

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

### **Courses for Erasmus+ students**

**Academic year 2020/2021, Spring 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](mailto:erasmus@eka.edu.lv) .

Kind regards,

Marina Tihomirova  
EKA University of Applied Sciences  
Institutional Erasmus+ coordinator

**Spring Semester 01.02.2021-20.06.2021**

**Exam period – June, 2021**

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

	<b>KP</b>	<b>ECTS</b>
Project Management	2	3
International Business	4	6
Business Risk Management	4	6

**Courses joining student groups (in English)**

<b>Management first year</b>	<b>KP</b>	<b>ECTS</b>
Accounting	4	6
Research Methodology	4	6
Latvian Language	2	3
Philosophy	2	3
Logistics	2	3
Macroeconomics	4	6
Brand Management	2	3

<b>Management second year</b>	<b>KP</b>	<b>ECTS</b>
Business Economics and Planning	6	9
Sales Management	4	6
Human Resources Management	4	6

<b>Management third year</b>	<b>KP</b>	<b>ECTS</b>
Leadership	2	3
International Marketing and Trade	2	3
International Trade Law	4	6

<b>Online courses with MBA Master students</b>	<b>KP</b>	<b>ECTS</b>
Integrated Management Systems	4	6
Strategic and Change Management	4	6
Management Theories	4	6
Intellectual Capital Management	4	6
Human Resources and Leadership	4	6

## PROJECT MANAGEMENT

<b>Credits</b>	<b>2</b>
<b>ECTS Credits</b>	<b>3</b>
<b>Student work load (academic hours)</b>	<b>80</b>

**Author:** MBA, Senior Lecturer Inga Nemše

**Course abstract:** Course is devised to provide theoretical knowledge in project management and its practical application in creating and managing cultural projects.

**Course outcomes:** Students will acquire knowledge on creating projects in cultural area according to the target market demand. They will be able to analyze project stages by using theoretical knowledge and special methodology; interpret and identify internal and external factors' influence on various project stages; analyze and evaluate the possible alternatives of the project and risks; prepare the budget and time plan for the project, evaluate the project results.

### **Course outline:**

1. Introduction to project management. Project life-cycle and stages.
2. Analysis of the project external and internal environment.
3. Role of the project manager and project team in successful implementation of the project.
4. Evaluating and managing project risks.
5. Project time and costs management.
6. Dealing with the project documentation.
7. Communication and marketing management within the project.
8. Project completion and quality assessment.

**Requirements for credits:** 1 test (20%), project (30%), exam (50%).

### **Literature (01- course literature)**

1. Westland J. The project management life cycle: a complete step-by-step methodology for initiating, planning, executing & closing a project successfully /Jason Westland, London; Philadelphia, PA: Kogan Page, 2006.
2. Gardiner, Paul D. Project management: a strategic planning approach /Paul D. Gardiner. Basingstoke: Palgrave Macmillan, 2005.
3. O'Toole W., Mikolaitis P., Corporate Event Project Management - John Wiley & Sons, Inc., New York, 2002.
4. Kerzner H.: Project Management. A Systems Approach to Planning, Scheduling and Controlling, 7. izdev, New York 2004.
5. Meredith, Jack R., Mantel, Samuel J.: Project Management. A Managerial Approach, /John Wiley& Sons, Inc., 2003.

### **Literature (02- additional literature)**

1. Ferdinand N. Events management :an international approach /Nicole Ferdinand & Paul Kitchin. London: Sage, 2012.
2. Allen J., O'Toole W., Festival and Special Event Management, 5th Edition, John Wiley & Sons, Inc., 2010.
3. Silvers J. Rutherford, Professional Event Coordination, Second Edition. New Jersey: John Wiley & Sons, Inc., 2012.
4. DeCarlo D., eXtreme project management: using leadership, principles, and tools to deliver value in the face of volatility – Josey-Bass, San Francisco, 2004.
5. Schwalbe K. Project Management, Second Edition. - Course Technology. Thomson Learning, 2002.

### **Literature (03- recommended periodicals)**

1. Projectmanager.com - <http://www.projectmanager.com/>
2. Method123 - <http://www.method123.com/project-management-tool.php>
3. The Economist – <http://www.economist.com>
4. Business Week” – <http://www.businessweek.com/>

## INTERNATIONAL BUSINESS

<b>Credits</b>	<b>4</b>
<b>ECTS Credits</b>	<b>6</b>
<b>Student work load (academic hours)</b>	<b>160</b>

**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.
6. Trompenaars, Fons. 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.
7. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm.
8. 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](http://www.hbr.org)).
2. English journal «Economist». ([www.economist.com](http://www.economist.com)).
3. English version of Latvian journal «Baltic-course». ([www.baltic-course.com](http://www.baltic-course.com)).
4. Latvian journal «American Investor».([www.amcham.lv](http://www.amcham.lv)).
5. Newspaper “The Baltic Times”. ([www.baltictimes.com](http://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.

## BUSINESS RISK MANAGEMENT

<b>Author/-s of the study course:</b>	
Dr.oec., Assistant professor Anna Svirina	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Management theories	
<b>Study course aim:</b>	
To ensure the course outcomes, which include in-depth theoretical knowledge and research skills development in the field of business risks assessment and management	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
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	
<b>Study course thematic plan:</b>	
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

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
1.	Business risks: definition, classification, nature of risks	4		
2.	Risk aversion, insurance and hedging	4		
3.	Risk management process	4		
4.	Strategic risks and tactical risk	4		
5.	Risk evaluation	4		
6.	Risk culture and risk management models	4		
7.	Market risks and entrepreneurial risks	4		
8.	Credit and liquidity risks	4		

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
9.	Operational, legal and political risks	4		
10.	Risk avoidance and risk control	4		
11.	Risk factors identification	4		
12.	Sources of risk	4		
<b>Total:</b>		<b>48</b>		

<b>Independent work description:</b>		
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

<b>Structure of the study course:</b>							
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

<b>The evaluation of the study course learning outcomes:</b>						
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,	Able to assess strategic and tactical risks,	Able to assess strategic and tactical risks, is able to

			minimum level (classification)	but is able to argue own views	but there are difficulties in arguing own views and defining risk outcomes	justify own 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 management concepts, but is not able to justify what type of approach that can be used in exact situation	Able to implement business risks management 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 understanding of more than 65-84% of risk management process in contemporary enterprise	Understanding of 85-94% of risk management process in contemporary enterprise	Understanding of 95% or more of risk management process in contemporary enterprise
7.	Ability to assess the complexity and uncertainty of risk situation and define key factors	Practical work, case study	Able to assess 40-64% of factors defining complexity and uncertainty of risk situation	Able to assess 65-84% of factors defining complexity and uncertainty of risk situation	Able to assess 85-94% of factors defining complexity and uncertainty of risk situation	Able to assess more than 95% of factors defining complexity and uncertainty 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, entrepreneurial, financial and other risks evaluation and control	Able to define appropriate methods of market, entrepreneurial, financial and other risks evaluation and control, but there are difficulties assessing possible outcomes	Able to define appropriate methods of market, entrepreneurial, 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	Able to analyze certain risk	Able to analyze certain risk	Able to analyze certain risk



			sources of risk, but is unable to suggest a solution	factors and sources of risk, but is has significant difficulties to suggest a solution	factors and sources of risk, but is has some difficulty in suggesting a solution	factors and 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: <a href="http://aom.org/Publications/AMJ/Welcome-to-AMJ.aspx">http://aom.org/Publications/AMJ/Welcome-to-AMJ.aspx</a>
2.	Academy of Management Perspectives. Electronic source. Available at <a href="http://aom.org/Publications/AMP/Academy-of-Management-Perspectives.aspx">http://aom.org/Publications/AMP/Academy-of-Management-Perspectives.aspx</a>
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: <a href="http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/">http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/</a>
2.	Journal of Co-operative organization and Management. Electronic source [26.09.2019]. Available at: <a href="http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles">http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles</a>
3.	<b>Human Resource Management Review. Electronic source [26.09.2019]. Available at:</b> <a href="http://www.journals.elsevier.com/human-resource-management-review/open-access-articles">http://www.journals.elsevier.com/human-resource-management-review/open-access-articles</a>
4.	<b>Business Research. Electronic source [26.09.2019]. Available at:</b> <a href="http://link.springer.com/journal/40685">http://link.springer.com/journal/40685</a>

## ACCOUNTING

<b>Author/s of the course:</b>	
Professor, Dr.oec. Vita Zariņa	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
<b>4</b>	<b>6</b>
<b>Final evaluation form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Microeconomics, Legal regulation of business	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of accounting.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Know and understand the substance, meaning and concepts of accounting records</li> <li>2. Know the latest laws and regulations related to accounting records</li> <li>3. Know the accounting records process and accounting work organization</li> <li>4. Able to apply the acquired knowledge to manage the records of assets and liabilities</li> <li>5. Able to express, support and defend opinion</li> <li>6. Able to conduct accounting work related to the records of economic processes, prepare reports</li> <li>7. Able to analyze accounting record keeping organization</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	Accounting as a form of record keeping, its meaning and tasks. Requirements for accounting records. Systems, types and forms of accounting records.
2.	Classification and characterization of economic assets and their sources of origin.
3.	Accounting balance sheet and its characteristics. Changes in the balance as a result of economic operations.
4.	Accounting accounts and double entry. Balance sheet accounts and operation accounts. Plan of book-keeping accounts. Double entry.
5.	Recording and evaluation of balance sheet and profit or loss items.
6.	Documentation and inventory.
7.	Accounting reports. The company's annual report and its components.
8.	Accounting work organization in a company.

<b>Study course calendar plan:</b>				
<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*
13.	Accounting as a form of record keeping, its meaning and tasks. Requirements for accounting records. Systems, types and forms of accounting records.	4	2	1
14.	Classification and characterization of economic assets and their sources of origin.	4	2	1
15.	Accounting balance sheet and its characteristics. Changes in the balance as a result of economic operations.	8	4	2
16.	Accounting accounts and double entry. Balance sheet accounts and operation accounts. Plan of book-keeping accounts. Double entry.	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*
17.	Recording and evaluation of balance sheet and profit or loss items.	20	10	4
18.	Documentation and inventory.	2	1	1
19.	Accounting reports. The company's annual report and its components.	4	2	1
20.	Accounting work organization in a company.	2	1	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

Independent work description:			
Study form	Type of independent work	Form of control	
Full-time studies	<i>Independent / Practical assignment's brief description:</i> 1. the classification of economic resources and their sources, the opening balance sheet composing, economic operations bookings, records in accounts, closing of accounts and balance sheet composing; 2. complex task that covers all successively completed accounting cycle stages; 3. the acquisition of accounting theory issues; 4. the business operations account correspondence learning.	2 independent work assignments; 2 quizzes Seminar	
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study literature included in the mandatory list of sources and one source from of the list of further reading (in foreign language) about the topics acquired during the course.		
Part-time studies	<i>Independent / Practical assignment's brief description:</i> 1. the classification of economic resources and their sources, the opening balance sheet composing, economic operations bookings, records in accounts, closing of accounts and balance sheet composing; 2. complex task that covers all successively completed accounting cycle stages; 3. the acquisition of accounting theory issues; 4. the business operations account correspondence learning.	2 independent work assignments; 2 quizzes Seminar	
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study literature included in the mandatory list of sources and one source from of the list of further reading (in foreign language) about the topics acquired during the course.		
Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> 1. the classification of economic resources and their sources, the opening balance sheet composing, economic operations bookings, records in accounts, closing of accounts and balance sheet composing; 2. complex task that covers all successively completed accounting cycle stages; 3. the acquisition of accounting theory issues; 4. the business operations account correspondence learning.	2 independent work assignments; 2 quizzes Seminar	
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study literature included in the mandatory list of sources and two sources from of the list of further reading (at least one in a foreign language) about the topics acquired during the course.		

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>	<b>Total</b>	<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>	48	12	4	<b>64</b>	64	32	<b>160</b>
<i>Part-time</i>	24	18	6	<b>48</b>	64	48	<b>160</b>
<i>Part-time studies with e-learning elements</i>	12	16	4	<b>32</b>	64	64	<b>160</b>

#### Evaluation of the study course learning outcomes:

The final evaluation of the course for **full-time students** is formed from successfully completed two independent work assignments, two passed quizzes, active participation in discussions (seminar) during the classes and passed exam covering the studied topics of the course;

The final evaluation of the course for **part-time students** is formed from successfully completed two independent work assignments, two passed quizzes, active participation in discussions (seminar) during the classes and passed exam covering the studied topics of the course.

No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			<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.	Know and understand the substance, meaning and concepts of accounting records	Independent work, discussion, quiz	Know the key concepts, their substance and importance in accounting records	Know the key concepts, their substance and importance in accounting records, their regularities	Know and understand the key concepts, their substance and importance in accounting records, as well as their regularities and use	Know the substance, meaning and concepts of accounting records well, as well as their regularities, able to use them independently
2.	Know the latest laws and regulations related to accounting records	Quiz, discussion	Know only the main requirements of the laws and regulations regarding the accounting records	Partly know the requirements of the laws and regulations regarding the accounting records	Familiar and able to explain the requirements of the laws and regulations regarding the accounting records	Have a good grasp of the requirements of the laws and regulations regarding the accounting records
3.	Know the accounting records process and accounting work organization	Discussion, practical work, individual assignment	Know the main accounting records processes and accounting work organization	Partly know the accounting records process and accounting work organization	Know the accounting records process and accounting work organization	Have a good grasp of the accounting records process and accounting work organization
4.	Able to apply the acquired knowledge to manage the records of assets and liabilities	Independent work, discussion, quiz	Able with difficulty to apply knowledge concerning accounting records	Mainly able to independently apply knowledge concerning accounting records	Able to apply the acquired knowledge to manage the records, in relation to accounting records	Able to apply the acquired book-keeping knowledge professionally in relation to accounting records

5.	Able to express, support and defend opinion	Discussion	Able to express, support and defend opinion, but there are difficulties with argumentation	Able to express a well-argued and supported opinion, as well as able to defend it	Able to express a well-argued opinion, discuss the latest developments	Able to express well-argued and supported opinion, as well as discuss and defend it
6.	Able to conduct accounting work related to the records of economic processes	Independent work, discussion	Have difficulties to independently conduct accounting work related to the records of economic processes	Mainly able to conduct accounting work related to the records of economic processes	Able to independently conduct accounting work related to the records of economic processes, but there are errors in solving specific problems	Able to independently conduct accounting work related to the records of economic processes
7.	Able to analyze accounting record keeping organization	Independent work, discussion, quiz	Able to analyze accounting work organization, unable to identify problems and find possible solutions	Able to independently analyze and evaluate accounting work organization, unable to identify problems and find possible solutions	Able to independently analyze and evaluate accounting work organization, identify problems, and, using a variety of research methods, find possible solutions	Able to independently analyze and evaluate accounting work organization, perceive the problems, and, using various research methods, find solutions for the improvement of accounting work

Literature and other sources of information:	
Mandatory literature and information sources	
1.	Leibus, I., Grigorjeva, R., Jesemčika, A., Svarinska, A. (2016). Grāmatvedības pamati uzņēmumos. Atkārtots un atjaunots 2. izdevums. Rīga: Lietišķās informācijas dienests.
2.	Gadapārskatu un konsolidēto gadapārskatu likums. Spēkā no 22.10.2015. Electronic resource. Available: <a href="https://likumi.lv/ta/id/277779-gada-parskatu-un-konsolideto-gada-parskatu-likums">https://likumi.lv/ta/id/277779-gada-parskatu-un-konsolideto-gada-parskatu-likums</a>
3.	Gadapārskatu un konsolidēto gadapārskatu sagatavošanas noteikumi, LR MK noteikumi Nr. 775. Spēkā no 22.10.2015 no 22.12.2015. Electronic resource. Available: <a href="https://likumi.lv/ta/id/278844-gada-parskatu-un-konsolideto-gada-parskatu-likuma-piemerosanas-noteikumi">https://likumi.lv/ta/id/278844-gada-parskatu-un-konsolideto-gada-parskatu-likuma-piemerosanas-noteikumi</a>
4.	Leibus, I. (2016). Pirmiesolojumu komercdarbībā: darbības uzsākšana, grāmatvedība un nodokļi. Rīga: Lietišķās informācijas dienests.
5.	Likums "Par grāmatvedību". Pieņemts 14.10.1992. Publicēts: Ziņotājs, 12.11.1992. Nr. 44/45.
6.	Noteikumi par grāmatvedības kārtību un organizāciju, LR MK noteikumi Nr. 585. Spēkā no 22.10.2015 no 21.10.2003. Electronic resource. Available: <a href="https://likumi.lv/doc.php?id=80418">https://likumi.lv/doc.php?id=80418</a>
Further reading	
1.	Leibus, I., Grigorjeva, R., Jesemčika, A., Svarinska, A. (2014). Grāmatvedības pamati uzņēmumos. Rīga: Lietišķās informācijas dienests.
2.	Jaunzeme, J. S. (2016). Starptautiskie finanšu pārskatu standarti: standartu apkopojums un pielietojuma piemēri. Rīga: Lietišķās informācijas dienests, (Balances bibliotēka).
3.	Grebenko, M. (2015). Darbalikums un grāmatvedība. Rīga: Lietišķās informācijas dienests, (Balances bibliotēka).
4.	Jevigina, I., Sundukova, Z. (2004). Finanšu grāmatvedības pamati. Rīga: RTU Izdevniecība.
5.	Krogzeme, H. (2011). Nodokļu un finanšu grāmatvedības pamati. Rīga: RTU Izdevniecība.
6.	Sundukova, Z. (2011). Uzņēmējdarbības līdzekļu un to veidošanās avotu uzskaite un novērtēšana. Mācību grāmata. Rīga: RTU Izdevniecība.
7.	Ābika L., Brūna I., Būmane I., Kasale M. (2008). Praktiskodarbības uzdevumi grāmatvedībā teorijā. 2. papildināts izdevums. Rīga: SIA Izglītības sōji.

8.	Shields, G. (2018) . Accounting Principles. The Ultimate Guide to Basic Accounting Principles, Gaap, Accrual Accounting, Financial Statements, Double Entry Bookkeeping and More. Leipzig: Amazon.
9.	Maynard, J. (2017). Financial Accounting, Reporting & Analysis. United Kingdom : Oxford University Press.
10.	Sangster, A. (2018) . Frank Wood's Business Accounting 1. Harlow: Pearson.
11.	Financial Accounting and Reporting (IFRS). (2018). ICAEW: Partner in Learning.
12.	Grigorjeva, R., Jesemčika, A., Leibus, I., Svarinska, A., (2009) Finanšu grāmatvedība. Rīga: Izglītības sōji, 252 lpp.
<b><i>Other sources of information</i></b>	
1.	Grāmatvedības uzskaites kārtība budžeta iestādēs, LR MK noteikumi Nr.87. Spēkā no 13.02.2018. . Electronic resource. Available: <a href="https://likumi.lv/ta/id/297134-gramatvedibas-uzskaites-kartiba-budzeta-iestades">https://likumi.lv/ta/id/297134-gramatvedibas-uzskaites-kartiba-budzeta-iestades</a>
2.	Bilance: [žurnāls] – Rīga: SIA Lietišķā informācijas dienests
3.	iFinances: [žurnāls] – Rīga: SIA Izdevniecība iŽurnāls

## RESEARCH METHODOLOGY

<b>Author/-s of the study course:</b>	
Assistant professor Mg.Psych. Jekaterina Bierne	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
no	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competences in the field of research methodology	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Understand the main research methodology concepts and research principles</li> <li>2. Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables</li> <li>3. Able to choose data acquisition and analysis procedures appropriate for the purpose of the research</li> <li>4. Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study</li> <li>5. Able to statistically process quantitative research data</li> <li>6. Able to analyze the required information in order to gain understanding of the particular subject of research in the field of economics and management science</li> <li>7. Able to present the results of the study</li> <li>8. Able to reasonably discuss the conclusions of the study and application possibilities</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Essence of research methodology, principles of the scientific research. The role of researches in the development and improvement of the company performance. General requirements for research work. Research work organization. Stages of research conducting and creating a structure for research paper.
2.	Research topic, subject, subject, object, aim and tasks. Research question and research hypothesis.
3.	General scientific methods, data collecting (gathering) methods and data processing techniques in modern research. Specifics of qualitative and quantitative research.
4.	The essence and structuring of the research theoretical background. Requirements for development and presentation of the research theoretical background. Search and selection of the information sources and analysis of its content according to the research aim.
5.	Research design (descriptive, experimental, quasi-experimental, data mining schemes).
6.	Research variables and their measurement scales (data types). Determination of variables according to the aim, question, hypothesis of the research.
7.	Quality characteristics of the research: reliability, validity, representativeness. Techniques for sample selection.
8.	The essence of the statistical hypothesis. Types of relationships between variables. Hypotheses about statically significant differences and correlation between variables. Statistical conclusion and its reliability.
9.	Organization of empirical data collecting and processing (documents analysis, observation, interview, questionnaire, focus group, etc. according to the specifics of the study). Integration of the theoretical constructs of the research into the research methodology.
10.	Possibilities for statistical analysis of the research data (indicators of descriptive statistics, inferential statistics tools and their correspondence to the research design).

11.	Introduction to multivariate statistics. Univariate, bivariate and multivariate statistics for different research designs. Possibilities of dispersion analysis, regression analysis, application of factor analysis.
12.	Formatting and presentation of research results.

**Study course calendar plan:**

No.	Topic	Lecture contact ours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
21.	Essence of research methodology, principles of the scientific research. The role of researches in the development and improvement of the company performance. General requirements for research work. Research work organization. Stages of research conducting and creating a structure for research paper.	4	2	1
22.	Research topic, subject, object, aim and tasks. Research question and research hypothesis.	4	2	1
23.	General scientific methods, data collecting (gathering) methods and data processing techniques in modern research. Specifics of qualitative and quantitative research.	4	2	2
24.	The essence and structuring of the research theoretical background. Requirements for development and presentation of the research theoretical background. Search and selection of the information sources and analysis of its content according to the research aim.	4	2	1
25.	Research design (descriptive, experimental, quasi-experimental, determining schemes).	4	2	1
26.	Research variables and their measurement scales (data types). Determination of variables according to the aim, question, hypothesis of the research.	4	2	1
27.	Quality characteristics of the research: reliability, validity, representativeness. Techniques for sample selection.	4	2	1
28.	The essence of the statistical hypothesis. Types of relationships between variables. Hypotheses about statically significant differences and correlation between variables. Statistical conclusion and its reliability.	4	2	2
29.	Organization of empirical data collecting and processing (document analysis, observation, interview questionnaire, focus group, etc according to the specifics of the study). Integration of the theoretical constructs of the research into the research methodology.	4	2	2



**Study course calendar plan:**

No.	Topic	Lecture contact ours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
30.	Possibilities for statistical analysis of the research data (indicators of descriptive statistics, inferential statistics tools and their correspondence to the research design).	4	2	2
31.	Introduction to multivariate statistics. Univariate, bivariate and multivariate statistics for different research designs. Possibilities of dispersion analysis, regression analysis, application of factor analysis.	4	2	1
32.	Formatting and presentation of research results.	4	2	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>16</b>

**Independent work description:**

Study form	Type of independent work	Form of control
All study forms	<ol style="list-style-type: none"> <li>1. Creating the Bibliography including at least 15 literature and information sources of different types, in accordance with the Guidelines.</li> <li>2. Creating the research paper Introductions including research topicality (relevance), aim, tasks, object and subject, data mining and processing methods, research limitations in accordance with the Guidelines.</li> <li>3. Creating the introduction based research work presentations in accordance with the Guidelines.</li> <li>4. Analysis of the two different published scientific researches in the field of management, including research question, methodology, validity, findings and significance level.</li> </ol>	Written task submission and evaluation, presentation and discussion, control work
	Mandatory reading: 1) 3rd source (full text), 2) 2nd source (section 1.2; pp.64 -84, section 2, pp. 84 -206, section 3.2, pp. 212 – 271, section 5, pp.316 - 352 3) 1st source (section 2; pp.63 – 126)	

**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	8	4	64	64	32	160
part-time studies	24	18	6	48	64	48	160

part-time studies with e-learning elements	12	16	4	32	64	64	160
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***The evaluation of the study course learning outcomes:***

**Students** are expected to fully and successfully perform all independent tasks, to participate in 2 seminars delivering the presentations matching requirement, to attend at least 50% of classroom meetings, to successfully perform control work and exam test. Final grade for the course derives as the mean of all performed independent tasks and the exam.

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.	Understand the main research methodology concepts and research principles	Discussion, control work	Understand the main research principles, but there are difficulties with methodology concepts	Correct understanding of the main research methodology concepts and research principles with some gaps	Correct understanding of and free operating with the main research methodology concepts and research principles	Correct and detailed understanding and reasoning on the research methodology concepts and research principles
2.	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Independent work, discussion, control work	Able to independently formulate the simple aim and tasks of the research, but there are difficulties with question and hypothesis, research variables	Partially able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently and sophisticatedly formulate the aim and tasks of the research, question and hypothesis, research variables
3.	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Independent work, control work	Able to choose data acquisition and analysis procedures partly appropriate for the purpose of the research from the limited scope	Partially able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to confidently and sophisticatedly choose data acquisition and analysis procedures appropriate for the purpose of the research
4.	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Discussion, control work	Able to assess the validity and reliability of the research performed, but there are problems with the amount of the required data (sample) of the study	Partially able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately and confidence assess the validity and reliability of the research performed, the amount of the required data (sample) of the study
5.	Able to statistically process quantitative research data	Independent work, control work	Able to statistically process	Partially able to statistically process	Able to statistically process	Able to statistically process

			quantitative research data, using limited amount of tools and with lack of grounded statistical reasoning	quantitative research data, making grounded conclusions, which partially reflects the research results	quantitative research data, making grounded statistical conclusions	quantitative research data with wide variety of tools, making grounded statistical conclusions on research results
6.	Able to analyze the required information in order to gain understanding of the particular subject of research in the field of economics and management science	Independent work, discussion	Able to analyze minimal amount of required information in order to gain understanding of the particular subject of research in the field	Able to analyze the required information in order to gain partial understanding of the particular subject of research in the field	Able to analyze the required information in order to gain understanding of the particular subject of research in the field	Able to confidently and sophisticatedly analyze the required information in order to gain understanding of the particular subject of research in the field
7.	Able to present the results of the study	Discussion	Able to present the results of the study partially as required, with lack of confidence	Able to consequently present the results of the study with some minor mistakes	Able to consequently and confidently present the results of the study as required	Able to confidently and impressively present the results of the study as required
8.	Able to reasonably discuss the conclusions of the study and application possibilities	Discussion	Able to the conclusions of the study and application possibilities, with lack of appropriate reasoning and confidence	Able to reasonably discuss the conclusions of the study and application possibilities with some difficulties	Able to reasonably discuss the conclusions of the study and application possibilities	Able to reasonably and confidently discuss the conclusions of the study and application possibilities

<b>Literature and information sources:</b>	
<b><i>Compulsory literature and information sources</i></b>	
1.	Bryman, A. (2016). <i>Social Research Methods</i> . UK: Oxford University Press.
2.	Guidelines on Preparation and Defense of Research Papers, Project Reports and Theses at the University of Economics and Culture (edited and approved 30.01.2019.) J.Titko, O.Lentjušenkova, S.Keišs u.c. Rīga: Ekonomikas un kultūras augstskola, 2018.
<b><i>Additional literature and information sources</i></b>	
1.	Adams, K.A. (2019). <i>Research methods, statistics, and applications</i> . LA: Sage
2.	Bordens,K.S., Abbott, B. (2018). <i>Research Design and Methods: a Process Approach</i> . 10th ed. Dubuque, IA : McGraw-Hill Education
3.	Dawson, C. (2009). <i>Introduction to research methods: a practical guide for anyone undertaking a research project</i> . Oxford: How To Books.
4.	Fisher, C., Buglear, J. (2010). <i>Researching and writing a dissertation: an essential guide for business students</i> . New York: Financial Times/Prentice Hall.
5.	Gill, J., Johnson, P. (2010). <i>Research methods for managers</i> . LA: Sage
6.	Wilson, J. (2010). <i>Essentials of business research: a guide to doing your research project</i> . LA:Sage Publications.
<b><i>Other information sources</i></b>	
1.	EBSCO HOST data base. Electronic source. Available at: <a href="http://web.b.ebscohost.com/">http://web.b.ebscohost.com/</a>
2.	EMERALD Insight database. Electronic source. Available at: <a href="https://www.emerald.com/insight/">https://www.emerald.com/insight/</a>
3.	Google Scholar database. Electronic source. Available at: <a href="https://scholar.google.com/">https://scholar.google.com/</a>
4.	<b>Information Research.</b> Electronic source. Available at: <a href="http://informationr.net/ir/">http://informationr.net/ir/</a>

## LATVIAN LANGUAGE

<b>Author/-s of the study course:</b>	
Assistant professor Zane Veidenberga, Mg.sc.edu., PhD candidate	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
<b>2</b>	<b>3</b>
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
-	
<b>Study course aim:</b>	
To provide students with the acquisition of necessary knowledge and skills required to obtain A1 level in the Latvian Language.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Students can recognise familiar words and very basic phrases concerning oneself, one's family and immediate concrete surroundings when people speak slowly and clearly.</li> <li>2. Students can understand familiar names, words and very simple sentences.</li> <li>3. Students can interact in a simple way provided the other person is prepared to repeat or rephrase things at a slower rate of speech and help them formulate what they are trying to say. They can ask and answer simple questions in areas of immediate need or on very familiar topics.</li> <li>4. Students can write a short, simple text and fill in forms with personal details, for example, entering their name, nationality and address on a registration form.</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Greeting and addressing. Introducing yourself. Contact details (Alphabet. Verbs <i>būt, nebūt</i> . Numbers 1-20. Pronouns.)
2.	People, countries, languages and nationalities (Verbs <i>dzīvot, runāt, strādāt, studēt</i> .)
3.	In a town and in the country (Verbs <i>redzēt, apmeklēt</i> + nouns in the relevant case.)
4.	My home and my family (Verbs <i>dzīvot, īrēt</i> + nouns in the relevant case.)
5.	Travelling and transport (Verbs <i>iet, braukt, lidot</i> + nouns in the relevant case.)
6.	Daily routines (Times of the day, verbs <i>ēst, dzert, lasīt, gulēt, darīt</i> + nouns in the relevant case.)
7.	In a shop and bank (Verbs <i>pirkt, pārdot, maksāt</i> + nouns in the relevant case.)
8.	Food and meals (Verbs <i>cept, vārīt, garšot, negaršot</i> + nouns in the relevant case.)

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
33.	Greeting and addressing. Introducing yourself Contact details (Alphabet. Verbs <i>būt, nebūt</i> . Numbers 1-20. Pronouns.)	4		
34.	People, countries, languages and nationalities (Verbs <i>dzīvot, runāt, strādāt, studēt</i> .)	4		

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
35.	In a town and in the country (Verbs <i>redzēt, apmeklēt</i> + nouns in the relevant case.)	4		
36.	My home and my family (Verbs <i>dzīvot, īrēt</i> + nouns in the relevant case.)	4		
37.	Travelling and transport (Verbs <i>iet, braukt, lidot</i> + nouns in the relevant case.)	4		
38.	Daily routines (Times of the day, verbs <i>ēst, dzert, lasīt, gulēt, darīt</i> + nouns in the relevant case.)	4		
39.	In a shop and bank (Verbs <i>pirkt, pārdot, maksāt</i> + nouns in the relevant case.)	4		
40.	Food and meals (Verbs <i>cept, vārīt, garšot, negaršot</i> + nouns in the relevant case.)	4		
<b>Total:</b>		<b>32</b>		

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control
full-time studies	Write a short story telling how you get from your hostel/ apartment to the university/ airport/ city centre etc. in at least 10 sentences.	Completed written task submitted in Moodle – marking + feedback
	Prepare a 5 minute presentation (PowerPoint + speech) telling a story about yourself (or your daily routine, home, home country, city, family etc.).	Presentation, classroom discussion (questions – answers)
part-time studies		
part-time studies with e -learning elements		

<b>Structure of the study course:</b>							
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	<b>Total</b>			
full-time studies	32	6	2	40	24	16	80
part-time studies							
part-time studies with e -learning elements							

<b>The evaluation of the study course learning outcomes:</b>						
<p><i>Students shall:</i></p> <ul style="list-style-type: none"> <li>- attend at least 70% of contact classes and take an active participation in classroom activities;</li> <li>- complete successfully 2 independent work assignments (see <i>Independent work description</i> table) meeting the requirements for A1 level;</li> <li>- pass final test (consisting of oral and written part).</li> </ul> <p>The final grade for the course is formed by successful completion of the 3 above mentioned requirements, i.e. active participation in classroom activities (20%), 2 independent work assignments (30%) and final test (50%).</p>						
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.	Students can recognise familiar words and very basic phrases concerning oneself, one's family and immediate concrete surroundings when people speak slowly and clearly.	Practical reading exercises and listening tasks, question – answer sessions	Students can recognise 40%-64% of familiar words and very basic phrases	Students can recognise 65%-84% of familiar words and very basic phrases	Students can recognise 85%-94% of familiar words and very basic phrases	Students can recognise 95%-100% of familiar words and very basic phrases
2.	Students can understand familiar names, words and very simple sentences.	Practical reading exercises and listening tasks, individual and pair work, question – answer sessions	Students can understand 40%-64% of familiar names, words and very simple sentences	Students can understand 65%-84% of familiar names, words and very simple sentences	Students can understand 85%-94% of familiar names, words and very simple sentences	Students can understand 95%-100% of familiar names, words and very simple sentences
3.	Students can interact in a simple way provided the other person is prepared to repeat or rephrase things at a slower rate of speech and help them formulate what they are trying to say. They can ask and answer simple questions in areas of immediate need or on very familiar topics.	Practical speaking and listening tasks in pairs and groups, presentation	Students can ask simple questions, partially understand what is said/asked, but have difficulties with providing answers	Students can ask simple questions, fully understand what is said/asked, but have difficulties with providing relevant answers due to grammatical or vocabulary issues	Students can interact asking simple questions and providing simple answers, but there are minor vocabulary and grammar issues	Students can freely interact asking simple questions and providing simple answers
4.	Students can write a short, simple text and fill in forms with personal details, for example, entering their name, nationality and address on a registration form.	Written tasks (individual work), examination	40%-64% of tasks completed correctly	65%-84% of tasks completed correctly	85%-94% of tasks completed correctly	95%-100% of tasks completed correctly

<b>Literature and information sources:</b>	
<b>Compulsory literature and information sources</b>	
1.	Auziņa, I. et.al. (2014). <i>A1 Laipa. Latviešu valodas mācību grāmata</i> . Rīga: Latviešu valodas aģentūra.
<b>Additional literature and information sources</b>	

1.	Dumpe, D. (2009). <i>Latvian in three months</i> . Rīga: Zvaigzne ABC.
2.	Ozola, N. (2005). <i>Латышский язык за три месяца</i> . Rīga: Zvaigzne ABC.
3.	Poikāns, K. (2014). <i>Es protu latviešu valodu. Testu krājums (A1, A2)</i> . Rīga: Zvaigzne ABC.
4.	Svarinska, A. (2003). <i>Latviešu valoda. Mācību kurss 25 nodarbībām</i> . Rīga: Zvaigzne ABC.
<b>Other information sources</b>	
1.	Latvian Academy of Science Terminology Commission. Akadterm. Online dictionary. [Accessed 30.11.2018.] Available at: <a href="http://termini.lza.lv/term.php">http://termini.lza.lv/term.php</a>
2.	European Commission. Eur-lex. Translation corpus. [Accessed 30.11.2018.] Available at: <a href="http://eur-lex.europa.eu">http://eur-lex.europa.eu</a>
3.	Linguee. Online LV-ENG/ENG-LV dictionary. [Accessed 30.11.2018.] Available at: <a href="http://www.linguee.com/english-latvian/">http://www.linguee.com/english-latvian/</a>
4.	Sproģe, I., Kaupers, R. Joka pēc alfabēts [Accessed 30.11.2018.] Available at: <a href="https://www.youtube.com/watch?v=W5e9GJfHC4A&amp;index=4&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0">https://www.youtube.com/watch?v=W5e9GJfHC4A&amp;index=4&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0</a>
5.	Tilde. Letonika. Online dictionary [Accessed 30.11.2018.] Available at: <a href="https://www.letonika.lv/groups/default.aspx?g=2">https://www.letonika.lv/groups/default.aspx?g=2</a>
6.	Tilde. Online LV-ENG/ENG-LV dictionary and translation tool. [Accessed 30.11.2018.] Available at: <a href="https://www.tilde.lv/">https://www.tilde.lv/</a>
7.	Zīle, U. Mācāmies krāsas. [Accessed 30.11.2018.] Available at: <a href="https://www.youtube.com/watch?v=gylg2qAj_dE&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0">https://www.youtube.com/watch?v=gylg2qAj_dE&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0</a>
8.	Zīle, U. Mācāmies skaitīt līdz desmit, mācāmies ciparus. [Accessed 30.11.2018.] Available at: <a href="https://www.youtube.com/watch?v=f4-CcCJ0Ni8&amp;index=2&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0">https://www.youtube.com/watch?v=f4-CcCJ0Ni8&amp;index=2&amp;list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0</a>



## PHILOSOPHY

<b>Author/s of the course:</b>	
Dr.phil., Professor VelgaVēvere	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
<b>2</b>	<b>3</b>
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Secondary school level knowledge of the history of culture and literature	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of philosophy.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
8. Know and understand the substance of philosophy, its role and function in society 9. Know the historical and contemporary models of philosophical analysis 10. Able to carry out the philosophical analysis of current socio-economic and cultural problems 11. Know the basic principles of text analysis 12. Able to use the basic principles of critical thinking 13. Able to support and defend opinion 14. Able to collect and evaluate information 15. Able to practically present the results of research, write pointed essays	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	The substance of philosophy and its role in society
2.	The European origins of philosophy - mythology, ancient philosophy
3.	Late antique and medieval philosophy
4.	Classic modern philosophical concepts
5.	The 19th-21st century philosophical directions - existentialism, pragmatism, psychoanalysis, phenomenology, the philosophy of life, hermeneutics
6.	Language philosophy, analytical philosophy and logical positivism
7.	Philosophy and culture, cultural semiotics
8.	The philosophy of science from historical and contemporary perspective
9.	The human being and society - social utopias, the problem of power
10.	Philosophy and economics, the philosophy of money and consumption

<b>Study course calendar plan:</b>				
<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*
41.	The substance of philosophy and its role in society	2	1	0.5
42.	The European origins of philosophy - mythology, ancient philosophy	3	2	0.5
3.	Late antique and medieval philosophy	2	1	0.5
44.	Classic modern philosophical concepts	3	2	0.5
45.	The 19th-21st century philosophical directions - existentialism, pragmatism, psychoanalysis, phenomenology, the philosophy of life, hermeneutics	4	4	2
46.	Language philosophy, analytical philosophy and logical positivism	2	1	1
47.	Philosophy and culture, cultural semiotics	2	1	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*
48.	The philosophy of science from historical and contemporary perspective	2	1	1
9.	The human being and society - social utopias, the problem of power	2	1	0.5
50.	Philosophy and economics, the philosophy of money and consumption	2	2	0.5
<b>Total:</b>		<b>24</b>	<b>16</b>	<b>8</b>

\* 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. Analyze the text fragments given by the instructor according to a certain scheme: a) the main idea of the passage (supported by quotations from the text); b) information about the author and the work in question (paragraph 1); c) the today's topicality and importance of the problems raised in the passage 2. Prepare for the quiz on the key concepts and directions of philosophy	Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 4 and 5 from the mandatory list of sources and sources 1, 2, 3, 7, 8 from the further reading section on the topics acquired during the study course	Quiz
Part-time studies	<i>Independent / Practical assignment's brief description:</i> 1. Analyze the text fragments given by the instructor according to a certain scheme: a) the main idea of the passage (supported by quotations from the text); b) information about the author and the work in question (paragraph 1); c) the today's topicality and importance of the problems raised in the passage 2. Prepare for the quiz on the key concepts and directions of philosophy	Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 4 and 5 from the mandatory list of sources and sources 1, 2, 3, 7, 8 from the further reading section on the topics acquired during the study course	Quiz
Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> 1. Analyze the text fragments given by the instructor according to a certain scheme: a) the main idea of the passage (supported by quotations from the text); b) information about the author and the work in question (paragraph 1); c) the today's topicality and importance of the problems raised in the passage 2. Prepare for the quiz on the key concepts and directions of philosophy	Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 4 and 5 from the mandatory list of sources and sources 1, 2, 3, 7, 8 from the further reading section on the topics acquired during the study course	Quiz

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

<i>Part-time</i>	16	6	2	<b>24</b>	32	24	<b>80</b>
<i>Part-time studies with e-learning elements</i>	8	6	2	<b>16</b>	32	32	<b>80</b>

<b>Evaluation of the study course learning outcomes:</b>						
Students successfully complete all independent work assignments and pass the exam. The final grade for the course is formed as the mean of combined average evaluations 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.	Know and understand the substance and basic concepts of philosophy	Independent work, discussion, quiz	Know the main concepts of philosophy, have the basic understanding of philosophy's role in society	Know the main concepts of philosophy, able to identify the problems of philosophy, describe them	Excellent knowledge of the main concepts of philosophy, able to discuss independently the philosophy's role in society	Fully aware of the key concepts of philosophy, able to independently discuss the philosophy's role in society and to use the knowledge for situation analysis
2.	Know the historical and contemporary models of philosophical analysis	Independent work, discussion, quiz	Able to identify the main historical philosophical analysis models, describe them superficially	Able to identify the main historical philosophical analysis models, describe them in depth	Able to identify the main philosophical analysis models, characterize them as well as analyze them in today's context	Have a good grasp of the historical philosophical analysis models, analyze them in today's context, make a creative interpretation
3.	Able to carry out the philosophical analysis of current socio-economic and cultural problems	Independent work, discussion	Able to identify some of the current socio-economic and cultural challenges, provide insight from the perspective of philosophy	Able to identify the current socio-economic and cultural problems, make their philosophical description	Able to identify the current socio-economic and cultural problems, perform their philosophical analysis	Able to identify the current socio-economic and cultural problems, critically analyze them and offer possible solution variants
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, discussion, quiz	Able to form philosophical argumentation according to	Able to form philosophical argumentation according to the proposed	Able to creatively use philosophical argumentation methods, make	Able to creatively use philosophical argumentation methods, make counter

			the proposed models	models, defend opinion	counter arguments, discuss	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 :JāņaRozesapgāds.
2.	Dirāns, V. (2010). <i>Filosofijasstāsts :pasaulescilākofilosofudzīve 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>Filosofijasvēsture : no antikāspasauleslīdzmūsdienām</i> . (2006). RīgalāņaRozesapgāds.
5.	Kūle, M. (sast.). (2016). <i>Fenomenoloģijāmūsdienupasaulē</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>Filosofijasproblēmas</i> . Rīga :JāņaRozesapgāds.
9.	Rufinga, M. (2016). <i>Kants, Šopenhauers un Niče</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: Laikmetīgāsmākslascentrs.
2.	Blekbērnis, S. (2007). <i>Domā :neatvairāmsievadsfilozofijā</i> . Rīga: 1/4 Satori.
3.	Debors, G. (2017). <i>Izrādēssabiedrība</i> . Rīga: Laikmetīgāsmākslascentrs.
4.	Freids. (2017). <i>Viņpustīksmesprincipa</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>Fenomenoloģijāmūsdienupasaulē</i> . Rīga: FSI.
7.	<i>Memory Access Denied</i> . (2019). Rīga: Zinātne
8.	Safranski, R. (2010). <i>Niče :viņadomāšanasbiogrāfija</i> . Rīga :DienasGrāmata.
9.	Vējš, J. N. (2017). <i>Četrasesejas par Berlinu</i> . Rīga: FSI.
10.	Vēvere, V. S(2011). <i>SērensKirkegors: būt un vēstīt</i> . Rīga: FSI.
11.	Vēvere, V. (sast.). (2014). <i>Kirkegoriskielasījumi</i> . Rīga: FSI.
Other sources of information	
1.	Punctum. Literatūras un filozofijasžurnāls. Electronic resource [viewed on 25.09.2019]. Available: <a href="http://www.punctummagazine.lv">www.punctummagazine.lv</a>
2.	<i>RīgasLaiks</i> . Rīga :RīgasLaiks.
3.	Satori. Electronic resource [viewed on 25.09.2019]. Available: <a href="http://www.satori.lv">www.satori.lv</a>
4.	StanfordEncyclopediaofPhilosophy. Electronic resource [viewed on 25.09.2019]. Available: <a href="http://www.plato.stanford.edu">www.plato.stanford.edu</a>

## Logistics

<b>Author/s of the course:</b>	
Dr.sc. administr., Assistant Professor Tatjana Kuļikova	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
<b>2</b>	<b>3</b>
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Fundamentals of entrepreneurship, Marketing, Branding	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of logistics.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Know and understand the nature and basic concepts of logistics.</li> <li>2. Have mastery of the modern logistics process management principles and tools.</li> <li>3. Understand the tasks of procurement logistics.</li> <li>4. Understand the methods of supplier search.</li> <li>5. Understand the steps and principles of order making.</li> <li>6. Able to analyze the processes of logistics.</li> <li>7. Able to make suggestions for the optimization opportunities of the company's logistics processes.</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	The subject and history of logistics
2.	The environment of logistics
3.	The logistics of purchasing
4.	Production logistics
5.	Distribution logistics
6.	Service logistics
7.	Transportation logistics
8.	Stocks management
9.	Warehousing
10.	Order management
11.	Packaging of goods

<b>Study course calendar plan:</b>				
<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 subject and history of logistics	2	1	0,5
2.	The environment of logistics	2	1	0,5
3.	The logistics of purchasing	3	2	0,5
4.	Production logistics	2	1	0,5
5.	Distribution logistics	2	2	0,5

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*
6.	Service logistics	2	1	0,5
7.	Transportation logistics	2	1	1
8.	Stocks management	3	2	1
9.	Warehousing	2	2	1
10.	Order management	2	1	1
11.	Packaging of goods	2	2	1
<b>Total:</b>		<b>24</b>	<b>16</b>	<b>8</b>

\* 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. On the basis of the example of a real company, describe the company's logistical processes. Make suggestions for the improvement of logistical processes and the logistical cost reduction opportunities. Complete 2 homework assignments.	Seminar, submitted and successfully evaluated homework assignments.
	Mandatory reading of V.Praude's "Logistics". Mandatory topics: transportation logistics, procurement logistics, inventory management and warehousing.	
Part-time studies and Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> 1. Choose a real company in operation describing the company's logistical processes. Make suggestions for the improvement of logistical processes and the logistical cost reduction opportunities.	Seminar, submitted and successfully evaluated homework assignments.
	Mandatory reading of V.Praude's "Logistics". Mandatory topics: transportation logistics, procurement logistics, inventory management and warehousing. Mandatory reading of the e-course materials in e-environment.	

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:
Students, during the study course, successfully have to complete 2 independent work assignments, have to participate in 1 seminar, have to attend 50% of the lectures and have to pass the exam. The final score consists of:
<ul style="list-style-type: none"> <li>• 30% of the total exam evaluation consisting of the average evaluation of the independent work done during the semester;</li> </ul>

• 70% of the total exam assessment consists of the exam score.

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 nature and basic concepts of logistics.	Seminar, examination	Partly understand the basic concepts of logistics	Understand the most important concepts, but there are difficulties with applying the basic concepts in the real logistical system	Understand the key concepts and logistical processes	Able to freely analyze the processes of logistics
2.	Understand the modern logistics process management principles and tools.	Seminar, homework, examination	Partly understand the principles of logistical processes	Understand the most important logistics process management principles	Understand the logistics process management principles and tools	Able to freely analyze the interaction between the principles of logistics management and logistics objectives in the business environment
3.	Understand the tasks of procurement logistics.	Seminar, homework, examination	Partly understand the tasks of procurement logistics	Understand the most important tasks of procurement logistics	Understand the logistical tasks and the principles of their making	Able to freely analyze the tasks of procurement logistics
4.	Understand the methods of supplier search.	Seminar, homework, examination	Partly understand the methods of supplier search	Able to understand the most important supplier search methods	Understand the supplier search methods and know the supplier evaluation criteria	Have a good grasp of supplier search methods and able to evaluate the suppliers according to criteria
5.	Understand the steps and principles of order making.	Seminar, homework, examination	Partly understand the principles of order making	Able to analyze and evaluate the most important order making principles	Able to analyze and evaluate the order making principles, make suggestions	Able to freely analyze and have a good grasp at the company's order making principles, able to develop and make suggestions and decisions for its improvement and optimization
6.	Able to analyze the processes of logistics.	Seminar	Partly able to understand the company's logistics processes	Able to understand the most important logistic processes: efficient flows of goods and information planning, implementation and	Able, on the basis of an analytical approach, to understand the processes of logistics: efficient flows of goods and information planning, implementation	Have a good grasp at and able, on the basis of an analytical approach, to understand the processes of logistics: efficient flows of goods and information planning, implementation



				management of related services	and management of related services	and management of related services
7.	Able to make suggestions for the optimization opportunities of the company's logistics processes.	Seminar	Partly able to analyze and evaluate the company's logistics	Able to analyze and evaluate the most important logistical processes of the company	Able to analyze and evaluate the company's logistics, partly able to develop and make suggestions	Able to freely analyze and evaluate the company's logistics, able to develop and make suggestions and decisions for its improvement and optimization

<b>Literature and other sources of information:</b>	
<b><i>Mandatory literature and information sources</i></b>	
1.	Praude, V. (2013). Loģistika. Nodaļās: transporta loģistika, iepirkumu loģistika, krājumu vadība un noliktavu saimniecība, Izd. Burtene.
2.	Rushon A. Croucher P. Baker P. (2014). The handbook of logistics & distribution management : [understanding the supply chain], London : Kogan Page.
3.	Фразелли, Э. (2017). Мировые стандарты складской логистики. Москва: ООО "Альпина Паблишер".
<b><i>Further reading</i></b>	
1.	Bowersox D., Closs D., Coper M.B. (2012). Supply Chain Logistics Management. - 4-th. McGraw-Hill Education; 4 edition.
3.	Cristoper, M. (2016). Logistics & Supply Chain Management, FT Press; 5 edition.
5.	Sprancmanis, N. (2011). Uzņēmējdarbības loģistikas pamati. Burtene.
6.	Stanton, D. (2018). Supply Chain Management For Dummies, John Wiley & Sons.
<b><i>Other sources of information</i></b>	
1.	Interneta portāls – <a href="http://www.nodoklis.lv">www.nodoklis.lv</a>
2.	Laikraksts "Dienas Bizness".
3.	Interneta portāls – <a href="http://www.vid.gov.lv">www.vid.gov.lv</a>
4.	Žurnāls "Latvijas ekonomists".
5.	Žurnāls „The Economist”



## Macroeconomics

<b>Author/s of the course:</b>	
Dr. oec. Anna Ābeltiņa	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
4	6
<b>Final evaluation form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Microeconomics	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of macroeconomics.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Understand the substance and basic concepts of macroeconomics as the foundation of the state's economic policy.</li> <li>2. Understand key macroeconomic indicators.</li> <li>3. Able to solve practical tasks in accordance with the acquired theoretical knowledge.</li> <li>4. Able to critically analyze problems at the economy level.</li> <li>5. Able to provide arguments to discuss the fundamental issues of macroeconomics.</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	The substance and key indicators of macroeconomics
2.	Macroeconomic balance and instability
3.	Monetary system
4.	Fiscal framework
5.	International economic relations

<b>Study course calendar plan:</b>				
<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.	Introduction to macroeconomics. <ul style="list-style-type: none"> <li>• The object of macroeconomics.</li> <li>• Macroeconomic methodology.</li> <li>• The basic problem and aims of macroeconomics.</li> </ul>	4	2	1
52.	Key indicators of macroeconomics. <ul style="list-style-type: none"> <li>• Gross National Product and Gross Domestic Product.</li> <li>• The methods of calculating Gross Domestic Product.</li> <li>• Other macroeconomic indicators.</li> <li>• Nominal and real Gross Domestic Product. Price indices.</li> <li>• Gross Domestic Product and population welfare. Economic growth.</li> </ul>	8	4	2

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*
53.	Macroeconomic instability. <ul style="list-style-type: none"> <li>• Production cycles as macroeconomic instability manifestation.</li> <li>• The substance of inflation and its forms of expression.</li> <li>• The substance, types and socioeconomic consequences of unemployment.</li> </ul>	6	3	1
54.	Monetary system. <ul style="list-style-type: none"> <li>• Money demand and supply.</li> <li>• Two-tier banking system.</li> <li>• Monetary policy.</li> </ul>	8	4	2
55.	Aggregate demand and supply. <ul style="list-style-type: none"> <li>• Aggregate demand - its structure and factors.</li> <li>• Aggregate supply: Keynesian and classical approach.</li> <li>• Aggregate supply changes.</li> <li>• Macroeconomic balance and changes.</li> <li>• Demand and supply shocks. Automatic process and regulatory measures.</li> </ul>	6	3	1
56.	Income – expenditure model component analysis. <ul style="list-style-type: none"> <li>• Consumption, savings, investment.</li> <li>• Income–expenditure balance and multiplication effects.</li> </ul>	4	2	1
57.	Fiscal framework. <ul style="list-style-type: none"> <li>• Government expenditure structure.</li> <li>• Taxes: functions, principles.</li> <li>• The state budget, its deficit and public debt.</li> </ul>	6	3	2
58.	International economic relations. <ul style="list-style-type: none"> <li>• International trade - substance and policy.</li> <li>• International capital movement.</li> <li>• The international labor movement.</li> <li>• International Monetary System.</li> </ul>	6	3	2
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

Independent work description:		
Study form	Type of independent work	Form of control
<i>All forms of studies</i>	<ol style="list-style-type: none"> <li>1. The acquisition of macroeconomic theory issues.</li> <li>2. Find a solution for a given macroeconomic problem/task, to support the chosen solution with macroeconomic theory conclusions.</li> <li>3. Prepare discussion report on a certain macroeconomic theory question, support opinion and critically substantiate the statements.</li> </ol>	Presentation 2 quizzes 2 seminars
	Independently read sources 1, 2 and 3 from the mandatory literature list, and prepare a discussion report on the given issue of macroeconomic theory.	

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:						
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 by 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 (from 95% to 100%)
1.	Understand the substance and basic concepts of macroeconomics as the foundation of the state's economic policy.	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 of the basic concepts and able to analyze the regularities.
2.	Understand key macroeconomic 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 macroeconomic indicators in problem-solving.	Have a good grasp of key macroeconomic 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 macroeconomic problems.	Able to apply the acquired knowledge independently in solving macroeconomic problems.	Able to deal with different level practical tasks independently.	Able to solve practical tasks freely and creatively.
4.	Able to critically analyze problems at the economy level.	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 information obtained critically, draw conclusions and propose solutions.
5.	Able to provide arguments to discuss the fundamental issues of macroeconomics.	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 opinions.	Excellent argumentative and oratorical skills.

Literature and other sources of information:

<b>Mandatory literature and information sources</b>	
1.	Krugman, P., Wells R. (2018). Macroeconomics. N.-Y: Macmillan Education, p. 561.
2.	Bikse, V. (2015). Makroekonomika: teorija un politika. Liepāja, LiepULiePA, 269 lpp.
3.	Šenfelde, M. (2012). Makroekonomika. Rīga, RTU izdevniecība, 244 lpp.
<b>Further reading</b>	
1.	Baumol, W., J, Blinder, A., S. (2012). Economics: Principles & Policy, 12 <sup>th</sup> International Edition. South-Western Cengage Learning, 437 – 612, 689 – 727 p.
2.	Kutuzova, O. (2012). Finances un kredīts. Biznesa augstskola Turība 15 – 88, 126 – 162, 179 - 217.
3.	Mankiw, N., G., Taylor M., P. (2010). Economics. South-Western Cengage Learning, 473 – 783 p.
4.	Брю, С., Л., Макконнел К., Р. (2015). Экономикс: краткий курс. Москва: ИНФРА-М, 461 стр.
5.	Tautsaimniecības analīze <a href="http://www.fm.gov.lv/lv/sadalas/tautsaimniecibas_analize/">http://www.fm.gov.lv/lv/sadalas/tautsaimniecibas_analize/</a>
6.	Makroekonomikas ikmēneša apskats <a href="http://www.fm.gov.lv/lv/sadalas/tautsaimniecibas_analize/tautsaimniecibas_analize/ikmenesas_makroekonomikas_un_budzeta_apskats/">http://www.fm.gov.lv/lv/sadalas/tautsaimniecibas_analize/tautsaimniecibas_analize/ikmenesas_makroekonomikas_un_budzeta_apskats/</a>
7.	Nodokļi <a href="http://www.fm.gov.lv/lv/sadalas/nodoklu_politika/">http://www.fm.gov.lv/lv/sadalas/nodoklu_politika/</a>
8.	Starptautiskā sadarbība <a href="https://www.em.gov.lv/lv/nozares_politika/starptautiska_sadarbiba/">https://www.em.gov.lv/lv/nozares_politika/starptautiska_sadarbiba/</a>
<b>Other sources of information</b>	
1.	Centrālā statistikas pārvalde <a href="http://www.csb.gov.lv">www.csb.gov.lv</a>
2.	Latvijas Ekonomikas ministrija <a href="http://www.em.gov.lv">www.em.gov.lv</a>
3.	Latvijas Finanšu ministrija <a href="http://www.fm.gov.lv">www.fm.gov.lv</a>
4.	Latvijas Banka <a href="http://www.bank.lv">www.bank.lv</a>
59.	Zinātnisko žurnālu datubāze EBSCO <a href="http://www.search.ebscohost.com">www.search.ebscohost.com</a>

## Brand Management

<b>Author/s of the course:</b>	
Dr.phil., Professor Velga Vēvere	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
2	3
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Management	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of branding.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Understand the substance of the concept of "branding" and related concepts.</li> <li>2. Understand the steps of branding process and necessary data mining methods used for its implementation.</li> <li>3. Able to analyze brands, to determine their value.</li> <li>4. Able to analyze consumer purchasing decision-making stages.</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	The essence and meaning of branding in a company's (organization's) activities
2.	Branding development (directions and authors)
3.	Branding in various kinds of businesses
4.	External identifiers of a brand
5.	Brand building and management
6.	Brand portfolio management
7.	Place branding
8.	Brand promotion

<b>Study course calendar plan:</b>				
<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*
60.	The role of brand in an organization's activities: <ul style="list-style-type: none"> <li>• Brand definitions</li> <li>• Branded and non-branded products</li> <li>• Brand analysis models</li> </ul>	3	2	1
61.	The development of branding: <ul style="list-style-type: none"> <li>• Brand creation, history</li> <li>• The development stages of branding</li> </ul>	3	1	1
3.	Branding in various industries: <ul style="list-style-type: none"> <li>• Manufacturer's brand</li> <li>• Service brand</li> <li>• Co-brand</li> <li>• Retail brand</li> </ul>	4	3	1
63.	External identifiers of a brand <ul style="list-style-type: none"> <li>• Name</li> <li>• Logo</li> <li>• Advertising slogan</li> <li>• Packaging</li> </ul>	4	3	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*
64.	Brand development: <ul style="list-style-type: none"> <li>Strategic</li> <li>Administrative</li> <li>Operational</li> </ul>	3	2	1
65.	Brand portfolio management: <ul style="list-style-type: none"> <li>The concept of brand portfolio</li> <li>Brand distribution and expansion</li> <li>Segmentation and positioning</li> </ul>	3	2	1
66.	Place branding: <ul style="list-style-type: none"> <li>Concept</li> <li>Nation branding</li> <li>City branding</li> </ul>	2	1	1
67.	Brand promotion: <ul style="list-style-type: none"> <li>Marketing communication</li> <li>Promotion strategy</li> </ul>	2	2	1
<b>Total:</b>		<b>24</b>	<b>16</b>	<b>8</b>

\* 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. Analyze the texts given by the instructor 2. Prepare a presentation "X brand study"	Seminar, discussion Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory list of sources and source 4 from the further reading section on the topics acquired during the study course	
Part-time studies	<i>Independent / Practical assignment's brief description:</i> 1. Analyze the texts given by the instructor 2. Prepare a presentation "X brand study"	Seminar, discussion Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory list of sources and source 4 from the further reading section on the topics acquired during the study course	
Part-time studies with e-learning elements	<i>Independent / Practical assignment's brief description:</i> 1. Analyze the texts given by the instructor 2. Prepare a presentation "X brand study"	Seminar, discussion Independent work
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory list of sources and source 4 from the further reading section on the topics acquired during the study 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	24	6	2	32	32	16	80

<i>Part-time</i>	16	6	2	<b>24</b>	32	24	<b>80</b>
<i>Part-time studies with e-learning elements</i>	8	6	2	<b>16</b>	32	32	<b>80</b>

<b>Evaluation of the study course learning outcomes:</b>						
During the course, students have to prepare 2 independent assignments and participate in 1 seminar, as well as to attend at least 50% of lectures and pass a written examination. The final evaluation is the average grade of 3 assessments (2 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.	Know about the substance of branding, its principles and methods	Seminar, discussion, examination	Able to name key branding concepts, describe them	Know the key branding concepts, able to identify and describe the types of brand	Excellent understanding of brand essence and brand typology, understand the brand's role in society	Freely discusses branding concepts and terminology, able to analyze and judge the trends
2.	Know strategic planning and plan implementation	Independent work, discussion, quiz	Understand the structure of a plan and the main principles of its creation	Understand the structure of a plan and the main principles of its creation very well	Understand the planning process at the strategic level, able to draw up a plan	Understand the planning process at the strategic level, able to create a brand development plan
3.	Know how to determine brand value	Independent work, discussion	Know the brand structure and able to describe the main elements	Know the brand structure and able to describe the main features as well as conduct their detailed analysis	Know the brand valuation methods, able to use them in practice	Know the brand valuation methods, able to use them in practice as well as to calculate brand equity
4.	Information collection and processing skills and the maintenance of brand value	Discussion, group work	Have skills in obtaining information from various sources	Able to critically evaluate the information gathered, however, there are problems in the formulation of the question under study	Able to get and process information very well, formulate research questions and plan the research study	Able to get and process information very well, formulate research questions and plan the research study as well as conduct it
5.	Have problem analysis and solving competences	Discussion, independent assignment, quiz	Able to identify the brand management problems and to present them in front of the audience	Able to identify the brand management problems and present them in front of the audience, however, unable to offer solutions	Able to identify the brand management problems and present them in front of the audience, as well as able to offer solutions to the problems	Able to identify the brand management problems and present them in front of the audience, as well as develop a problem-solving strategy (model)

<b>Literature and other sources of information:</b>	
<b>Mandatory literature and information sources</b>	
1	Balmer J. M. T., Abratt, R. (2016). Corporate brands and corporate marketing: emerging trends in the big five eco-system. <i>Journal of brand management</i> , Available at:

	<a href="https://www.researchgate.net/publication/283720522">https://www.researchgate.net/publication/283720522</a> Corporate brands and corporate marketing Emerging trends in the big five eco-system
2	Brito, M. (2013). <i>Your brand, the next media company: how a social business strategy can enable better content, smarter marketing and deeper customer relationships</i> . Indianapolis, IN : QuePub.
3	Ghernev A. (2018). <i>Strategic Brand Management</i> . Evanston: Northwestern University.
4	Godins, S. (2014). <i>Violetā gov's : [kā veicināt sava zīmola, produktu un pakalpojumu atpazīstamību]</i> . Jelgava : Zoldnera izdevniecība.
5	Grubor, A. Milovano, O. (2017). Brand Strategies in the Era of Sustainability. <i>Interdisciplinary Description of Complex Systems</i> 15(1), 78-88. Available at <a href="https://hrcak.srce.hr/file">https://hrcak.srce.hr/file</a>
6	Hammonds, Dž. (2008). <i>Tava biznesa zīmols : kā vadīt zīmolu, piesaistīt klientus un kļūt pamanāmam tirgū</i> . Rīga : Lietišķās informācijas dienests.
7	Marwick, A., E. (2013). <i>Status update : celebrity, publicity, and branding in the social media age</i> . New Haven ; London : Yale University Press. 2013.
8	Praude, V. (2012). <i>Menedžments</i> . Rīga : Burtene, 2012.
9	Rosenbaum-Elliott, R., Percy, L., Pervan, S. (2018). <i>Strategic brand management</i> . Oxford: Oxford University Press.
<b>Further reading</b>	
1	Anholt, S. Competitiveness identity. (2007). <i>The New Brand Management for Nations, Cities and Regions</i> . London: Palgrave Macmillan.
3	Cocoran I. (2007). <i>The Art of Digital Branding</i> . New York: Allworth Press.
2	Kornberger, M. (2010). <i>Brand Society. How Brands Transform Management and Life-style</i> . Cambridge: Cambridge University Press.
4	Kucuk, S. U. (2019). <i>Brand Hate : Navigating Consumer Negativity in the Digital World</i> . Cham, Switzerland : Palgrave Macmillan, [2019]
5	Steenkamp, J.-B. (2017). <i>Global brand strategy : world-wise marketing in the age of branding</i> . London : Palgrave Macmillan.
<b>Other sources of information</b>	
1	<a href="https://www.adweek.com/brand-marketing/">https://www.adweek.com/brand-marketing/</a>
2	<a href="https://brandstruck.co/blog/">https://brandstruck.co/blog/</a>
3	<a href="https://identitydesigned.com/">https://identitydesigned.com/</a>
4	<a href="https://www.thebrandingjournal.com/">https://www.thebrandingjournal.com/</a>



## BUSINESS ECONOMICS AND PLANNING

<b>Author/s of the course:</b>	
Dr.oec., Professor Vita Zariņa	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
6	9
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Microeconomics, Accounting	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of business economics and planning	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Understand the use of financial information in the analysis of economic activity</li> <li>2. Able to define the types of costs and their impact on performance result</li> <li>3. Able to calculate the product's/service's cost, price</li> <li>4. Able to prepare a business plan for a product/service</li> <li>5. Able to present opinion</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	Revenue, costs, their types, impact on the result of business activity
2.	Business resources, the necessary calculations, methods
3.	Methods for calculating costs, price calculation
4.	Strategic and operational planning, resource planning
5.	Business idea, situation research, business plan structure
6.	Investment, repayment periods

<b>Study course calendar plan:</b>				
<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*
68.	Revenue, costs, their types, impact on the result of business activity	6	2	1
69.	Business resources, the necessary calculations, methods	6	3	2
70.	Methods for calculating costs, price calculation	12	5	2
71.	Strategic and operational planning, resource planning	12	5	3
72.	Business idea, situation research, business plan preparation	30	15	7
73.	Investment, repayment periods	6	2	1
	<b>Total:</b>	<b>72</b>	<b>32</b>	<b>16</b>

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control

<i>Full-time studies</i>	1. Market study about the implementation opportunities of a new business idea 2. Business plan preparation 3. Independently read material on the market research opportunities	3 presentations 2 quizzes Seminar
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory source list	
<i>Part-time studies</i>	1. Market study about the implementation opportunities of a new business idea 2. Business plan preparation 3. Independently read material on the market research opportunities	3 presentations 2 quizzes Seminar
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory source list	
<i>Part-time studies with e-learning elements</i>	1. Market study about the implementation opportunities of a new business idea 2. Business plan preparation 3. Independently read material on the market research opportunities	3 presentations 2 quizzes Seminar
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> Study sources 1, 2, 3 and 4 from the mandatory source list	

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>	72	18	6	<b>96</b>	96	48	<b>240</b>
<i>Part-time</i>	32	34	6	<b>72</b>	96	72	<b>240</b>
<i>Part-time studies with e-learning elements</i>	16	26	6	<b>48</b>	96	96	<b>240</b>

Evaluation of the study course learning outcomes:

The final evaluation of the course for full-time students consists of 2 quizzes passed, presentation of business plan (in parts, with 3 presentations), participation in the seminar and a passed exam. The final score consists of: 30% quiz score, 40% assessment of a business plan developed during the semester; 10% participation in the seminar; 20% the exam score.

The final evaluation of the course for part-time students and part-time students with e-learning elements consists of a successfully completed independent work - prepared business plan (in parts, with 3 presentations), passed quiz and passed exam. The final score consists of: 30% quiz score, 40% assessment of a business plan developed during the semester; 10% participation in the seminar; 20% the exam score.

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 use of financial information in the analysis of economic activity	Seminar	Understand the company's financial structure, able to analyze it	Understand the company's financial structure, able to analyze it, explain the obtained results	Understand the company's financial structure, able to analyze and explain it, support opinion, understand regularities	Perfectly understand the company's financial structure, able to analyze and explain it, support opinion, understand regularities

2.	Able to define the types of costs and their impact on performance	Quiz	Understand the cost structure	Understand the cost structure well, able basically support the impact on performance	Understand the cost structure well, able to support the impact on performance well	Understand the cost structure, the impact on performance very well
3.	Able to calculate the product's/service's cost, price	Presentation	Understand the cost calculation methods, able to name pricing methods	Understand the cost calculation methods well, able to choose the most appropriate, able to name pricing methods	Understand the cost calculation methods well, able to choose the most appropriate and use it in cost calculation, able to offer pricing methods and select the most appropriate	Understand the cost calculation methods very well, able to choose the most appropriate and use it in cost calculation, able to offer pricing methods very well and select the most appropriate
4.	Able to prepare a business plan for a product/service	Presentation Discussion	Able to prepare at least the main components of business plan for a new product/service	Able to prepare a complete business plan for a new product/service, the main components of business plan have appropriately been prepared	Able to prepare a complete business plan for a new product/service very well, all main components of business plan have appropriately been prepared	Able to prepare a complete business plan for a new product/service perfectly, the main components of business plan have appropriately been prepared and precisely calculated
5.	Able to present opinion	Presentation	Prepared and presented the assigned business plan, able to tell about the calculations made, able to answer at least on key questions	Prepared and presented business plan, able to tell about the conducted research and calculations, able to answer the majority of questions	Well prepared and presented business plan, able to tell about the conducted research and calculations, provide good answers to the questions	Well-argued and well supported business plan presentation, freely able to talk about the research carried out and calculations, provide exhaustive answers to the questions

Literature and other sources of information:	
<b>Mandatory literature and information sources</b>	
1.	Shefrin H. (2017). <i>Behavioral corporate finance</i> . McGraw-Hill Education.
2.	Semjonova N. (2013). <i>Komercedarbībasfinansēšanasaprēķini :mācību līdzeklis</i> . RTU Izdevniecība
3.	Terence C.M. (2018). <i>Corporate Finance</i> . Routledge, London and New York.
4.	Drury C. (2018). <i>Management and Cost Accounting</i> . Cengage .
<b>Further reading</b>	
1.	Zariņa V., Strēle I. (2009). <i>Finanšuplānošana uzņēmumā</i> . Lietišķā informācijas dienests.
2.	Jones C. (2010). <i>Investments : principles and concepts</i> . Wiley, Hoboken, N.J.
3.	Kurjanovičs V. (2010). <i>Biznesa novērtējums : metodika un organizācija</i> . Merkūrijs LAT.
4.	Kusins J., Zariņa V. (2017). <i>Gadapārskats un iepriekšējoperiodu kļūdas</i> . Turības mācību centrs.
5.	Pelšs A. (2004). <i>Izmaksu analīze lēmumu pieņemšanai</i> . LU akadēmiskais apgāds.
<b>Other sources of information</b>	
1.	Gadapārskatu un konsolidēto gadapārskatu likums. Electronic resource. [viewed on 22.11.2018]. Available: <a href="https://likumi.lv/ta/id/277779-gada-parskatu-un-konsolideto-gada-parskatu-likums">https://likumi.lv/ta/id/277779-gada-parskatu-un-konsolideto-gada-parskatu-likums</a>
2.	Biznesa plāna struktūra. Electronic resource. [viewed on 22.11.2018]. Available: <a href="http://miljons.jal.lv/Documents/bp/ka_veidot_biznesa_planus.pdf">http://miljons.jal.lv/Documents/bp/ka_veidot_biznesa_planus.pdf</a>
3.	LIAA Biznesa plāns. Electronic resource. [viewed on 22.11.2018]. Available: <a href="http://www.liaa.gov.lv/lv/biznesa-abc/finanses">http://www.liaa.gov.lv/lv/biznesa-abc/finanses</a>

## Sales Management

<b>Author/s of Study course:</b>	
Dr. oec., docent Ksenija Ijevleva	
<b>Credit points:</b>	<b>Credit score in the ECTS system:</b>
4	6
<b>Test form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Management, project management, marketing	
<b>Course objectives are:</b>	
To provide students with the acquisition of necessary knowledge, skills and competence in the field of sales management.	
<b>Course outcomes (knowledge, skills, competencies):</b>	
1. Understands the nature of the concept of "sales management", its functions and related concepts. 2. Understands sales management in the company. 3. Can forecast sales. 4. Knows how to use sales methods.	
<b>The content of the study course required to attain the results of the study (thematic plan of the course):</b>	
1.	The concepts, functions and environment of sales and its management.
2.	Sales management in the company.
3.	Identification and management of sales channels.
4.	Sales forecasting.
5.	Sales methods and their use characteristics.

<b>Study course schedule:</b>				
<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*
74.	The concepts, functions and environment of sales and its management. <ul style="list-style-type: none"> <li>• Nature and functions of sales management.</li> <li>• Integrating sales and marketing functions into the enterprise strategy.</li> <li>• Stages of the decision-making process and its participants.</li> <li>• The role of emotional intelligence for sale.</li> <li>• Market niche and identification of its audience characteristics.</li> <li>• Ethics and legislation, influencing sales.</li> </ul>	8	4	2
75.	Sales management in the company. <ul style="list-style-type: none"> <li>• Creating a sales system.</li> <li>• Identification and management of sales channels.</li> <li>• Special features of planning, organising, controlling and motivating the employees involved in the sales process.</li> <li>• Evaluation of the sales process efficiency and risk.</li> <li>• The Sales Manager role.</li> </ul>	14	6	3

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*
76.	Identification and management of sales channels. <ul style="list-style-type: none"> <li>Database creation and use.</li> <li>Creation and choice of product distribution channels.</li> <li>The sales process management features in retail and wholesale.</li> <li>Creation and choice of channels for communicating with the audience.</li> <li>Determining the budget for sales activities.</li> </ul>	8	4	2
77.	Sales forecasting. <ul style="list-style-type: none"> <li>The need for forecasts and prerequisites.</li> <li>Predictive variables.</li> <li>Sales forecasting methods.</li> </ul>	6	4	2
78.	Sales methods and their use characteristics. <ul style="list-style-type: none"> <li>The essence of SPIN, SNAP and AIDA sales models.</li> <li>The peculiarities of cross-sell and more expensive upsell methods.</li> <li>Direct Selling methods (customer-oriented, advisory, conceptual, challenging).</li> <li>Price role in the sales process.</li> </ul>	12	6	3
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

Description of the independent tasks:		
Study form	Type of independent assignment	Type of control
Full-time studies	1. Read the established scientific literature and understand the sales and sales management functions, types, ethical and legal standards Compulsory literature: 1, 2, 3 Recommended literature: 1, 2, 8, 9, 13 Other sources of information: 2, 5, 7, 10, 12, 14.	Seminar
	2. Develop guidelines for improving the efficiency of the sales process Compulsory literature: 1, 2, 3 Recommended literature: 1, 3, 4, 6, 11, 14. Other sources of information: 2, 4, 6, 11, 15.	
	3. Develop a plan for the sales team based on forecast results Compulsory literature: 1, 2. Recommended literature: 1, 7, 8, 10, 13. Other sources of information: 6.	Test
	4. Develop direct sales guidelines for two product categories Compulsory literature: 1, 3. Recommended literature: 3, 4, 5, 9, 12. Other sources of information: 1, 2, 3, 4, 8, 9, 13, 14, 16.	Presentation
	1. Read the established scientific literature and understand the sales and sales management functions, types, ethical and legal standards Compulsory literature: 1, 2, 3 Recommended literature: 1, 2, 8, 9, 13 Other sources of information: 2, 5, 7, 10, 12, 14.	Seminar
	2. Develop guidelines for improving the efficiency of the sales process Compulsory literature: 1, 2, 3 Recommended literature: 1, 3, 4, 6, 11, 14. Other sources of information: 2, 4, 6, 11, 15.	
	3. Develop a plan for the sales team based on forecast results	
		Test
Part-Time Studies	1. Read the established scientific literature and understand the sales and sales management functions, types, ethical and legal standards Compulsory literature: 1, 2, 3 Recommended literature: 1, 2, 8, 9, 13 Other sources of information: 2, 5, 7, 10, 12, 14.	Seminar
	2. Develop guidelines for improving the efficiency of the sales process Compulsory literature: 1, 2, 3 Recommended literature: 1, 3, 4, 6, 11, 14. Other sources of information: 2, 4, 6, 11, 15.	
	3. Develop a plan for the sales team based on forecast results	Test

	Compulsory literature: 1, 2. Recommended literature: 1, 7, 8, 10, 13. Other sources of information: 6.	
	4. Develop direct sales guidelines for two product categories	Presentation
	Compulsory literature: 1, 3. Recommended literature: 3, 4, 5, 9, 12. Other sources of information: 1, 2, 3, 4, 8, 9, 13, 14, 16.	
<i>Part-time studies with e-learning elements</i>	1. Read the established scientific literature and understand the sales and sales management functions, types, ethical and legal standards	Seminar
	Compulsory literature: 1, 2, 3 Recommended literature: 1, 2, 8, 9, 13 Other sources of information: 2, 5, 7, 10, 12, 14.	
	2. Develop guidelines for improving the efficiency of the sales process	Test, seminar
	Compulsory literature: 1, 2, 3 Recommended literature: 1, 3, 4, 6, 11, 14. Other sources of information: 2, 4, 6, 11, 15.	
	3. Develop a plan for the sales team based on forecast results	Test
	Compulsory literature: 1, 2. Recommended literature: 1, 7, 8, 10, 13. Other sources of information: 6.	
	4. Develop direct sales guidelines for two product categories	Presentation
	Compulsory literature: 1, 3. Recommended literature: 3, 4, 5, 9, 12. Other sources of information: 1, 2, 3, 4, 8, 9, 13, 14, 16.	

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			
<i>Full-time</i>	48	8	4	<b>64</b>	64	32	<b>160</b>
<i>Part-time</i>	24	18	6	<b>48</b>	64	48	<b>160</b>
<i>Part-time studies with e-learning elements</i>	12	16	4	<b>32</b>	64	64	<b>160</b>

Course acquisition requirements and evaluation of results:						
During the course of study, 3 independent assignments must be successfully completed, participation in 2 seminars, no less than 50% of lectures visited and the exam must be passed. 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.	Understands the nature of the concept of "sales	Seminar; exam	Understands basic concepts,	Understands key concepts,	Understands the factors	Free orientation in

	management", its functions and related concepts.		but it is difficult to distinguish between sales and marketing functions	classifications and diversity of functions	influencing market niches and segments formation and the ones influencing audience purchasing decisions	the ethical aspects of sales and legislation
2.	Understands sales management in the company.	Test, seminar, exam	Understands the sales management functions, but there is difficulty in understanding the building of a sales system or "funnel"	Understands the formation of a sales system or "funnel", but it is difficult to detect and choose the sales channels	Freely orientated into sales channels, but has difficulties in assessing the efficiency of the sales process	Able to develop guidelines for improving the efficiency of the sales process on the basis of its assessment
3.	Can forecast sales.	Test	Understands the prerequisites for the forecasting of sales, but it is difficult to understand and choose predictive methods	Able to select forecasting method according to the sales system	Can forecast sales by a single method	Able to develop a plan for sales based on forecast results
4.	Knows how to use sales methods.	Presentation, game, exam	Can detect sales models according to situation requirements	Able to appeal to potential buyers by combined sales and more expensive non-pressure selling methods	Able to justify the choice of direct sales method	Able to develop direct sales guidelines for two product categories

Literature and other sources of information:	
Compulsory literature and other sources of information	
1.	Jobber, D., Lancaster G. (2015). <i>Selling and sales management</i> . Harlow: Pearson Education.
2.	Panda, T., Sahadev, S. (2019). <i>Sales and distribution management</i> . New Delhi: Oxford University Press.
3.	Praude, V., Liniņa, I. (2018). <i>Pārdošanas vadība</i> . Rīga: Turības mācību centrs.
Recommended literature	
1.	Autoru kopums (2008). <i>Stratēģiskā pārdošanas vadība</i> . Rīga: Lietišķās informācijas dienests.
2.	Autoru kopums (2010). <i>Pārdošana</i> . Rīga: Lietišķās Informācijas dienests.
3.	Blānčards, K., Boulss Š. (2013). <i>Sajūsminātie klienti: ģeniāla pieeja klientu apkalpošanai</i> . Rīga: Zvaigzne ABC.
4.	Godins, S. (2014). <i>Kā veicināt sava zīmola, produktu un pakalpojumu atpazīstamību</i> . Rīga: Zolnēra izdevniecība.
5.	Grose, V. (2012). <i>Concept to customer</i> . Lausanne: AVA Academia.
6.	Hall, S. (2017). <i>Innovative B2B Marketing New Models, Processes and Theory</i> . UK: Kogan Page.
7.	Jansons, V., Kozlovskis, K. (2012). <i>Ekonomiskā prognozēšana SPSS 20 vidē: mācību grāmata</i> . Rīga: Rīgas Tehniskā universitāte.
8.	Leventhal, B. (2018). <i>Predictive Analytics for Marketers</i> . UK: Kogan Page.
9.	Podniece, L. (2012). <i>Pārdevējs no biroja</i> . Rīga: Jūsu aģentūra.
10.	Praude, V., Šalkovska, J. (2015). <i>Integrētā mārketinga komunikācija 1. un 2. sēj.</i> Rīga: Burtene.
11.	Reilijs, D., Giboss, D. (2001). <i>Darījumu attiecības ar pircējiem</i> . Rīga: Turība.
12.	Rekhems, N. (2017). <i>SPIN pārdošana</i> . Rīga: Avots.
13.	Šķiltere, D. (2001). <i>Pieprasījuma prognozēšana: mācību līdzeklis</i> . Rīga: Latvijas Universitāte.
14.	Zavadskis, M. (2017). <i>Pārdošanas meistarība</i> . Rīga: Jumava.
Other sources of information	
1.	DeVintere, K. (2007). <i>Pārdošana pa telefonu</i> . Rīga: Lietišķās informācijas dienests.
2.	Denijs, R. (2004). <i>Māksla pārdot: praktiski padomi</i> . Rīga: Kamene.
3.	Fisks, P. (2010). <i>Klientu apkalpošanas ģēnijs: kļūt par biznesu, kas orientēts uz klientiem</i> . Rīga: Lietišķās informācijas dienests.



4.	Frīmentls, D. (2006). <i>Aktīva klientu apkalpošana</i> . Rīga: Zvaigzne ABC.
5.	Godin, S. (2019). Time and money. [Skatīts 18.03.2019]. Pieejams: <a href="https://seths.blog/2019/03/time-and-money/">https://seths.blog/2019/03/time-and-money/</a>
6.	Godins, S. (2010). <i>Pievienotā vērtība: idejas nākotnes mārketingam</i> . Jelgava: Zoldnera izdevniecība.
7.	Hansen, J. (2015). <i>SalePresenationsforDummies</i> . USA: JohnWiley&Sons.
8.	Heppell, M. (2010). <i>Pieczvaigžņu serviss</i> . Rīga: Zvaigzne ABC.
9.	Kimeiša, L. (2013). <i>Pārdotspējīgi teksti interneta mājaslapām</i> . Rīga: Zvaigzne ABC.
10.	Misners I., Mogans D. (2008). <i>Pārdošanas meistari: labāko pārdošanas profesionāļu noslēpumi, kas jums palīdzēs kļūt par pasaules klases pārdevējiem</i> . Rīga: Lietišķās informācijas dienests.
11.	O'Reilijs, D., Gibass, Dž. (2001). <i>Darījumu attiecības ar pircējiem: veiksmīga pārdošana un mārketing organizētajā tirgū</i> . Rīga: Biznesa augstskola Turība.
12.	Praude, V. (2011). <i>Mārketing: teorija un prakse</i> . Rīga: Burtene.
13.	Silvermans, Dž. (2008). <i>Mutvārdu atsauksmju mārketinga noslēpumi: kā panākt pārdošanas pieaugumu, izmantojot mutvārdu atsauksmes</i> . Rīga: Lietišķās informācijas dienests.
14.	Untāls, E. (2011). <i>Pārdošanas burvis</i> . Rīga: Zvaigzne ABC.
15.	Untāls, E. (2013). <i>Nelieciet man domāt</i> . Rīga: Zvaigzne ABC.
16.	Vintere, K. (2007). <i>Pārdošana pa telefonu: kā pārvērst auksto zvanišanu karstā peļņā</i> . Rīga: Lietišķās informācijas dienests.

## HUMAN RESOURCES MANAGEMENT

<b>Author/s of Study course:</b>	
Docent, Mg.Psych. Jekaterina Bierne	
<b>Credit points:</b>	<b>Credit score in the ECTS system:</b>
4	6
<b>Test form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Management	
<b>Course objectives are:</b>	
To provide students with the acquisition of necessary knowledge, skills and competence in the field of human resources management.	
<b>Course outcomes (knowledge, skills, competencies):</b>	
1. Knows key principles and functions of human resources management 2. Knows the power of management efficiency of human resources management 3. Can find information on topical research in the field of human resources management 4. Can analyse the performance of various human resource management functions in the company 5. Able to choose the human resources selection, evaluation, motivation and training methods for the company's needs 6. Can identify problems in human resource management independently 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 human resources management, understanding its connection with the company's performance	
<b>The content of the study course required to attain the results of the study (thematic plan of the course):</b>	
1.	The essence and key concepts of human resources management The human resources role in enterprise development. Interaction of interests in effective implementation of human resources management. Human resources specialist roles and competencies.
2.	Organisational solutions (models) for Human resources management and basic functions in the company. The importance of labour legislation in the implementation of human resources management functions
3.	The nature of the effectiveness of human resources management, its analytical capacity, quantitative and qualitative indicators. Audit of human resources management.
4.	The evolution of human resources management, development phases, transformation of approaches. Major authors and research in the field of human resources management.
5.	The nature and methods of human resources planning Personnel turnover.
6.	Nature and methods of work analysis. Development and updating of job descriptions and requirement profiles. The relationship between work analyses and recruitment, training and evaluation of the personnel.
7.	Search opportunities of the employees in the labour market. Personnel categories and occupational classification.
8.	The recruitment process and the possibilities for its organisation. Personnel selection methods and instruments. Evaluating the results of the recruitment.
9.	Recruiting and personnel involvement in work. Technically organisational and psychological aspects of the adaptation of personnel.
10.	Staff teaching, training and development. Team building. Nature of career management and organisational solutions (models).
11.	Nature and role of personnel evaluation in company development Staff evaluation methods and organisational solutions.

12.	Creating a motivation system for the company Methods and tools to motivate human resources. Effective motivating criteria and role in enterprise development.
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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*
79.	The essence and key concepts of human resources management The human resources role in enterprise development Interaction of interests in effective implementation of human resources management. Human resources specialist roles and competencies.	4	2	1
80.	Organisational solutions (models) for Human resources management and basic functions in the company. The importance of labour legislation in the implementation of human resources management function	4	2	1
81.	The nature of the effectiveness of human resources management, its analytical capacity, quantitative and qualitative indicators. Audit of human resources management	4	2	1
82.	The evolution of human resources management, development phases, transformation of approaches. Major authors and research in the field of human resources management	4	2	1
83.	The nature and methods of human resources planning Personnel turnover.	4	2	1
84.	Nature and methods of work analysis. Development and updating of job descriptions and requirement profiles. The relationship between work analysis and recruitment, training and evaluation of the personnel.	4	2	1
85.	Search opportunities of the employees in the labour market Personnel categories and occupational classification.	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*
86.	The recruitment process and the possibilities for its organisation. Personnel selection methods and instruments. Evaluating the results of the recruitment.	4	2	1
87.	Recruiting and personnel involvement in work. Technically organisational and psychological aspects of the adaptation of personnel.	4	2	1
88.	Staff teaching, training and development. Team building. Nature of career management and organisational solution (models).	4	2	1
89.	Nature and role of personnel evaluation in company development Staff evaluation methods and organisational solution	4	2	1
90.	Creating a motivation system for the company Methods and tools to motivate human resources. Effective motivating criteria and role in enterprise development.	4	2	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

Description of the independent tasks:		
Study form	Type of independent assignment	Type of control
<i>Full-time studies</i>	1) theoretical analysis of the HRM functions 2) Auditing of the functions of HRM for one real case, following predefined parameters 3) Summary of two publications on the activities in HRM	Submitting a task in a written form Presentation, discussion Presentation, discussion
	Compulsory reading: 1) Source 1. (Part 1, pp.6 - 22, part 3, pp.36 - 48, part 4, pp.50 – 58, parts 8 - 18, pp.95 -222). 2) Source 2 (full), 3) Source 3. (part 2, pp. 37 - 74; part 7, pp. 236 - 276; part 13, pp. 407 – 457)	
<i>Part-Time Studies</i>	1) theoretical analysis of the HRM functions 2) Auditing of the functions of HRM for one real case, following predefined parameters 3) Summary of two publications on the activities in HRM	Submitting a task in a written form Presentation, discussion Presentation, discussion
	Compulsory reading: 1) Source 1. (Part 1, pp.6 - 22, part 3, pp.36 - 48, part 4, pp.50 – 58, parts 8 - 18, pp.95 -222). 2) Source 2. (Part 3, pp. 295 - 439) 3) Source 3. (part 2, pp. 37 - 74; part 7, pp. 236 - 276; part 13, pp. 407 – 457)	
<i>Part-time studies with e-learning elements</i>	1) theoretical analysis of the HRM functions 2) Auditing of the functions of HRM for one real case, following predefined parameters 3) Summary of two publications on the activities in HRM	Submitting a task in a written form Presentation, discussion Presentation, discussion

	Compulsory reading: 1) Source 1. (Part 1, pp.6 - 22, part 3, pp.36 - 48, part 4, pp.50 – 58, parts 8 - 18, pp.95 -222). 2) Source 2. (Part 3, pp. 295 - 439) 3) Source 3. (part 2, pp. 37 - 74; part 7, pp. 236 - 276; part 13, pp. 407 – 457)	
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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	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:

For **full-time students** the requirements are to complete successfully and fully 3 classroom works, 3 independent works, take part in two seminars with presentations, attend a minimum of 50% of lectures, successfully pass an exam. The final assessment in the course of study is the arithmetic mean of the assessments of classroom works, independent works, and the exam.

For **part-time students** the requirements are to complete successfully and fully 3 classroom works, take part in two seminars with presentations, attend a minimum of 50% of lectures, successfully pass an exam. *The final assessment in the course of study is the arithmetic mean of the assessments of classroom works, 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 key principles and functions of human resources management	Discussion, classroom work, independent work, exam test	Knows carelessly key principles and functions of human resources management	Knows key principles and functions of human resources management in general	Knows key principles and functions of human resources management, can comment on them independently and critically evaluate them	Knows deeply key principles and functions of human resources management, understands their interconnections
2.	Knows the power of management efficiency of human resources management	Discussion, an independent work presentation	Aware of the possibilities for individual HR management efficiency, partially understands their restrictions	Knows the power of management efficiency of human resources management and its restrictions	Good knowledge of the possibilities for determining the effectiveness of human resource management, is able to assess their use in practice	Knows the potential of a diversified human resource management by identifying their specificities
3.	Can find information on topical research in the field of human	Independent work	Can find information on topical research in human	Can find information on topical research in	Can find information on topical research in the field of	Knows how to find information on topical research in

	resources management		resources management, with insufficient evaluation of the range of available information	the field of human resources management	human resources management, exploring and evaluating several sources	human resources management, with sufficient evaluation of the range of available information
4.	Can analyse the performance of various human resource management functions in the company	Independent task, discussion	Can carelessly analyse the performance of various human resource management functions in the company	Can analyse the performance of various human resource management functions in the company, but it is difficult to formulate conclusions	Can analyse the performance of various human resource management functions in the company, formulate reasoned conclusions	Can analyse the implementation of human resources management functions through a variety of methods by formulating conclusions on the causes and consequences
5.	Able to choose the human resources selection, evaluation, motivation and training methods for the company's needs	Classroom work, seminar, discussion	Able to choose the human resources selection, evaluation, motivation and training methods without going into relevance to the company's needs	Able to choose the human resources selection, evaluation, motivation and training methods in part according to the company's needs	Able to choose the human resources selection, evaluation, motivation and training methods according to the company's needs	Able to make a creative choice and justify the human resources selection, evaluation, motivation and training methods according to the company's needs
6.	Can identify problems in human resource management independently	Independent task, discussion	Carelessly identifies the problem of human resource management, without going into an analysis of reasons	Can identify problems in human resource management independently , partly explaining their reasons	Can identify problems in human resource management independently, partly explaining their reasons and ways of resolving them	Can identify problems in human resource management independently, explaining their reasons and ways of resolving them
7.	Can develop solutions of identified problems both independently and in a team	Classroom work, seminar, discussion	Partially justified solutions are developed to address the identified problems, insufficiently analysing their effectiveness	Able to develop semi-reasoned solutions to solve the company's human resource management problems	Able to develop reasoned solutions to solve the company's human resource management problems	Is able to build justified and detailed solutions to address human resource management problems, both independently and in a team
8.	Is capable of arguing about the current events of the company's human resources management, understanding its connection with the company's performance	Seminar, discussion	Is capable of arguing about the current events of the company's human resources management, poorly understanding	Is capable of arguing about the current events of the company's human resources management, understanding their	Is capable of arguing about the current events of the company's human resources management, understanding its connection	Is capable of arguing about the current events of the company's human resources management, deeply understanding

			their connection with the company's performance	connection with the company's performance	with the company's performance	its connection with the company's performance and offering measures for its development
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#### Literature and other sources of information:

##### **Compulsory literature and other sources of information**

1. Armstrong, M. (2011). Armstrong's handbook of strategic human resource management. Kogan Page Publishers.
2. Jones, G. R. (2013). Organizational theory, design, and change. Upper Saddle River, NJ: Pearson
3. Rees, G., & Smith, P. (Eds.). (2017). Strategic human resource management: An international perspective. Sage.

##### **Recommended literature**

1. Clegg, S. R., Kornberger, M., & Pitsis, T. (2015). Managing and organizations: An introduction to theory and practice. Sage.
2. Dombrovska, L.R. (2009) Cilvēkresursu kapitāla vadība:teorija un prakse. Rīga, Zvaigzne ABC.
3. Dubkevičs, L. (2011) Līderība vadīšanā. Rīga, RaKa.
4. Ešenvalde, I. (2008). Personāla vadības mūsdienu metodes. Rīga: Merkūrijs LAT, 349.
5. Gill, R. (2011). Theory and practice of leadership. Sage.
6. Gosling, J., Sutherland, I., & Jones, S. (2012). Key concepts in leadership. Sage.
7. Handbook of organizations (2015) Ed.March J., London, Routledge.
8. Peiseniece, L. (2011). Cilvēkresursu vadīšanas novērtēšanas metodes un to pilnveidošanas virzieni Latvijas lielajos uzņēmumos.
9. Vorončuka, I. (2009). Personāla vadība. Rīga: Latvijas Universitāte, 400.
10. Zīlīte, L. (2013) Personāla vadība un sociāla. Rīga, Turība.

##### **Other sources of information**

1. EBSCO HOST data base
2. RESEARCHGATE data base
3. Springer data base
4. Google Scholar data base

## Leadership

<b>Author/s of Study course:</b>	
Visiting teacher, Mg. sc. pol. Inese Āboliņa	
<b>Credit points:</b>	<b>Credit score in the ECTS system:</b>
<b>2</b>	<b>3</b>
<b>Test form:</b>	
Examination	
<b>Study course prerequisites:</b>	
None	
<b>Course objectives are:</b>	
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.	
<b>Course outcomes (knowledge, skills, competencies):</b>	
<ol style="list-style-type: none"> <li>1. Understands leadership theories and terminology.</li> <li>2. Able to communicate in the group.</li> <li>3. Able to speak publicly.</li> <li>4. Is capable of critically evaluating leadership strategies.</li> </ol>	
<b>The content of the study course required to attain the results of the study (thematic plan of the course):</b>	
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.

<b>Study course schedule:</b>				
<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*
91.	Introduction and explanation of the nature and structure of the course Leadership	5	2	2
92.	Leader. The essence of leadership.	4	2	1
93.	Decision making	5	2	2
94.	Leadership effects in communication. The image of the leader and its formation.	5	3	1
95.	Rhetoric.	5	3	2
<b>Total:</b>		<b>24</b>	<b>12</b>	<b>8</b>

<b>Description of the independent tasks:</b>		
Study form	Type of independent assignment	Type of control
<i>Full-time studies</i>	<p>Develop a presentation about leadership independently, according to the task given during the course.</p> <p>Interview at least 3 leaders</p>	<p>Speaking in front of an audience.</p> <p>Presenting interviews</p> <p>References in the presentation.</p> <p>Test the acquired skills and competencies in the independent work and demonstrate knowledge in the classroom.</p>



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

#### 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			
<i>Full-time</i>	24	6	2	<b>32</b>	32	16	<b>80</b>
<i>Part-time</i>	14	6	2	<b>24</b>	32	26	<b>80</b>
<i>Part-time studies with e-learning elements</i>	8	6	2	<b>16</b>	32	32	<b>80</b>

#### 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.	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 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	Understands the most important results, but	Understands the most important features in	Additional actions taken to create an

			patterns of leadership	there are difficulties in seeing regularities for successful leadership	leadership and achieves results	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:	
<b>Compulsory literature and other sources of information</b>	
1.	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.
<b>Recommended literature</b>	
1.	Dubkēvičs, L. (2011). Līderība vadīšanā. Rīga: RaKa izdevniecība.
2.	Hahn, L.K. & Paynton, S.T. (2014). <i>Survey of Communication study</i> . <a href="http://en.wikibooks.org/wiki/Survey_of_Communication_Study">http://en.wikibooks.org/wiki/Survey_of_Communication_Study</a>
3.	Merchant, K. (2012). <i>How Men And Women Differ: Gender Differences in Communication Styles, Influence Tactics, and Leadership Styles</i> . Claremont McKenna College.
<b>Other sources of information</b>	
1.	EBSCO Host datu bāze.
2.	Research Gate datu bāze.

## International marketing and trade

<b>Author/s of the course:</b>	
Dr.oec., Assistant Professor Ksenija Jevjeva	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
<b>2</b>	<b>3</b>
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Microeconomics, Macroeconomics, Management Basics, Marketing	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of international marketing and trade.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
1. Understand the substance of the concepts "marketing" and "trade" in the context of the international commerce. 2. Understand the substance of the international division of labor and the reasons of global trade existence. 3. Able to analyze the company's strategies in order to penetrate the foreign markets. 4. Able to use pricing methods in foreign markets. 5. Able to analyze the types of international promotion of products and trade communication.	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	Marketing and trade concepts, functions and their specifics in the international context.
2.	International market identification and segmentation.
3.	The company's business strategies in foreign markets.
4.	Pricing in foreign markets and their impact on the international product positioning.
5.	Product promotion in international markets and communication with the trade channel representatives.

<b>Study course calendar plan:</b>				
<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*
96.	Marketing and trade concepts, functions and their specifics in the international context. <ul style="list-style-type: none"> <li>The historical development of the concepts "marketing" and "trade" and related concepts and trends.</li> <li>Marketing and trade interaction within the framework of international business.</li> <li>International market research methods and basic elements of information systems.</li> <li>The reasons for a company's business dealings in foreign markets.</li> </ul>	2	2	1
97.	International market identification and segmentation. <ul style="list-style-type: none"> <li>International division of labor and global niche formation.</li> <li>The substance of identifying the target audience and the research methods analyzing demand in foreign markets.</li> <li>Market segmentation process and methods.</li> <li>Positioning strategies in external markets.</li> </ul>	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*
98.	The company's business strategies in foreign markets. <ul style="list-style-type: none"> <li>• International business environment.</li> <li>• The company's strategies in order to penetrate the foreign markets.</li> <li>• Product development or adaptation strategies.</li> <li>• Digital marketing in external markets.</li> <li>• E-commerce concepts and technologies.</li> </ul>	8	6	4
99.	Pricing in foreign markets and their impact on the international product positioning. <ul style="list-style-type: none"> <li>• Internal and external factors of pricing.</li> <li>• Pricing methods in terms of costs, demand and competitors in external markets.</li> <li>• Pricing strategies according to product positioning.</li> </ul>	4	2	1
100.	Product promotion in international markets and communication with the trade channel representatives. <ul style="list-style-type: none"> <li>• Creation and management of international distribution channels.</li> <li>• Wholesale and retail concept, functions and types in external markets.</li> <li>• Product promotion types and their selection in foreign markets.</li> <li>• The concept of marketing communications mix and the international factors of its building.</li> </ul>	6	4	1
<b>Total:</b>		<b>24</b>	<b>16</b>	<b>8</b>

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	1. Develop the company's strategies in order to penetrate the foreign markets.	Quiz, seminar
	Mandatory literature: 1., 2., 3., 6. Further reading: 1., 7., 8., 9., 10., 11., 12. Other sources of information: 3., 6., 12., 15., 17., 18.	
	2. Develop marketing communications mix for the external market	Presentation
	Mandatory literature: 1., 2., 5. Further reading: 3., 4., 5., 6., 12. Other sources of information: 2., 5., 7., 9., 10., 16., 17., 18.	
Part-time studies	1. Develop the company's strategies in order to penetrate the foreign markets.	Quiz, seminar
	Mandatory literature: 1., 2., 3., 6. Further reading: 1., 7., 8., 9., 10., 11., 12. Other sources of information: 3., 6., 12., 15., 17., 18.	
	2. Develop marketing communications mix for the external market.	Presentation
	Mandatory literature: 1., 2., 5. Further reading: 3., 4., 5., 6., 12. Other sources of information: 2., 5., 7., 9., 10., 16., 17., 18.	

Structure of the study course:						
Study form	Contact hours				Independent work (number of hours)	Mandatory reading and/or audio and video material watching/ listening
	Lecture contact hours (including seminars, discussions)	Consultations, guest lectures, conferences, field trips, business games, etc.	Final evaluation (exam, test, defense)	Total		
						Total hours of the course

<i>Full-time</i>	24	6	2	<b>32</b>	32	16	<b>80</b>
<i>Part-time</i>	16	6	2	<b>24</b>	32	24	<b>80</b>
<i>Part-time studies with e-learning elements*</i>	8	6	2	<b>16</b>	32	32	<b>80</b>

#### Evaluation of the study course learning outcomes:

During the study course, 2 independent work assignments have to be successfully completed, 2 seminars have to be participated in, at least 50% 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 substance of the concepts "marketing" and "trade" in the context of the international commerce.	Discussion	Understand the basic concepts	Understand the key concepts, but there are difficulties with the explanation of concepts	Understand the key concepts and the differences among them in the international context	Freely able to analyze the concepts
2.	Understand the substance of the international division of labor and the reasons of global trade existence.	Discussion, quiz	Understand the basic principles of international division of labor	Understand the basic principles, but there are difficulties with strategies identifying the target audience	Understand the strategies and regularities in foreign markets	Able to draft external market segmentation guidelines
3.	Able to analyze the company's strategies in order to penetrate the foreign markets.	Quiz, seminar, examination.	Able to identify the international business environment characteristics	Able to analyze the entry strategy, but is unable to determine implementation strategies	Able to analyze the entry and implementation strategies	Able to draft entry guidelines according to the specifics of company and external market
4.	Able to use pricing methods in foreign markets.	Discussion	Able to identify influencing factors, but have difficulty discerning regularities	Able to identify regularities, but there are difficulties with the method application	Able to calculate prices for different international markets	Able to anticipate demand changes, depending on the price changes
5.	Able to analyze the types of international promotion of products and trade communication.	Presentation, examination	Able to identify types of promotion, but are unable to clearly formulate the distribution channels	Able to evaluate the need for promotion types in various foreign markets	Able to provide arguments to justify the selection of the type of promotion and distribution channels	Able to develop marketing communication mix

#### Literature and other sources of information:

##### Mandatory literature and information sources

1.	Albaum, G., Duerr, E. (2011). <i>International marketing and export management</i> . USA: Financial Times.
2.	Baack Da., Czarnecka B., Baack Do. (2019). <i>International Marketing</i> . Los Angeles: Sage Publications
3.	Bojārs, J. (2018). <i>Starptautiskā tirdzniecības un komercijastiesības</i> . Rīga: LU Akadēmiskais apgāds.
4.	Feenstra R., Taylor A. (2017). <i>International Trade</i> . New York: Worth Publishers

5.	Praude, V., Šalkovska, J. (2018). <i>Saturamārketinga interneta</i> . Rīga: Burtene.
6.	Reuvid, J., Sherlock, J. (2019). <i>International trade</i> . London, Philadelphia, New delhi: KOGAN PAGE.
<b>Further reading</b>	
1.	Ahenbahs, J., Beļčikovs, J. (1999). <i>Uzņēmējdarbības tirdzniecība</i> . Rīga: Vaidelote.
2.	Bax, St., Meyer K., Wilkins, N. (2013). <i>Cambridge Marketing Handbook: Digital Marketing</i> . USA: Cambridge marketing press.
3.	Godins, S. (2014). <i>Kāveicinātsavazīmola, produktu un pakalpojumu atpazīstamību</i> . Rīga: Zolneraizdevniecība.
4.	Grose, V. (2012). <i>Concept to customer</i> . Lausanne: AVA Academia.
5.	Kotler, K. (2016). <i>Marketing Management</i> . London: Pearson Education.
6.	Kumar, V., Reinartz, W. (2012). <i>Customer relationship management: concept, strategy, and tools</i> . Heidelberg: Springer.
7.	Latiševs, V. (2008). <i>Praktiskspalīgā tirdzniecības darījumu noformēšanai</i> . Rīga: Merkūrijs LAT.
8.	Oļevskis, G. (2003). <i>Starptautiskā tirdzniecība</i> . Rīga: RSEBAA.
9.	Praude, V. (2009). <i>Mārketinga</i> . Rīga: Izglītības sli.
10.	Praude, V., Liniņa, I. (2018). <i>Pārdošanas vadība</i> . Rīga: Turībasmācību centrs.
11.	Štālberga, Z. (2007). <i>Starptautiskā tirdzniecība</i> . Rīga: BVK.
12.	Terpstra, v., Sarathy, R. (1997). <i>International marketing</i> . Fort Worth etc.: Dryden Press.
<b>Other sources of information</b>	
1.	American Marketing Association (2018). What Are the Ethics of Neuromarketing? [viewed on 18.03.2019]. Available at: <a href="https://www.ama.org/marketing-news/what-are-the-ethics-of-neuromarketing/">https://www.ama.org/marketing-news/what-are-the-ethics-of-neuromarketing/</a>
2.	Amstrong, G., Kotler, Ph., Harker, M., Edition, Th. (2015). <i>Marketing an Introduction</i> . London: Pearson Education.
3.	Clarke, A. (2018). SEO 2018: Learn search engine optimization with smart internet marketing strategies. Amazon Digital Services. [viewed on 18.03.2019]. Available: <a href="https://www.amazon.com/Search-Optimization-Internet-Marketing-Strateg/dp/1979286973">https://www.amazon.com/Search-Optimization-Internet-Marketing-Strateg/dp/1979286973</a>
4.	Godin, S. (2019). Time and money. [viewed on 18.03.2019]. Available at: <a href="https://seths.blog/2019/03/time-and-money/">https://seths.blog/2019/03/time-and-money/</a>
5.	Jones, R. (2017). <i>Branding. A very Short Introduction</i> . UK: Oxford University Press.
6.	Kenneth, C.L., Carol, G.T. (2017). <i>E-Commerce 2017</i> . London: Pearson.
7.	Kotlers, F. (2006). <i>Mārketingapamati</i> . Rīga: Jumava.
8.	Liniņa, I. (2018). <i>Kā piesaistīt un noturēt pircēju</i> . Rīga: Turībasmācību centrs.
9.	Manns, I. (2013). <i>Bez budžeta mārketinga: 50 efektīvi instrumenti</i> . Rīga: Zvaigzne ABC.
10.	Mooij, de M. (2011). <i>Consumer Behavior and Culture</i> . Los Angeles, London, New Delhi: SAGE.
11.	Noel, H. (2009). <i>Consumer behaviour</i> . Lausanne: AVA Academia.
12.	Praude, V., Šalkovska, J. (2013). <i>Loģistika: (teorija un prakse)</i> . Rīga: Burtene.
13.	Praude, V., Šalkovska, J. (2015). <i>Integrētā mārketinga komunikācija 1.sēj.</i> Rīga: Burtene.
14.	Praude, V., Šalkovska, J. (2015). <i>Integrētā mārketinga komunikācija 2.sēj.</i> Rīga: Burtene.
15.	Reilijs, D., Giboss, D. (2001). <i>Darījumu attiecības ar pircējiem</i> . Rīga: Turība.
16.	Shimp, T., Anrews, C. (2013). <i>Advertising, promotion, and other aspects of integrated marketing communications</i> . Australia: South-Western.
17.	Stone, M., McCall, J. (2004). <i>International strategic marketing: a European perspective</i> . New York: Routledge.
18.	Williams, J. (2016). <i>Social Media: Marketing Strategies for Rapid Growth Using: Facebook, Twitter, Instagram, LinkedIn, Pinterest and YouTube</i> . USA: CreateSpace Independent Publishing Platform, 1 edition.

## International Trade Law

<b>Author/s of the course:</b>	
Mg.iur., Assistant Professor Ināra Brante	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
4	6
<b>Final evaluation form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Regulatory Framework of Business	
<b>Study course aim:</b>	
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.	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Understand the concept, system of international trade law, the specifics and the hierarchy of rules and regulations.</li> <li>2. Familiar with the international organizations and institutions related to international trade law.</li> <li>3. Know the regulatory framework of the international trade agreements, the rights and obligations of the parties.</li> <li>4. Understand the terms and conditions of the international trade contracts INCOTERMS.</li> <li>5. Familiar with the international business regulatory laws and regulations' application possibilities in practice.</li> <li>6. Able to provide arguments to discuss the issues of international trade regulations in practice.</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
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.

<b>Study course calendar plan:</b>				
<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.	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
102.	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



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*
9.3.	The General Agreement on Tariffs and Trade (GATT) The main goals and objectives of GATT.	4	3	2
104.	UNIDROIT The international commerce contract principles. E-commerce.	6	2	1
105.	International trade contract INCOTERMS Terms, regulations.	6	3	1
106.	UNCITRAL international commerce contract principles. Aspects of the application of the principles in practice. UNCITRAL recommendations for commercial contract preparation.	6	3	1
107.	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
108.	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
9.9.	International air transportation. The Chicago and the Warsaw Convention. Bilateral agreements signed by Latvia on air communications.	6	3	1
110.	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
111.	Methods of payment in international trade. Dispute resolution in international arbitration.	4	2	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

\* 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



	<p><i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i></p> <p>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.</p>	
<i>Part-time studies with e-learning elements</i>	<p><i>Independent / Practical assignment's brief description:</i></p> <ol style="list-style-type: none"> <li>1. Gather information about the sources of law regulating international trade law.</li> <li>2. Combined task, which covers the substance, principles, methods and content of the regulatory framework of international transport.</li> <li>3. To analyze the UNIDROIT proposals and principles for international commercial transactions and their application in practice.</li> <li>4. Prepare necessary documents for concluding and implementation of foreign trade deals. Find and analyze errors in the drafted document.</li> </ol>	2 independent work assignments 2 quizzes
	<p><i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i></p> <p>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.</p>	

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	<b>64</b>	64	32	<b>160</b>
<i>Part-time</i>	24	18	6	<b>48</b>	64	48	<b>160</b>
<i>Part-time studies with e-learning elements</i>	12	16	4	<b>32</b>	64	64	<b>160</b>

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	Independent work,	Understand the basic	Understand the tasks and	Understand the tasks and	Have a good grasp of

	organizations and institutions related to international trade law.	discussion, quiz	operation principles of international organizations	functions of international organizations, but there are difficulties with discerning regularities	functions, the most important principles and regularities of international organizations	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 to support opinion	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 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.
<b>Further reading</b>	
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: <a href="https://ssrn.com/abstract=1200782">https://ssrn.com/abstract=1200782</a>
3.	Guzman, Andrew T., Global Governance and the WTO (August 2002). UC Berkeley Public Law Research Paper No. 89. Available at SSRN: <a href="https://ssrn.com/abstract=321365">https://ssrn.com/abstract=321365</a> or <a href="http://dx.doi.org/10.2139/ssrn.321365">http://dx.doi.org/10.2139/ssrn.321365</a>
4.	Giovannucci, Daniele, Basic Trade Finance Tools: Payment Methods in International Trade. Available at SSRN: <a href="https://ssrn.com/abstract=996765">https://ssrn.com/abstract=996765</a>
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: <a href="https://ssrn.com/abstract=828644">https://ssrn.com/abstract=828644</a>
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: <a href="https://ssrn.com/abstract=1020705">https://ssrn.com/abstract=1020705</a>
7.	<b>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.</b>
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 <a href="https://www.uncitral.org/pdf/english/texts/sales/cisg/V1056997-CISG-e-book.pdf">https://www.uncitral.org/pdf/english/texts/sales/cisg/V1056997-CISG-e-book.pdf</a>
13.	UNCITRAL Rules on Transparency for Treaty-based Investor-State Arbitration <a href="http://www.uncitral.org/pdf/english/texts/arbitration/arb-rules-2013/UNCITRAL-Arbitration-Rules-2013-e.pdf">http://www.uncitral.org/pdf/english/texts/arbitration/arb-rules-2013/UNCITRAL-Arbitration-Rules-2013-e.pdf</a>
<b>Other sources of information</b>	
1.	Pasaules tirdzniecības organizācija (PTO) <a href="http://www.wto.org">http://www.wto.org</a>
2.	Starptautiskā tirdzniecības palāta (ICC) mājas lapa <a href="http://www.iccwbo.org/">http://www.iccwbo.org/</a>
3.	Pasaules tirdzniecības organizācija (PTO) <a href="http://www.wto.org">http://www.wto.org</a>
4.	Eiropas Savienības Oficiālais Vēstnesis, Eiropas tiesību akti un publikācijas <a href="http://eur-lex.europa.eu/oj/direct-access.html?locale=lv">http://eur-lex.europa.eu/oj/direct-access.html?locale=lv</a>
5.	Komerclikums. Pieņemts: 13.04.2000. Publicēts: Latvijas Vēstnesis, 04.05.2000. Nr.158/160

## INTEGRATED MANAGEMENT SYSTEMS

<b>Author/-s of the study course:</b>	
Asoc.prof. Dr. oec. Oksana Lentjusenкова, Lecturer Mg.sc.soc. Edgars Cerkovskis	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
<b>Exam</b>	
<b>Study course prerequisites:</b>	
Management theories	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competences in the field of integrated management system.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Understands the concepts and nature of integrated management. 2. Understands management systems and how they work. 3. Understands the integration process and its influencing factors. 4. Able to analyze organizational processes. 5. Able to prepare process descriptions and diagrams. 6. Able to reasonably discuss the main issues of integrated management.	
<b>Study course thematic plan:</b>	
1.	Introduction to Quality Management Systems.
2.	CAF self-assessment system.
3.	ISO standards and their interpretation.
4.	OHSAS 18001 Occupational Safety and Health Standard.
5.	EFQM Excellence Model.
6.	5- Method S.
7.	LEAN method.
8.	Integration of management systems and processes into a common organization management system. Sustainability aspects and the stakeholder and holistic approach to the integrated management system.

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
112.	Introduction to Quality Management Systems <ul style="list-style-type: none"> <li>• Origin of management systems</li> <li>• The concept of processes</li> <li>• The essence of process management</li> <li>• Modern quality management</li> <li>• Development of quality management system in Latvia</li> </ul>	6		

<i>Study course calendar plan:</i>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
113.	CAF self-assessment system. <ul style="list-style-type: none"> <li>Valuation and its principles</li> <li>Evaluation methods and process</li> </ul>	6		
114.	ISO standards and their interpretation. <ul style="list-style-type: none"> <li>ISO 9000 series standards</li> <li>ISO quality models</li> </ul>	6		
115.	OHSAS 18001 Occupational Safety and Health Standard. <ul style="list-style-type: none"> <li>General requirements</li> <li>Implementation methodology</li> </ul>	6		
116.	EFQM Excellence Model. <ul style="list-style-type: none"> <li>The concept of excellence</li> <li>Deciphering the Excellence</li> <li>Model Criteria</li> <li>Criteria coefficients</li> </ul>	6		
117.	5 –S system. <ul style="list-style-type: none"> <li>The concept and essence of System</li> <li>Organization process and structure</li> </ul>	6		
118.	LEAN method. <ul style="list-style-type: none"> <li>The operating principle of LEAN</li> <li>Maintenance and continuous improvement of LEAN</li> <li>LEAN - internal culture of the company</li> <li>LEAN thinking</li> </ul>	6		
119.	Integration of management systems and processes into a common organization management system. Sustainability aspects and the stakeholder and holistic approach to the integrated management system.	6		
<b>Total:</b>		<b>48</b>		

<i>Independent work description:</i>		
Study form	Type of independent work	Form of control
full-time studies	Read a defined book on Integrated Management and prepare a seminar with presentation and discussion elements.	Presentation, seminar, discussion.
	Evaluate the identified organization according to the CAF self-assessment system by including 2 indicators from the facilitator part and 2 from the results part in the self-assessment. Self-assessment points must be greater than 100 points. Present the results to the audience.	Presentation, discussion.
	Write an argumentative essay on the topic “Modern business management”. Total words (700 to 800 words)	Essay.
	Create a scheme with process integration, describe the process (mandatory including process owner (s), stakeholders, process outcomes, potential benefits of process integration) Compulsory reading: Compulsory literature and other sources of information: 2., 4.	Group work

<i>Structure of the study course:</i>				
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	<b>Total</b>	<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	<b>64</b>	64	32	<b>160</b>

**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 concepts and nature of integrated management.	Presentation , seminar, group work, exam.	Understands basic concepts.	Understands basic concepts and terms, but there are difficulties in formulating definitions.	Understands the most important concepts, terms and definitions.	Freely orientated in essence, concepts, terms and definitions.
2.	Understands management systems and how they work.	Group work, exam.	Understands basic principles.	Understands the basic principles, but there are difficulties with the formulation of the systems.	Understands the most important systems and how they work.	Freely orientated in systems and their working principles.
3.	Understands the integration process and its influencing factors.	Group work, exam.	Understands operating environment.	Understands the integration process, however, there are difficulties in formulating factors.	Understands the integration process and its influencing factors.	Freely orientates in the integration process and easily formulates influencing factors.
4.	Able to analyze organizational processes.	Essay, seminar, presentation , group work.	Can analyze the obtained information, however, it is difficult to see regularities.	Can analyze the obtained information, however, it is difficult to form conclusions.	Can critically analyze the obtained information, formulate conclusions.	Can critically analyze the obtained information, formulate conclusions and propose solutions.
5.	Able to prepare process descriptions and diagrams	Group work.	Able to produce process descriptions and diagrams, but there are gaps in the descriptions.	Able to produce process descriptions and diagrams, but there are gaps in process integration.	Able to prepare process descriptions and diagrams.	Able to produce process descriptions and diagrams justifying the need for and benefits of integration.
6.	Is able to discuss reasonably the main issues of integrated management.	Discussion.	Can discuss basic issues of integrated management.	Can discuss the issues of integrated management reasonably but	Able to reasonably discuss integrated management	Can discuss the issues of integrated management reasonably

				is not always aware of regularities.	issues, sees regularities.	and freely orientates on the issues to be discussed.
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#### Literature and information sources:

##### **Compulsory literature and information sources**

1. Barrie, G., D., Bamford, D., Wiele, T. (2016). *Managing quality: an essential guide and resource gateway*. Chichester, United Kingdom: Wiley.
2. Kepczynski, R., Jandhyala, R., Sankaran, G., Dimofte, A. (2018). *Integrated Business Planning: How to Integrate Planning Processes, Organizational Structures and Capabilities, and Leverage SAP IBP Technology*. Springer International Publishing AG.
3. Sartor, M., Orzes, G. (2019). *Quality Management: tools, methods and standards*. Bingley: Emerald Publishing
4. Sroufe, R. (2018). *Integrated Management: How Sustainability Creates Value for Any Business*. Emerald Publishing Group.

##### **Additional literature and information sources**

1. Asif, M., Searcy, C., Zutshi, A. and Fisscher, O.A.M. (2013). "An integrated management systems approach to corporate social responsibility", *Journal of Cleaner Production*, Vol.56 pp.7-17.
2. Danilova, K.B. (2019). "Process owners in business process management: a systematic literature review", *Business Process Management Journal*, Vol.25 No.6, pp.1377-1412.
3. Gonzalez-Lopez, F., Bustos, G. (2019). „Business process architecture design methodologies – a literature review”, *Business Process Management Journal*, Vol.25 No.6, pp.1317-1334.
4. Jeston, J. (2018), *Business Process Management: Practical Guidelines to Successful Implementations*, Routledge, London and New York.
5. Klute-Wenig, S. and Refflinghaus, R. (2015). Integrating sustainability aspects into an integrated management system”, *The TQM Journal*, Vol.27 No.3, pp.303-315.
6. Malinova, M., and Mendling, J. (2018). "Identifying do's and don'ts using the integrated business process management framework", *Business Process Management Journal*, Vol. 24 No.4, pp.882-899.
7. Yahya, F., Boukadi, K., Ben-Abdallah, H. (2019), "Improving the quality of Business Process Models: Lesson learned from the State of the Art", *Business Process Management Journal*, Vol.25 No.6, pp.1357-1376.

##### **Other information sources**

1. Integrated Reporting Framework. Electronic resource [accessed 26.09.2019]. Available at: <https://integratedreporting.org/resource/international-ir-framework/>

## STRATEGIC AND CHANGE MANAGEMENT

<b>Author/-s of the study course:</b>	
Dr.oec. Kaspars Šteinbergs	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Management theories	
<b>Study course aim:</b>	
To provide students with in-depth knowledge and research capabilities in the field of strategic and change management.	
<b>Study course learning outcomes (Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. To know main concepts of strategic and change management theories</li> <li>2. To know analysis of strategic direction and its elements</li> <li>3. To be able to use analysis tools of external environment of a company</li> <li>4. To be able to use analysis tools of internal environment of a company</li> <li>5. To be able to analyse change process and its management of a company</li> <li>6. To be able to analyse scientific publications of strategic and change management</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Strategic management theories, current development tendencies
2.	Strategic direction, its elements
3.	External environment: macroenvironment, industry environment, competitor's analysis
4.	Internal environment
5.	Strategy types, implementation and control
6.	Change and change management

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
120.	Strategic management theories, current development tendencies	8		
121.	Strategic direction, its elements	6		
122.	External environment: macroenvironment, industry environment, competitor's analysis	8		
123.	Internal environment	8		
124.	Strategy types, implementation and control	4		
125.	Change and change management	12		
<b>Total:</b>		<b>48</b>		

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control



full-time studies	Strategic management case study	Report, presentation
	Change management case study	Report, presentation
	Review of academic publication on the topic of strategic and change management	Review, seminar, presentation
	Analysis of strategic and change management issues in audiovisual work	Essay, seminar
	Literature studies: <ul style="list-style-type: none"> <li>Hill, C. W., Jones, G. R., Schilling, M. A. (2019). <i>Strategic Management: Theory &amp; Cases: An Integrated Approach 13th Edition</i>. South-Western College Pub. (Chapter 1– 4)</li> <li>Kotter, J. P. (2017). <i>Our Iceberg is Melting: Changing and Succeeding Under Any Conditions</i>. Macmillan.</li> <li>Scientific articles about strategic and change management from Ebsco database</li> </ul>	Test, exam

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	8	4	64	64	32	160

The evaluation of the study course learning outcomes:						
<p>The final grade of the course will be calculated as follows:</p> <ul style="list-style-type: none"> <li>grade for strategic management case study x 0.20</li> <li>+ grade for change management case study x 0.20</li> <li>+ grade for review x 0.25</li> <li>+ grade essay x 0.10</li> <li>+ average grade of two tests x 0.10</li> <li>+ grade for the exam x 0.15</li> </ul> <p>All assignments must be graded “4” or more – that allows to pass the exam. All assignments must be passed by the deadline otherwise they will receive – 2 points. Participation at 75% of all lectures and seminars is mandatory.</p>						
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 main concepts of strategic and change management theories	Essay, presentation, test, exam	Demonstrates a superficial understanding of strategic and change management theoretical guidelines and definitions, and is able to appraise gaps in the knowledge	Demonstrates a superficial understanding of strategic and change management theoretical guidelines and definitions, and understands their correlations in a wider context	Demonstrates an in-depth understanding of strategic and change management theoretical guidelines and definitions, and understands their correlations in a wider context	Demonstrates an in-depth understanding of strategic and change management theoretical guidelines and definitions. Has an understanding of its historical development and its contemporary trends
2.	To know analysis of strategic direction and its elements	Report, presentation	An analysis has been carried out only with	An analysis has been carried out with all	An in-depth analysis is performed with	An in-depth analysis is performed with

			some conditions being observed and some information provided being used. The results of the analysis are provided in a structured presentation. The student is partly able to perform the necessary calculations, draw conclusions, and propose practical solutions	conditions being observed and the information provided being used. The results of the analysis are provided in a structured presentation. The student is able to perform the necessary calculations, draw conclusions, and propose practical solutions	all of the conditions being complied with and the available information widely used. The results of the analysis are provided in a comprehensive and reasoned presentation. The student has the ability to provide detailed calculations, draw conclusions, make practical propositions, base them on justified grounds, and to clarify them when necessary	all of the conditions being complied with and the available information widely used. The analysis is based on the research and its results are provided in a detailed and reasoned presentation. The student has the ability to perform detailed calculations, draw conclusions, make practical propositions and base them on justified grounds, and to clarify them when necessary
3.	To be able to use analysis tools of external environment of a company	Report, presentation	An analysis has been carried out only with some conditions being observed and some information provided being used. The results of the analysis are provided in a structured presentation. The student is partly able to perform the necessary calculations, draw conclusions, and propose practical solutions	An analysis has been carried out with all conditions being observed and the information provided being used. The results of the analysis are provided in a structured presentation. The student is able to perform the necessary calculations, draw conclusions, and propose practical solutions	An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The results of the analysis are provided in a comprehensive and reasoned presentation. The student has the ability to provide detailed calculations, draw conclusions, make practical propositions, base them on justified grounds, and to clarify them when necessary	An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The analysis is based on the research and its results are provided in a detailed and reasoned presentation. The student has the ability to perform detailed calculations, draw conclusions, make practical propositions and base them on justified grounds, and to clarify them when necessary
4.	To be able to use analysis tools of	Report, presentation	An analysis has been carried out only with	An analysis has been carried out with all	An in-depth analysis is performed with	An in-depth analysis is performed with

	internal environment of a company		some conditions being observed and some information provided being used. The results of the analysis are provided in a structured presentation. The student is partly able to perform the necessary calculations, draw conclusions, and propose practical solutions	conditions being observed and the information provided being used. The results of the analysis are provided in a structured presentation. The student is able to perform the necessary calculations, draw conclusions, and propose practical solutions	all of the conditions being complied with and the available information widely used. The results of the analysis are provided in a comprehensive and reasoned presentation. The student has the ability to provide detailed calculations, draw conclusions, make practical propositions, base them on justified grounds, and to clarify them when necessary	all of the conditions being complied with and the available information widely used. The analysis is based on the research and its results are provided in a detailed and reasoned presentation. The student has the ability to perform detailed calculations, draw conclusions, make practical propositions and base them on justified grounds, and to clarify them when necessary
5.	To be able to analyse change process and its management of a company	Report, presentation, essay	An analysis has been carried out only with some conditions being observed and some information provided being used. The results of the analysis are provided in a structured presentation. The student is partly able to perform the necessary calculations, draw conclusions, and propose practical solutions	An analysis has been carried out with all conditions being observed and the information provided being used. The results of the analysis are provided in a structured presentation. The student is able to perform the necessary calculations, draw conclusions, and propose practical solutions	An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The results of the analysis are provided in a comprehensive and reasoned presentation. The student has the ability to provide detailed calculations, draw conclusions, make practical propositions, base them on justified grounds, and to clarify them when necessary	An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The analysis is based on the research and its results are provided in a detailed and reasoned presentation. The student has the ability to perform detailed calculations, draw conclusions, make practical propositions and base them on justified grounds, and to clarify them when necessary
6.	To be able to analyse scientific publications	Review, presentation, seminar	The review is rather descriptive, and	The review is analytical and in presentation	The review is analytical and in presentation	The review is analytical, and its presentation

	of strategic and change management		the presentation contains little substance. The information analysis is sufficient, but not always critical and reasoned	the student shows a superficial knowledge. Information analysis provided is somewhat reasoned and comparative	the student shows an in-depth knowledge. Information analysis provided is reasoned and comparative	reflects a wide view. The information analysis carried out is reasoned and critical
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Literature and information sources:	
<b>Compulsory literature and information sources</b>	
1.	Hill, C. W., Jones, G. R., Schilling, M. A. (2019). <i>Strategic Management: Theory &amp; Cases: An Integrated Approach 13th Edition</i> . South-Western College Pub.
2.	Kotter, J. P. (2017). <i>Our Iceberg is Melting: Changing and Succeeding Under Any Conditions</i> . Macmillan.
3.	Freedman, L. (2017). <i>Strategy: A history</i> . Oxford University Press.
<b>Additional literature and information sources</b>	
1.	Harris, J. D., Lenox, M. J. (2013). <i>The Strategist's Toolkit</i> . Charlottesville. VA: Darden Business Publishing.
2.	Kotter, J. P. (2012). <i>Leading change</i> . Harvard Business Press.
3.	Pitt, M. R., Koufopoulos, D. (2012). <i>Essentials of strategic management</i> . Sage.
4.	Lasserre, P. (2012). <i>Global strategic management</i> . Palgrave Macmillan.
5.	Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G., Kim, B. (2012). <i>Strategic Management: Text and Cases</i> . Six Edition (Global Edition).
6.	Porter, M. (1996). <i>What is Strategy</i> . Harvard Business Review.
<b>Other information sources</b>	
1.	Journal of Competitiveness
2.	Baltic Journal of Management
3.	Journal of Business Management

## MANAGEMENT THEORIES

<b>Author/-s of the study course:</b>	
Dr.oec., assistant professor Anna Svirina	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
-	
<b>Study course aim:</b>	
To ensure the course outcomes, which include in-depth theoretical knowledge and research skills development in the field of management theories	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Knowledge of contemporary management theories and approaches 2. Knowledge of the limitations for management theories implementation in practice of management 3. Ability to distinguish system and process management approaches 4. Ability to assess managerial decisions on the basis of management theories 5. Ability to implement decision-making algorithm 6. Ability to assess the quality of management functions performance 7. Ability to assess managerial situation and define key factors 8. Competence to independently define the core research question in management research, and to acquired and evaluate relevant information 9. Competence in managerial situation analysis and tactics/strategy creation on the basis of factor evaluation 10. Competence is choosing appropriate management style and tools	
<b>Study course thematic plan:</b>	
1	gement
2	Management theory deveopment directions
3	System management approach
4	Process management approach
5	Management culture and art
6	Management system research
7	Management levels
8	Management styles, management tools
9	Decisions, decision-making process
10	Management functions: planning, organization, motivation, control
11	Manager
12	Psycology of organizations
13	Information management process
14	Conflict management

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e -learning elements
126.	gement	4		
127.	Management theory deveopment directions	4		
128.	System management approach	2		
129.	Process management approach	2		
130.	Management culture and art	2		
131.	Management system research	4		

<i>Study course calendar plan:</i>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
132.	Management levels	2		
133.	Management styles, management tools	4		
134.	Decisions, decision-making process	4		
135.	Management functions: planning, organization, motivation, control	8		
136.	Manager	2		
137.	Psychology of organizations	2		
138.	Information management process	4		
139.	Conflict management	4		
	<b>Total:</b>	<b>48</b>		

<i>Independent work description:</i>		
Study form	Type of independent work	Form of control
full-time studies	Information collection and analysis	In-class discussion Assignments
	Case studies	
	Problem assessment	
	Obligatory reading: Daft R., Benson A. (2016) Management. Cengage Learning.	

<i>Structure of the study course:</i>							
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	<b>Total</b>			
full-time studies	48	12	4	<b>64</b>	64	32	<b>160</b>

<i>The evaluation of the study course learning outcomes:</i>						
Students have to prepare 4 individual tasks, attend 50% of lectures. Final evaluation mark for the course: 50% assignments for the tasks; 10% attendance; 40% exam.						
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 management theories and approaches	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 the limitations for management theories implementation in practice of management	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.	Ability to distinguish system and process management approaches	Case study evaluation	Lack of the understanding of more than 51-64% of system and process management tools	Lack of the understanding of more than 65-84% of system and process management tools	Understanding of 85-94% of system and process management tools	Understanding of 95% or more of system and process management tools
4.	Ability to assess managerial decisions on the basis of management theories	Discussion at the lecture	Is capable to discuss current management theories, unable to argue own views	Lack of skills to discuss current management theories, but is able to argue own views	Able to discuss current management theories, but there are difficulties in arguing own views	Able to provide arguments when discussing current management theories, formulate and justify own views
5.	Ability to implement decision-making algorithm	Practical work	Able to implement decision-making algorithm only in typical managerial situations	Able to implement decision-making algorithm, but is not able to justify priority approach to make decisions in exact situation	Able to implement decision-making algorithm, but has difficulty justifying priority approach to make decisions in exact situation	Able to implement decision-making algorithm, and to justify priority approach to make decisions in exact situation
6.	Ability to assess the quality of management functions performance	Practical work, case study	Lack of the understanding of more than 51-64% of management functions quality evaluation instruments	Lack of the understanding of more than 65-84% of management functions quality evaluation instruments	Understanding of 85-94% of management functions quality evaluation instruments	Understanding of 95% or more of management functions quality evaluation instruments
7.	Ability to assess managerial situation and define key factors	Practical work, case study	Able to assess 40-64% of factors relevant to managerial situation	Able to assess 65-84% of factors relevant to managerial situation and define the most significant ones	Able to assess 85-94% of factors relevant to managerial situation and define the most significant ones	Able to assess more than 95% of factors relevant to managerial situation and define the most significant ones
8.	Competence to independently define the core research question in management research, and to acquired and evaluate relevant information	Independent work	Noticeable difficulty in independent defining necessary information and in analyzing it	Some difficulty in independent defining necessary information and in analyzing it	Able to define and find the necessary information, but there are difficulties in analyzing it	Able to define and find the necessary information and analyze it
9.	Competence in managerial situation analysis and tactics/strategy creation on the basis of factor evaluation	Practical work, case study	Able to analyze certain management situation, but is not able to	Able to analyze certain management situation, has	Able to analyze certain management situation,	Able to analyze certain management situation,



			assess decision making process and evaluating organizational specific features, unable to suggest a solution	difficulties in assessing decision making process and evaluating organizational specific features, unable to suggest a solution	assess decision making process and evaluate organizational specific features, but has difficulties to suggest a solution	assess decision making process and evaluate organizational specific features, and to suggest a solution
10.	Competence is choosing appropriate management style and tools	Practical work, case study	Is able to choose and implement appropriate management style in certain management situation, but lacks the ability to assess possible tools	Has difficulties in choosing and implementing appropriate management style in certain management situation	Able to choose and implement appropriate management style in certain management situation, but has difficulty justifying the proposed solution	Able to choose and implement appropriate management style in certain management situation, can justify the proposed solution

Literature and information sources:	
Compulsory literature and information sources	
1.	Adizes, I. (2016). <i>Mastering Change - Introduction to Organizational Therapy</i> . Adizes Institute.
2.	Adizes, I. (2014). <i>Managing Corporate Lifecycles</i> (2nd edition). Embassy Books.
3.	Daft R., Benson A. (2016). <i>Management</i> . Cengage Learning.
4.	Michel, L. (2015). <i>Management design</i> . LID Publishing Ltd. London, New York.
Additional literature and information sources	
1.	Clegg Stewart R. (2011). <i>Managing &amp; organizations: an introduction to theory &amp; practice</i> . Thousand Oaks, CA. SAGE Publications.
2.	Hatch, M. (2018). <i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives</i> . Oxford University Press.
3.	Scott, Jonathan. (2005). <i>The concise handbook of management :a practitioner's approach</i> . Haworth Business Press. Binghamton, NY.
4.	Academy of Management Journal
5.	Academy of Management Perspectives
6.	Academy of Management Annals
Other information sources	
1.	Industrial Marketing Management (Open Access Articles). Electronic source [26.09.2019]. Available at: <a href="http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/">http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/</a>
2.	Journal of Co-operative Organization and Management Open Access Articles. Electronic source [26.09.2019]. Available at: <a href="http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles">http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles</a>
3.	Human Resource Management Review. Electronic source [26.09.2019]. Available at: <a href="http://www.journals.elsevier.com/human-resource-management-review/open-access-articles">http://www.journals.elsevier.com/human-resource-management-review/open-access-articles</a>
4.	Business Research. Electronic source [26.09.2019]. Available at: <a href="http://link.springer.com/journal/40685">http://link.springer.com/journal/40685</a>



## INTELLECTUAL CAPITAL MANAGEMENT

<b>Author/-s of the study course:</b>	
Asoc.prof. Dr.oec. Oksana Lentjušenkova	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Management theories	
<b>Study course aim:</b>	
Provide students with knowledge and to develop students' skills and competence in the field of intellectual capital management.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Understands the concept of intellectual capital and related concepts.</li> <li>2. Understands the principles of the intellectual capital management.</li> <li>3. Is able to define main directions of the intellectual capital development strategy in enterprise.</li> <li>4. Is able to calculate return on the intellectual capital investments.</li> <li>5. Is able to analyze situation, based on available information and using research methods, and to define problems.</li> <li>6. Is able to discuss about certain questions in the field of intellectual capital management.</li> </ol>	
<b>Study course thematic plan:</b>	
1.	The concept of intellectual capital
2.	Intellectual capital management
3.	Intellectual capital influence on entrepreneurship and economic performance
4.	Return on the intellectual capital investments

<b>Study course calendar plan:</b>				
<i>The number of contact hours could be changed due to students prerequisites, interests and needs</i>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
140.	The concept of intellectual capital <ul style="list-style-type: none"> <li>• The formation and development of the concept of intellectual capital</li> <li>• Related concepts and theories to intellectual capital</li> <li>• Intellectual capital in modern management theory</li> <li>• The structure of intellectual capital</li> </ul>	12		
141.	Intellectual capital management <ul style="list-style-type: none"> <li>• The concept of intellectual capital management</li> <li>• Intellectual capital management strategies</li> <li>• The concept of intellectual capital investments</li> <li>• Classification of intellectual capital investments</li> <li>• Factors influencing intellectual capital in enterprises</li> </ul>	12		

<b>Study course calendar plan:</b>				
<i>The number of contact hours could be changed due to students prerequisites, interests and needs</i>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
142.	Intellectual capital influence on entrepreneurship and economic performance <ul style="list-style-type: none"> <li>Necessary amount of intellectual capital in enterprise</li> <li>Predicted outcomes from intellectual capital investments: financial and non - financial outcomes.</li> <li>The global trends of intellectual capital from macroeconomic perspective</li> </ul>	12		
143.	Return on the intellectual capital investments <ul style="list-style-type: none"> <li>Methods of return from the intellectual capital investments calculation</li> <li>Financial return on the investments</li> <li>Non – financial return on the investments</li> </ul>	12		
<b>Total:</b>		<b>48</b>		

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control
full-time studies	1. Read scientific articles published in the Moodle and prepare critical analysis of concept of intellectual capital Compulsory literature: 1, 3, 4, 5	Essay, Seminar, Discussion
	2. Define directions of intellectual capital development strategy at enterprise Compulsory literature: 2, 10 Additional literature: 4 Other information sources: 1	Presentation, Seminar, Discussion
	3. Describe types of intellectual capital in enterprise and evaluate amount of it. Explain what are main factors influencing decision about intellectual capital investments in the enterprise Compulsory literature: 2, 7, 8 Additional literature: 9	Presentation, Seminar, Discussion
	4. Calculate non-financial return from the intellectual capital investments. Compulsory literature: 9 Other information sources: 3, 4	Workshop

<b>Structure of the study course:</b>							
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	<b>Total</b>			
full-time studies	48	12	4	64	64	32	160

<b>The evaluation of the study course learning outcomes:</b>
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Students have to attend 50% of online lectures, 2 seminars, 1 workshop and prepare 3 tasks according requirements. The final mark consists of: student's activity during the lectures and seminars, marks for tasks and final exam.						
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 concept of intellectual capital and related concepts.	Essay, seminar, exam	Understands of main concepts	Understands main concepts, but has difficulties with understanding of relationships among different concepts	Understands main concepts and relationships among them	Could explain and analyze relationships among concepts
2.	Understands the principles of the intellectual capital management.	Presentation seminar, exam	Understands of main principles	Understands main principles, but has difficulties with understanding of relationships among different concepts	Understands main Principles and relationships among them	Could explain and analyze relationships among principles
3.	Is able to define main directions of the intellectual capital development strategy in enterprise.	Presentation seminar	Is able to define main directions of intellectual capital development	Is able to define strategic directions, but has difficulties with definition of the predicted outcomes	Is able to define strategic directions and predicted outcomes	Is able to prepare intellectual capital development strategy
4.	Is able to calculate return on the intellectual capital investments.	Workshop, exam	Is able to calculate return on investments, but has difficulties with definition of predicted outcomes and usage of methods	Is able to define some outcomes and calculate return on investments	Is able to calculate return on investments using certain methods and to define predicted outcomes	Is able to calculate return on investments, to define predicted outcomes and to analyze results
5.	Is able to analyze situation, based on available information and using research methods, and to define problems.	Discussion	Is able to analyze information, but has difficulties with application of research methods and problem definition	Is able to analyze information, to apply research methods, but has difficulties with problem definition	Is able to analyze information and define problems	Is able to analyze information and to define problems and propose solutions
6.	Is able to discuss about certain questions in the field of intellectual capital management.	Discussion	Can discuss about actualities, but cannot argue own opinion	Can discuss about actualities, but has difficulties with reasoning	Can discuss about actualities and argue own opinion	Excellent rhetoric skills

Literature and information sources:	
Compulsory literature and information sources	
1.	Andriessen, D. (2006). On the Metaphorical Nature of Intellectual Capital: a Textual Analysis. <i>Journal of Intellectual Capital</i> , 7 (1), 93-109.
2.	Canibano, L., Sánchez, M. P., García-Ayuso, M. and Chaminade, C. (2002). Guidelines for Managing and Reporting on Intangibles: Intellectual Capital Report [skatits 20.02.2018.]. Pieejams: <a href="http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf">http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf</a>
3.	Dumay, J., Garanina, T. (2013). Intellectual Capital Research: a Critical Examination of the Third Stage. <i>Journal of Intellectual Capital</i> , 14 (1), 10-25.
4.	Edvinsson, L. (2013). IC 21: Reflections from 21 Years of IC Practice and Theory. <i>Journal of Intellectual Capital</i> ,

	14 (1), 163-172.
5.	Inkinen, H., Kianto, A., Vahala, M., Ritala, P. (2017). Structure of Intellectual Capital an International Comparision. <i>Accounting, Auditing&amp;Accountability Journal</i> , 30 (5), 1160 – 1183.
6.	Lentjušenkova, O., Lapiņa, I. (2014). Intellectual Capital Investments Influence on Entrepreneurship and Economics Performance. In: <i>Business and Management: 8th International Scientific Conference</i> , Lithuania, Vilnius, 15-16 May, 2014. Conference Proceedings, 93-100.
7.	Lentjušenkova, O., Lapiņa, I. (2015). Factors Influencing Investments in Intellectual Capital: Case of Latvia. In: <i>Proceedings of the 19th World Multi-Conference on Systemics, Cybernetics and Informatics (WMSCI 2015)</i> , Vol. 1, United States of America, Orlando, 12–15 July, 2015. Conference Proceedings, 82–87.
8.	Lentjušenkova, O., Titko, J., Lapiņa, I. (2016). Intellectual Capital Investments: Analysis of the Predicted Outcomes. In: 21st International Scientific Conference, Economics and Management 2016 (ICEM 2016) "SMART and Efficient Economy: Preparation for the Future Innovative Economy" Proceedings, Czech Republic, Brno, May 19-20. Conference proceeding, 94-101.
9.	Ordóñez de Pablos, P., Edvinsson, L. (2018). <i>Intellectual Capital in Organizations: Non-Financial Reports and Accounts</i> . New York: Routledge.
10.	Roos, G., Pike, S. (2018). <i>Strategic Management of Intellectual Capital. 2nd Edition</i> . New York: Routledge.
<b>Additional literature and information sources</b>	
1.	Asiaei, K., Jusoh, R., Bontis, N. (2018). Intellectual capital and performance measurement systems in Iran. <i>Journal of Intellectual Capital</i> , 19 (2), 294-320.
2.	Dumay, J. (2009). Intellectual capital measurement: a critical approach. <i>Journal of Intellectual Capital</i> , 10 (2), 190–210.
3.	Dumay, J. (2012). Grand theories as barriers to using IC concepts. <i>Journal of Intellectual Capital</i> , 13 (1), 4-15.
4.	Gogan, L.M., Rennung, F., Istis, G., Drahici, A. (2014). A proposed tool for managing intellectual capital in small and medium size enterprises. <i>Procedia Technology</i> , 16, 728-736.
5.	Jordão, R. V. D., Novas, J. C. (2017). Knowledge management and intellectual capital in networks of small and medium-sized enterprises. <i>Journal of Intellectual Capital</i> , 18 (3), 667-692.
6.	Kianto, A., Andreeva, T., Pavlov J. (2013). The impact of intellectual capital management on company competitiveness and financial performance. <i>Knowledge Management Research and Practice</i> , 11, 12-22.
7.	Lapiņa I., Borkus I., Stariņeca O. (2012). Corporate Social Responsibility and Creating Shared Value: Case of Latvia. <i>World Academy of Science, Engineering and Technology: Special International Journal Issues</i> , 68, 1886-1892.
8.	Lentjušenkova, O., Lapina, I. (2016). The transformation of the organization's intellectual capital: from resource to capital. <i>Journal of Intellectual Capital</i> , 17 (4), 610-631.
9.	Lentjušenkova, O., Lapiņa, I. (2015). Intellectual Capital Investments: Company's Additional Expenditures or Creating Shared Value? In: <i>Perspectives of Business and Entrepreneurship Development: Economic, Management, Finance and System Engineering from the Academic and Practioners Views: Proceedings of Selected Papers</i> , Czech Republic, Brno, 28-29 May, 2015. Conference Proceeding, 207-216.
10.	Petty, R., Guthrie, J. (2000). Intellectual capital literature review: measurement, reporting and management. <i>Journal of Intellectual Capital</i> , 1 (2), 155-176.
11.	Piekkola, H. (2011). Intangible capital: The key to growth in Europe. <i>Intereconomics</i> , 4 (4), 222-228.
12.	Zéghal, D. , Maaloul, A. (2011). The accounting treatment of intangibles – A critical review of the literature. <i>Accounting Forum</i> , 35, 262–274.
13.	Zéghal, D., Maaloul, A. (2010). Analyzing value added as an indicator of intellectual capital and its consequences on company performance. <i>Journal of Intellectual Capital</i> , 11 (1), 39 – 60.
14.	Viedma, J.M. (2001). ICBS Intellectual Capital Benchmarking System. <i>Journal of Intellectual Capital</i> , 2 (2), 148-164.
<b>Other information sources</b>	
1.	Confédération Européenne des Associations de Petites et Moyennes Entreprises (CEA-PME), Fraunhofer Institut für Produktionsanlagen und Konstruktionstechnik (Fraunhofer IPK), London School of Economics and Political Sciences (LSE) (2007). Intellectual capital statement - Made in Europe (InCaS). [skatīts 12.01.2019.] Pieejams: <a href="http://www.psych.lse.ac.uk/incas/page114/files/page114_1.pdf">http://www.psych.lse.ac.uk/incas/page114/files/page114_1.pdf</a>
2.	OECD (2013). Supporting Investment in Knowledge Capital, Growth and Innovation. [skatīts 12.01.2019.]. Pieejams: doi:10.1787/9789264193307-ne
3.	Social Value UK (2012). A Guide to Social Return on Investment. [skatīts 12.01.2019.]. Pieejams: <a href="http://www.socialvalueuk.org/resources/sroi-guide/">http://www.socialvalueuk.org/resources/sroi-guide/</a>
4.	Sveiby, K.E. (2001b). Methods for Measuring Intangible Assets. [Skatīts 12.01.2019]. Pieejams: <a href="http://www.sveiby.com/articles/InvisibleBalance.html">http://www.sveiby.com/articles/InvisibleBalance.html</a>

## HUMAN RESOURCES AND LEADERSHIP

<b>Author/-s of the study course:</b>	
Dr. sc. pol. I. Āboliņa	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
<b>4</b>	<b>6</b>
<b>Final evaluation form:</b>	
<b>Exam</b>	
<b>Study course prerequisites:</b>	
-	
<b>Study course aim:</b>	
Provide knowledge and understanding of human resource management, its functions and leadership within an organization and raise awareness of systemic, coordinated and targeted approaches to human resource management and leadership.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Know Human Resource management models, functions and their implementation in organizations. 2. Is able to evaluate the efficiency of Human Resource management in the company by determining its improvement possibilities according to the needs of the company. 3. Is able to choose and use different methods of Human Resource planning, selection, work analysis, motivation and evaluation. 4. Leadership skills and competencies.	
<b>Study course thematic plan:</b>	
1.	Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management.
2.	Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation.
3.	Development of employee motivation and remuneration system.
4.	Employee evaluation, its role in ensuring the competitiveness of the company.
5.	Human resource development and process management. Leadership. Leadership skills and competences.

<i>Study course calendar plan:</i>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
144.	Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management.	10		
145.	Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation.	8		
146.	Development of employee motivation and remuneration system.	10		
147.	Employee evaluation, its role in ensuring the competitiveness of the company.	10		
148.	Human resource development and process management. Leadership. Leadership skills and competences.	10		
<b>Total:</b>		<b>48</b>		

<i>Independent work description:</i>		
Study form	Type of independent work	Form of control
full-time studies	To create and develop a Presentation on a topic: Different aspects of Human Resources Management. Evaluation of Case studies	Presentation Seminars References in the presentation Discussion in the seminar
	Read the literature.	

<i>Structure of the study course:</i>							
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

<i>The evaluation of the study course learning outcomes:</i>						
15% Attendance at classes 35% Presentation on the topic: Different aspects of human resource management 35% Seminars: case study evaluation and analysis 15% Exam						
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.	Knows Human Resource management models, functions and their implementation in organizations.	Discussion of HR, case analysis	Basic understanding of the most important components of Human Resource management theories	Understands Human Resource management, however, there are difficulties with the formulation of the theory	Understands the most important Human Resource management theories and can formulate the achievement of the result	In addition, activities have been performed to create excellence in the theory cognition
2.	Is able to evaluate the efficiency of Human Resource management in the company by determining its improvement possibilities according to the needs of the company.	Presentation	The presentation reflects the understanding about the effectiveness of Human Resource management in the company, but is created on a basic level without proposals	During the presentation, student understands the information obtained, but there are difficulties with the formulation	During the presentation, student understands the information obtained and the determination of the efficiency of Human Resource management	In addition, activities have been presented by interpretation of research data and the creation of a presentation for excellence
3.	Is able to choose and use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation.	Discussion	Basic understanding of key Human Resource planning, search, selection, job analysis, motivation, and evaluation methods	Can choose but is not able to use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation.	Understands how to choose and use different methods of Human Resource planning, search, selection, job analysis, motivation and evaluation.	In addition, explanations for excellence have been made
4.	Have developed leadership skills and competences.	Discussion	Basic understanding of the development of leadership skills and competences	Understands how the result should be obtained, but there is a difficulty in practicing leadership skills and competences	Understands the most important leadership skills and competences and can show them in practice	In addition, outstanding leadership skills and competences have been recognized in practice

#### Literature and information sources:

##### **Compulsory literature and information sources**

1.	Hollenbeck, J.R., Noe, R.A., Wright, P.M. and Gerhart, B. (2018). <i>Human Resource Management. 11Th Edition.</i> McGraw Hill
2.	Lussier, R.N., Hendon, J.R. (2019). <i>Fundamentals of Human Resource Management: Functions, Applications, and Skill Development Second Edition.</i> SAGE Publications Ltd.
3.	Navin, P. (2018). <i>The CMO of People: Manage Employees Like Customers with an Immersive Predictable Experience that Drives Productivity and Performance.</i> De G Press
4.	Northouse, P. (2016). <i>Leadership: Theory and practice.</i> London: SAGE Publications.
5.	<b>Sengupta, A. (2019).</b> <i>Human Resource Management: Concepts, Practices, and New Paradigms.</i> SAGE Publications Pvt. Ltd.

##### **Additional literature and information sources**

1.	Kellerman, B. (2012). <i>The End of Leadership.</i> Harper Collins Publishers.
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2.	Wilton, N. (2011). An introduction to Human Resource Management. London, Sage.
3.	Keohane, N. & Keohane, R. (2010). Thinking about Leadership. Princeton University Press.
4.	Rees, G., & Smith, P. (Eds.). (2017). Strategic human resource management: An international perspective. Sage.
5.	Pearce, C., Wassenaar, C. L., & Manz, C. C. (2014). Is shared leadership the key to responsible leadership? Academy of Management Executive, 28(3), 275-288.
6.	Robbins, S. P. (2019). Organizational Behavior. Pearson.
7.	Snell, S. (2015). Managing Human Resources. Cengage Learning; 17 ed.
<b><i>Other information sources</i></b>	
1.	Journal of Occupational and Organizational Psychology.
2.	Journal of Organizational Behavior.
3.	European Association for People Management, <a href="http://www.eapm.org/">http://www.eapm.org/</a>