently published.
Additional literature and information sources	
1	Haan, J. D., Oosterloo, S. & Schoenmaker, D. (2009). <i>European Financial Markets and Institutions</i> . New York: Cambridge University Press.

2	Mishkin, F. S., Matthews, K. & Giuliiodori, M. (2013). <i>The Economics of Money, Banking and Financial Markets</i> . Harlow: Pearson Education Limited.
<i>Other information sources</i>	
1	Trading economics: http://www.tradingeconomics.com/
2	Market information on financial instruments: https://www.tradingview.com/
3	Information on companies and industries: https://www.bloomberg.com/europe https://www.reuters.com/
4	Statistics: https://ec.europa.eu/eurostat/data/database

BUSINESS RISK MANAGEMENT

Author/-s of the study course:	
Dr.oec., Assistant professor Anna Svirina	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Management theories	
Study course aim:	
To ensure the course outcomes, which include in-depth theoretical knowledge and research skills development in the field of business risks assessment and management	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Knowledge of contemporary business risks system and theory development directions 2. Knowledge of business risks types and management approaches 3. Knowledge of risk culture and art, risk management models 4. Ability to assess strategic and tactical risks 5. Ability to implement basic business risks management concepts 6. Ability to assess risk management process in contemporary enterprise 7. Ability to assess the complexity and uncertainty of risk situation and define key factors 8. Competence to independently define appropriate methods of market, entrepreneurial, financial and other risks evaluation and control 9. Competence in defining risk factors and sources of risk 10. Competence in justifying the chosen methods of business risk management	
Study course thematic plan:	
1	Business risks: definition, classification, nature of risks
2	Risk aversion, insurance and hedging
3	Risk management process
4	Strategic risks and tactical risk
5	Risk evaluation
6	Risk culture and risk management models
7	Market risks and entrepreneurial risks
8	Credit and liquidity risks
9	Operational, legal and political risks
10	Risk avoidance and risk control
11	Risk factors identification
12	Sources of risk

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
157.	Business risks: definition, classification, nature of risks	4		
158.	Risk aversion, insurance and hedging	4		
159.	Risk management process	4		
160.	Strategic risks and tactical risk	4		
161.	Risk evaluation	4		
162.	Risk culture and risk management models	4		
163.	Market risks and entrepreneurial risks	4		
164.	Credit and liquidity risks	4		
165.	Operational, legal and political risks	4		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
166.	Risk avoidance and risk control	4		
167.	Risk factors identification	4		
168.	Sources of risk	4		
Total:		48		

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	Information collection and analysis	In-class discussion
	Case studies	Assignments
	Problem assessment	
	Obligatory reading:	Managing business risk :a practical guide to protecting your business. Kogan Page, 2012

Structure of the study course:							
Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	48	12	4	64	64	32	160

The evaluation of the study course learning outcomes:						
The final grade includes evaluation of four assignments, appearance in not less, than 60% of the lectures, and final exam. The three assignments produce 50% of the final grade, lecture participation – 10% of the final grade and final exam – 40% of the final grade						
No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Knowledge of contemporary business risks system and theory development directions	Practical work	40-64% of tasks are fulfilled correctly	65-84% of tasks are fulfilled correctly	85-94% of tasks are fulfilled correctly	95-100% of tasks are fulfilled correctly
2.	Knowledge of business risks types and management approaches	Independent work	40-64% of tasks are fulfilled correctly	65-84% of tasks are fulfilled correctly	85-94% of tasks are fulfilled correctly	95-100% of tasks are fulfilled correctly
3.	Knowledge of risk culture and art, risk management models	Independent work	40-64% of tasks are fulfilled correctly	65-84% of tasks are fulfilled correctly	85-94% of tasks are fulfilled correctly	95-100% of tasks are fulfilled correctly
4.	Ability to assess strategic and tactical risks	Discussion at the lecture	Skills to assess strategic and tactical risks are formed at the	Lack of skills to assess strategic and tactical risks, but is able to	Able to assess strategic and tactical risks, but there	Able to assess strategic and tactical risks, is able to justify own

			minimum level (classification)	argue own views	are difficulties in arguing own views and defining risk outcomes	views and define risk outcomes
5.	Ability to implement basic business risks management concepts	Practical work	Skills to implement business risks management concepts cover only typical situations	Able to implement business risks managemen t concepts, but is not able to justify what type of approach that can be used in exact situation	Able to implement business risks managemen t concepts, but has difficulty justifying priority approach that can be used in exact situation	Able to implement business risks management concepts, and to justify priority approach that can be used in exact situation
6.	Ability to assess risk management process in contemporary enterprise	Practical work, case study	Lack of the understanding of more than 51-64% of risk management process in contemporary enterprise	Lack of the understandi ng of more than 65-84% of risk managemen t process in contempora ry enterprise	Understandi ng of 85- 94% of risk managemen t process in contempora ry enterprise	Understandin g of 95% or more of risk management process in contemporary enterprise
7.	Ability to assess the complexity and uncertainness of risk situation and define key factors	Practical work, case study	Able to assess 40-64% of factors defining complexity and uncertainness of risk situation	Able to assess 65- 84% of factors defining complexity and uncertainne ss of risk situation	Able to assess 85- 94% of factors defining complexity and uncertainne ss of risk situation	Able to assess more than 95% of factors defining complexity and uncertainness of risk situation and define the most significant
8.	Competence to independently define appropriate methods of market, entrepreneurial, financial and other risks evaluation and control	Independent work	Noticeable difficulty in independent defining appropriate methods of market, entrepreneurial, financial and other risks evaluation and control	Some difficulty in independent defining appropriate methods of market, entrepreneu rial, financial and other risks evaluation and control	Able to define appropriate methods of market, entrepreneu rial, financial and other risks evaluation and control, but there are difficulties assessing possible outcomes	Able to define appropriate methods of market, entrepreneuri al, financial and other risks evaluation and control and assess possible outcomes
9.	Competence in defining risk factors and sources of risk	Practical work, case study	Able to analyze certain risk factors and sources of risk,	Able to analyze certain risk factors and	Able to analyze certain risk factors and	Able to analyze certain risk factors and

			but is unable to suggest a solution	sources of risk, but is has significant difficulties to suggest a solution	sources of risk, but is has some difficulty in suggesting a solution	sources of risk, and to suggest a solution
10.	Competence in justifying the chosen methods of business risk management	Practical work, case study	Is able to choose but unable to justify appropriate methods of business risk management, but has the ability to assess possible tools	Has significant difficulties in choosing and justifying appropriate methods of business risk management	Has some difficulties in choosing and justifying appropriate methods of business risk management	Is able to choose and justify appropriate methods of business risk management

Literature and information sources:	
Compulsory literature and information sources	
1.	Hopkin, P. (2018). <i>Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management</i> (5th Edition). Kogan Page, London.
2.	<i>Managing business risk : a practical guide to protecting your business.</i> (2012). Kogan Page, London.
3.	Sadgrove, K. (2015). <i>The Complete Guide to Business Risk Management</i> . Gower publishing company, 2015.
Additional literature and information sources	
1.	Academy of Management Journal. Electronic source. Available at: http://aom.org/Publications/AMJ/Welcome-to-AMJ.aspx
2.	Academy of Management Perspectives. Electronic source. Available at http://aom.org/Publications/AMP/Academy-of-Management-Perspectives.aspx
3.	Andersen, T.J. (2010). <i>Strategic risk management practice : how to deal effectively with major corporate exposures</i> . Cambridge, UK ;New York : Cambridge University
5.	Newton P., Bristoll, H. (2015). <i>Managing project risk</i> . Free management e-books.
Other information sources	
1.	Industrial Marketing Management (Open Access Articles). Electronic source [26.09.2019]. Available at: http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/
2.	Journal of Co-operative organization and Management. Electronic source [26.09.2019]. Available at: http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles
3.	Human Resource Management Review. Electronic source [26.09.2019]. Available at: http://www.journals.elsevier.com/human-resource-management-review/open-access-articles
4.	Business Research. Electronic source [26.09.2019]. Available at: http://link.springer.com/journal/40685

4.	Know the basic principles of text analysis	Discussion, group work	Know what the textual analysis is, able to use it at the elementary level	Know the text analysis methods, able to apply them in practice	Have a good grasp of the basic principles of text analysis, able to independently carry out philosophical text research	Fully conversant with the basic principles of text analysis, able to independently carry out philosophical text research
5.	Able to use the basic principles of critical thinking	Discussion, independent assignment, quiz	Able to identify, name and characterize thinking errors	Able to identify, name and characterize thinking errors, offer solutions	Able to use critical thinking methods and techniques in text and situation analysis, offer solutions	Able to critically analyze information and situations, present opinion and find solutions
6.	Able to support and defend opinion	Independent work,	Able to form philosophical	Able to form philosophical	Able to creatively use	Able to creatively use philosophical

		discussion, quiz	argumentation according to the proposed models	argumentation according to the proposed models, defend opinion	philosophical argumentation methods, make counter arguments, discuss	argumentation methods, make counter arguments, discuss, moderate discussions
7.	Able to collect and evaluate information	Independent work, discussion	Able to find the necessary sources in libraries and online databases with the help of the instructor	Able to independently find the necessary sources in libraries, online databases, select and evaluate them	Able to independently find the necessary sources in libraries, online databases, evaluate them and use in research	Able to independently find the necessary sources in libraries and online databases, creatively use them in scientific research and make original conclusions
8.	Able to practically present the results of research, write pointed essays	Independent work	Able to report the results of the research in an essay	Able to report the results of the research in an essay and present them to an audience	Able to report the results of the research in a well-argued, pointed essay, support findings and present the results to an audience	Able to report the results of the research, argue its conclusions very well, present them in front of an audience, as well as moderate student discussions

Literature and other sources of information:	
Mandatory literature and information sources	
1.	Delēzs, Ž., Gvatari, F. (2010). <i>Kasirfilosofija</i> ? Rīga :Jāņa Rozes apgāds.
2.	Dirāns, V. (2010). <i>Filosofijas stāsts :pasaules izcilāko filosofu dzīve un atziņas</i> . Rīga :Zvaigzne ABC.
3.	Evans S. (2018). <i>A history of Western philosophy</i> . Downers Grove, Illinois, Inter Varsity Press.
4.	<i>Filosofijas vēsture : no antīkās pasaules līdz mūsdienām</i> . (2006). Rīga Jāņa Rozes apgāds.
5.	Kūle, M. (sast.). (2016). <i>Fenomenoloģijāmūsdienas pasaulē</i> . Rīga: LU FSI
6.	Pazuhina, N., Štolls, P., Šuvajevs, I. (2018). <i>Bezvarīgova: Masariks, Patočka, Haveli</i> . Rīga: LU FSI.
7.	Platons. (2015). <i>Dialogi</i> . Rīga: Zinātne.
8.	Rasels, B. (2008). <i>Filosofijas problēmas</i> . Rīga :Jāņa Rozes apgāds.
9.	Rufinga, M. (2016). <i>Kants, Šopenhauers un Nīče</i> . LU FSI: Rīga.
	Stūre-Stūriņa, I. (2016). <i>Totēms un tabu: toreiz un tagad</i> . Rīga: LU FSI
Further reading	
1.	Barts, R. (2008). <i>Camera lucida: piezīme par fotogrāfiju</i> . Rīga: Laikmetīgās mākslas centrs.
2.	Blekbērns, S. (2007). <i>Domā : neatvairāms ievads filozofijā</i> . Rīga: 1/4 Satori.
3.	Debors, G. (2017). <i>Izrādēssabiedrība</i> . Rīga: Laikmetīgās mākslas centrs.
4.	Freids. (2017). <i>Viņpustikmes principa</i> . Rīga: Zvaigzne ABC.
5.	Jankovskis, Ģ. & Jankovska, M. (2017). <i>Being There and Together</i> . Rīga: Creative Media Baltic.
6.	Kūle, M. (sast.) (2016). <i>Fenomenoloģijāmūsdienas pasaulē</i> . Rīga: FSI.
7.	<i>Memory Access Denied</i> . (2019). Rīga: Zinātne
8.	Safranski, R. (2010). <i>Nīče : viņa domāšanas biogrāfija</i> . Rīga : Dienas Grāmata.
9.	Vējš, J. N. (2017). <i>Četrasesejas par Berlinu</i> . Rīga: FSI.
10.	Vēvere, V. S (2011). <i>Sērens Kirkegors: būt un vēstīt</i> . Rīga: FSI.
11.	Vēvere, V. (sast.). (2014). <i>Kirkegoriskielasījumi</i> . Rīga: FSI.
Other sources of information	
1.	Punctum. Literatūras un filozofijas žurnāls. Electronic resource [viewed on 25.09.2019]. Available: www.punctummagazine.lv
2.	<i>Rīgas Laiks</i> . Rīga : Rīgas Laiks.
3.	Satori. Electronic resource [viewed on 25.09.2019]. Available: www.satori.lv
4.	Stanford Encyclopedia of Philosophy. Electronic resource [viewed on 25.09.2019]. Available: www.plato.stanford.edu