

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

Courses for Erasmus+ students

Academic year 2020/2021, Autumn semester 2020

Dear incoming Erasmus+ students,

Below you will find a list of courses offered for international students in the English language. As in our University the language of instruction is mainly Latvian (except the courses provided for Management and MBA(Master) programmes), we offer some courses only for international students 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.

Below you will find the courses you can choose for the next semester (Autumn 2020).

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

Kind regards,

Marina Tihomirova
EKA University of Applied Sciences
Institutional Erasmus+ coordinator

Spring Semester 01.09.2020-29.01.2021

Exam period – January, 2021

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

	KP	ECTS
International Business	4	6

Courses joining student groups (in English)

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

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

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

Online courses with MBA Master students	KP	ECTS
E-business	4	6
International Law	4	6
Cross-cultural Communication	4	6
Marketing Strategy and Competitive Positioning	4	6
Research Methods and Organization of Academic Work	4	6

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

Author: Dr.oec., as.prof. Ainārs Roze

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

Course outcomes: During the course students will be prepared to evaluate national economy's place in the world, including in the EU system and to assess business efficiency improvement possibilities through internal and external markets.
The course is devoted to the essence of conducting International business research and the mythology of its practical application in International business, to help students in acquiring skills of taking decisions related to the urgent issues of the enterprise International business activities.
Forming student's theoretical knowledge about developing International business under the contradictory conditions of globalization processes and regionalization of modern world economy.
Forming student's skills of orienting in the theories of International business, skills of applying the received knowledge into practical activities with the account of the foreign economic specifics of the Latvian Republic.

Course outline:

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

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

Literature (01 – main):

1. International Business Economics. A European Perspective. Edited by Judith Piggott and Mark Cook. – N.Y.: Palgrave Macmillan, 2006 – 391 p.
2. International scientific conference "International business development : globalization, opportunities, challenges". International business development : globalization, opportunities, challenges : international scientific conference, 15-16 of May 2008, Vilnius, Lithuania : collection of articles. Vilnius : International Business School at Vilnius University, 2008. 459 p. : ill. (some col.) ; 24 cm. ISBN 9789955879060.
3. Negotiating International Business. The Negotiator's Reference Guide to 50 Countries around the World. By Lothar Katz. - N.Y.: 2008.
4. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm. ISBN 9781412949064 (pbk.).
5. Thill, John V. Excellence in business communication / John V. Thill, Courtland L. Bovée. 6th ed. Upper Saddle River, N.J.: Pearson/Prentice Hall, 2005. xxv, 546, [81] lpp. (dal. pag.) : il., diagr. ISBN 0131273213.
6. Trompenaars, Alfons. Riding the waves of culture : understanding cultural diversity in global business / Fons Trompenaars and Charles Hampden-Turner. 2nd ed. New York : McGraw Hill, c1998. xi, 274 p. : ill. ; 24 cm.
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) .
9. 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.: McGraw-Hill, 1995.
2. Ball D., McCulloch W. International Business. - Boston: Irvin, 1990. - 774p.
3. Bolt J.F. Global competitors: some criteria for success. // Thompson A.A., Fulmer W.E., Strickland A.J. Reading in Strategic Management. Third Edition. - Homewood: BPI, IRWIN, 1990, p. 282 – 293.
4. Globalization and management. // Stoner J. A.F., Freeman A.E., Gilbert D.B. Management. -. Englewood Cliff: Prentice-Hall International, 1995, p.125 – 154.
5. Grosse R., Kujawa D. International Business. - Boston: Irvin, 1992. - 733p.
6. International selling. // Jobber D., Lancaster G. Selling and Sales Management. – Harlow: Prentice Hall, 2003, p. 287 – 327.
7. Parviz Asheghian, Bahman Ebrahimi. International Business. – N.Y.: Harper Collins, 1990. – 789p.

Literature (03 – supplementary):

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

Possible themes of International business's individual paper:

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

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

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

Study course aim and tasks:

The aim of the course:

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

The tasks of the course:

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

Study course schedule

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

Study course thematic plan

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
1.	The national labour protection system and the situation in the labour protection	2	1	1
2.	The internal monitoring of the working environment. Risk determination in the working environment.	6	6	1
3.	Action plan. Accidents at work and occupational diseases.	4	2	1
4.	Electrical safety and fire safety	6	4	1
5.	Civil protection and disaster management	4	2	2
6.	National environmental protection system.	2	1	2
	Total:	24	16	8

Study course requirements

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

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

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

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

Independent work description:

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

Study course structure

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

Evaluation of the study course results:

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Knows and understands the risks at the workplace, their assessment and gradation	Practical assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Familiar with the principles for the development of fire safety instructions, is aware of the possible risks Able to improve the instructions	Independent assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Understands the principles disaster determination in their home place Able to provide a reasonable disaster management system	Independent assignment	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Knows the national principles of environmental protection	Group work	40-69% of project application development and implementation stages are correct	70-89% of project application development and implementation stages are correct	90-100% of project application development and implementation stages are correct
SKILLS (the ability to apply knowledge, communication skills, general skills)				
Can navigate well through Internet resources and operate with the found information	Classroom discussion	Unable to perform a simple search function with the set parameters	The information is found, but cannot justify one's choices and the importance of the resource content	Able to locate resources and understand the most important concepts and patterns
Able to participate in real risk assessment processes Able to find a causal link	Classroom discussion	Lacks the skills to discuss about topical issues.	Can discuss about topical issues, however, there are	Can discuss about topical issues providing

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
between the risk assessment and accidents at work and occupational diseases		cannot provide arguments to justify one's opinion	difficulties to support one's own opinion with arguments	arguments, formulate and justify one's opinion
Has expertise of the requirements of civil protection, knowledge of duties and rights	Classroom discussion	Lacks the skills to discuss about topical issues, cannot provide arguments to justify one's opinion	Can discuss about topical issues, however, there are difficulties to support one's own opinion with arguments	Can discuss about topical issues providing arguments, formulate and justify one's opinion
COMPETENCE (analysis, synthesis, evaluation)				
Can independently find the necessary information on the functioning of the work and civil protection system	Independent assignment	Has certain difficulties to find the required information independently and analyse it	Can find the required information independently, but has difficulties to analyse it	Can find the required information independently and analyse it
Can to analyse the risk evaluation process for the different work environments To draw up the plan of civil protection and a disaster management plan	Independent assignment	Insufficient understanding of the on-going processes. Lacks understanding about the importance of the situation	Can independently analyse the risk evaluation procedures to identify risks and problems, however, is unsure about the acquired knowledge	Can independently assess the risk Successfully develops disaster management plans.
Can independently analyse all phases of work protection system and procedures Understands the risks of civil protection measures in current events Knows the environmental protection procedures	Group work	Has difficulties to link stages in labour and civil protection system functioning Lacks awareness of the environmental protection system	Can independently analyse situations, has difficulties in including various stages into the single system.	Can offer solutions to various modelling situations, understands the fundamental principles of the identified problem

Literature (01 - textbooks):

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

Literature (02 - additional literature):

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

Literature (03-recommended periodicals and Internet resources):

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

12. Darba vides iekšējās uzraudzības veikšanas kārtība. (02.10.2007). MK noteikumi Nr.660. redakcija: 02.10.2007. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
13. Kārtība, kādā veicama obligātā veselības pārbaude. (10.03.2009). MK noteikumi Nr.219. redakcija: 11.01.2013. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.

LEGAL REGULATION OF ENTREPRENEURSHIP

Author/-s of the study course:	
Mg. iur., mg.oec.TatjanaDžugleja	
Credits (Latvian):	ECTS:
6	9
Final evaluation form:	
Exam	
Study course prerequisites:	
Not necessary.	
Study course aim:	
To provide students with the necessary knowledge, skills and competences on drafting of documents, legal force of documents, introduction into law system, labour law, social protection of employees and the essence of commercial law and create an understanding of the practical application of the law norms.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
<ol style="list-style-type: none"> 1. Be able to draw up and prepare, analyse and use documents and also electronic documents. Be able to use computer programs and other information technologies. 2. Understand the essence of introduction into Law, principles of law, methods and content. Understand the peculiarities of the translation of legal norms and their practical application in the legal field. 3. Be able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field. 4. Understand the essence of commercial law, principles, methods and content. Be able to analyse, select and apply commercial normative legal acts in practice. Be guided in matters of commercial transactions and legal protection of commercial transactions. 5. Be able to collect, select, summarize and analyse legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies. 6. Be able to argue and present your point of view in legal issues. 	
Study course thematic plan:	
1.	Introduction into drawing up and preparing documents. Legal force of documents. Working with documents. Electronic documents.
2.	Introduction into law. Latvian law system.
3.	Introduction into Labour law. Principles of labour legal relations. Employment contract. termination of an employment contract.
4.	Latvian social law system. Social security and insurance.
5.	Introduction into Commercial law. Commercial law system and its basic principles. The Register of Enterprises of the Republic of Latvia. Commercial Transactions.

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
7.	Introduction into drawing up and preparing documents. Legal force of documents. Working with documents. Electronic documents.	12	6	3
8.	Introduction into law. Latvian law system.	16	8	4
9.	Introduction into Labour law. Principles of labour legal relations. Employment contract. termination of an employment contract.	18	9	4
10.	Latvian social law system. Social security and insurance.	6	3	2

Study course calendar plan:

No.	Topic	Lecture contacthours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
11.	Introduction into Commercial law. Commercial law system and its basic principles. The Register of Enterprises of the Republic of Latvia. Commercial Transactions.	20	10	5
Total:		72	36	18

Independent work description:

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

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

Structure of the study course:

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

The evaluation of the study course learning outcomes:

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

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

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

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40%till64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till100%)
1.	Be able to draw up and prepare, analyse and use documents and also electronic documents. Be able to use computer programs and other information technologies.	Individual work	In general is able to draw up and prepare documents, but difficult to analyse documents, also electronic documents. Difficult to use computer programs and other information technologies.	Able to draw up, analyse and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Very high level of digital competences (using computer programs and other information technologies).
2.	Understand the essence of introduction into Law, principles of law, methods and content. Understand the peculiarities of the translation of legal norms and their practical application in the legal field.	Tasks, team work, discussions	In general understand the essence of introduction into Law, able no name principles of law, methods and content, but difficult to understand the peculiarities of the translation of legal norms and their practical application in the legal field.	Good understanding of the essence of introduction into Law, principles of law, methods and content. Good understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.	Very good understanding of the essence of introduction into Law, principles of law, methods and content. Very good understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.	Perfect understanding of the essence of introduction into Law, principles of law, methods and content. Perfect understanding of the peculiarities of the translation of legal norms and their practical application in the legal field.

3.	Be able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Tasks, discussions test	In general able to realize the essence of introduction into labour and social law, principles, methods and content, but difficult to understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Understand the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Very good understanding of the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.	Able to realize the essence of introduction into labour and social law, principles, methods and content. Perfect understanding of the peculiarities of the translation of legal labour and social norms and their practical application in the legal field.
4.	Understand the essence of commercial law, principles, methods and content. Be able to analyse, select and apply commercial normative legal acts in practice. Be guided in matters of commercial transactions and legal protection of commercial transactions.	Report (presentation) Test Seminar	In general understands the essence of commercial law, principles, methods and content. Difficult to analyse, select and apply commercial normative legal acts in practice. In general is guided in matters of commercial transactions and legal protection of commercial transactions.	Good understanding of the essence of commercial law, principles, methods and content. Analyse, select and apply commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.	Very good understanding of the essence of commercial law, principles, methods and content. Very good analysing, selecting and applying abilities of commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.	Perfect understanding of the essence of commercial law, principles, methods and content. Perfect analysing, selecting and applying abilities of commercial normative legal acts in practice. Is guided in matters of commercial transactions and legal protection of commercial transactions.
5.	Be able to collect, select, summarize and analyse legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	Individual work	In general able to collect, select and summarize legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies. Difficult to analyse collected information.	Good abilities of collecting, selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	Very good abilities of collecting, selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.	Perfect abilities of collecting, selecting, summarizing and analysing legal information necessary for the performance of work assignments, using appropriate legal research methods and information technologies.
6.	Be able to argue and present your point of view in legal issues.	Report (presentation), seminar	In general understands the essence of introduction into law, labour and social law, commercial law, but difficult to justify your point of view in some legal issues.	Good understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.	Very good understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.	Perfect understanding of the essence of introduction into law, labour and social law, commercial law. Able to argue your point of view in some legal issues.

Literature and information sources:	
Compulsory literature and information sources	
1.	Baikovs A. Introduction into law: lectures outline and control assignments for the non-law students (part-time and distance learning)/ A. Baikov, N. Nikiforov; Baltic International Academy.Riga: Baltic International Academy, 2007 (210 pages).
2.	Daniels K. Introduction to employment law. CIPD: Kogan Page, 2019 (287 pages).
3.	English and European perspectives on contract and commercial law. Oxford and Portland,Oregon: Bloomsbury, 2017 (498 pages).
4.	Flogaitis S. Oxford and Portland,Oregon: Hart Publishing, 2017 (105 pages).
5.	Jones L. Introduction to business law. Oxford: University press, 2015 (680 pages).
6.	Shirley T. Model business letters, e-mails & other business documents =Lietišķovēstuļu, e-pasta un citulietišķodokumentuparaugi. Rīga: Zvaigzne ABC, 2006 (496 pages).
7.	Tāre I. Labour law in Latvia. 2nd edition. The Netherlands: Kluwer Law International, 2012 (130 pages).
8.	Zasova A., Meļihovs A. Assessment of labour market elasticity in Latvia. Rīga, Latvijasbanka, 2005 (59 pages).
Additional literature and information sources	
1.	Bingham T. The role of law. Penguin UK: Reprint edition, 2011 (213 pages).
2.	Burrows A. A casebook on contract. 6th Revised edition. Oxford, United Kingdom: Bloomsbury Publishing PLC , 2018 (968 pages).
3.	Glanville W. Learning the Law. Sweet & Maxwell; 16th edition, 2016 (304 pages).
4.	Herederó, Ana Gómez. Social security as a human right: the protection afforded by the European Convention on Human Rights. Strasbourg: Council of Europe Publishing, 2007 (67 pages).
5.	Herederó, Ana Gómez. Social security: protection at the international level and developments in Europe. Strasbourg: Council of Europe Publishing, 2009 (241 pages).
6.	Kelsen H. General Theory of Law and State. Aldine Transaction, 2005 (556 pages).
7.	Labour law reforms in Eastern and Western Europe/TomassDavulis. Brussels, Belgium: P.I.E. Peter Lang, 2017 (501 pages).
8.	Reddy J., Canavan R. Commercial law. New edition. London, United Kingdom: Taylor & Francis Ltd , 2015 (207 pages).
9.	Social security and the rule of law: [General Survey concerning social security instruments in light of the 2008 Declaration on Social Justice for a Fair Globalization: third item on the agenda: information and reports on the application of conventions and recommendations: report of the Committee of Experts on the Application of Conventions and Recommendations (articles 19, 22 and 35 of the Constitution)]. Geneva: International Labour Office, 2011 (279 pages).
10.	The law of social security. 5 th edition. London: Butterworths, 2002 (805 pages).
Latvian normative legal acts	
1.	13.04.2000. Commercial Law. Available: https://likumi.lv/ta/en/id/5490-the-commercial-law
2.	14.10.1998. Civil Procedure Law. Available: https://likumi.lv/ta/en/en/id/50500
3.	31.10.2002. Electronic Documents Law. Available: https://likumi.lv/ta/en/en/id/68521
4.	04.11.1950. European Convention on Human rights. Available: https://www.echr.coe.int/Documents/Convention_ENG.pdf
5.	23.03.2000. Group of Companies Law. Available: https://likumi.lv/ta/en/en/id/4423
6.	20.06.2001. Labour Law. Available: https://likumi.lv/ta/en/id/26019-labour-law
7.	26.09.2002. Labour Dispute Law. Available: https://likumi.lv/ta/en/en/id/67361
8.	07.12.1984. Latvian Administrative Violations Code. Available: https://likumi.lv/ta/en/en/id/89648
9.	15.12.1992. Law On Judicial Power. Available: https://likumi.lv/ta/en/en/id/62847
10.	06.05.2010. Law On Legal Force of Documents. Available: https://likumi.lv/ta/en/en/id/210205
11.	31.05.2012. Law On Official Publications and Legal Information. Available: https://likumi.lv/ta/en/en/id/249322
12.	07.09.1995. Law On Social Security. Available: https://likumi.lv/ta/en/en/id/36850
13.	31.10.2002. Law On State Social Allowances. Available: https://likumi.lv/ta/en/en/id/68483
14.	01.10.1997. Law On State Social Insurance. Available: https://likumi.lv/ta/en/en/id/45466
15.	20.11.1990. Law On the Enterprise Register of the Republic of Latvia. Available: https://likumi.lv/ta/en/en/id/72847
16.	06.04.2006. Ombudsman Law. Available: https://likumi.lv/ta/en/en/id/133535
17.	06.11.1995. On Maternity and Sickness Insurance. Available: https://likumi.lv/ta/en/en/id/38051
18.	28.01.1937. The Civil Law. Available: https://likumi.lv/ta/en/en/id/225418
19.	15.02.1922. The Constitution of the Republic of Latvia. Available: https://likumi.lv/ta/en/en/id/57980
20.	17.06.1998. The Criminal Law. Available: https://likumi.lv/ta/en/en/id/88966
Other information sources	
1.	Council Directive 91/383/EEC of 25 June 1991 supplementing the measures to encourage improvements in the safety and health at work of workers with a fixed- duration employment relationship or a temporary employment relationship.
2.	Council Directive 91/533/EEC of 14 October 1991 on an employer's obligation to inform employees of the conditions applicable to the contract or employment relationship.
3.	Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breastfeeding (tenth individual Directive within the meaning of Article 16 (1) of Directive 89/391/EEC).
4.	Council Directive 94/33/EC of 22 June 1994 on the protection of young people at work.

5.	Directive 2014/67/EU of the European Parliament and of the Council of 15 May 2014 on the enforcement of Directive 96/71/EC concerning the posting of workers in the framework of the provision of services and amending Regulation (EU) No 1024/2012 on administrative cooperation through the Internal Market Information System ('the IMI Regulation').
12.	Directive 2014/54/EU of the European Parliament and of the Council of 16 April 2014 on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers.
7.	Eleventh Council Directive 89/666/EEC of 21 December 1989 concerning disclosure requirements in respect of branches opened in a Member State by certain types of company governed by the law of another State.
8.	Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on single-member private limited liability companies.
9.	Failure of a Member State to fulfil obligations - Directive 2005/56/EC - Cross-border mergers of limited liability companies - Failure to transpose within the prescribed period.
10.	Directive 2001/29/EC of the European Parliament and of the Council of 22 May 2001 on the harmonisation of certain aspects of copyright and related rights in the information society.
11.	Directive 2001/84/EC on the resale right for the benefit of the author of an original work of art.
12.	Directive 2004/48/EC of the European Parliament and of the Council of 29 April 2004 on the enforcement of intellectual property rights.
13.	Directive 2011/77/EU of the European Parliament and of the Council of 27 September 2011 amending Directive 2006/116/EC on the term of protection of copyright and certain related rights.
14.	Directive 2012/28/EU of the European Parliament and of the Council of 25 October 2012 on certain permitted uses of orphan works Text with EEA relevance.
15.	Directive 2014/26/EU of the European Parliament and of the Council of 26 February 2014 on collective management of copyright and related rights and multi-territorial licensing of rights in musical works for online use in the internal market Text with EEA relevance.
16.	Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data.
17.	Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).
18.	Labour law: its role, trends and potential, source: https://www.ilo.org/wcmsp5/groups/public/@ed_dialogue/@actrav/documents/publication/wcms_111442.pdf
19.	Perspectives on labour economics for development, source: https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_190112.pdf
20.	Shaw Malcolm N. International law. 5 th edition. http://pc-freak.net/international_university_college_files/Cambridge%20University%20Press%20-%20Malcolm%20N.%20Shaw%20-%20International%20Law.%205th%20Edition.pdf
21.	Termination of employment instruments, source: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/meetingdocument/wcms_153602.pdf

MICROECONOMICS

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

Author: Mg.oec., lecturer B.Brangule

Course abstract: The purpose of this course is to identify and explain the importance of markets and the role played by demand and supply. The roles played by consumers, producers and the government in different market structures are highlighted. The failures of market system are identified and possible solutions are examined.

Course outcomes: The concepts learned here have links with other areas of economics courses encouraged students to understand how microeconomic concepts have many applications in different areas of international trade and development. This course is intended to make students aware of the role of the economics in real-world situations.

Course outline:

1. Microeconomics

1.1. Markets

Definition of markets with relevant local, national and international examples

Brief description of perfect competition, monopoly and oligopoly as different types of market structures, and monopolistic competition, using the characteristics of the number of buyers and sellers, type of product and barriers to entry

Importance of price as signal and as an incentive in terms of resource allocation.

1.2. Demand

Definition of demand

Law of demand with diagrammatic analysis

Determinants of demand

Fundamental distinction between a movement along a demand curve and shift of the demand curve

Exceptions to the law of demand (the upward-sloping demand curve):

ostentatious (Veblen goods)

role of expectations

Giffen goods

1.3. Supply

Definition of supply

Law of supply with diagrammatic analysis

Determinants of supply

Effect of taxes and subsidies on supply

Fundamental distinction between a movement along a supply curve and a shift of the supply curve

1.4. Interaction of demand and supply

Equilibrium market clearing price and quantity

Diagrammatic analysis of changes in demand and supply to show the adjustment to a new equilibrium

1.5. Price controls

Maximum price: causes and consequences

Minimum price: causes and consequences

Price support/buffer stock schemes

Commodity agreements

2. Elasticities

2.1. Price elasticity of demand

Definition

Possible range of values

Diagrams illustrating the range of values of elasticity

Varying elasticity along a demand curve

Determinants of price elasticity of demand

2.2. Cross elasticity of demand

Definition and formula

Significance of a sign with respect to complements and substitutes

2.3. Income elasticity of demand

Definition and formula

Normal goods

Inferior goods

2.4. Price elasticity of supply

Definition and formula

Possible range of values

Diagrams illustrating the range of values of elasticity

Determinants of price elasticity of supply

2.5. Applications of concepts of elasticity

PED and business decisions: the effect of price changes on total revenue

PED and taxation

Cross-elasticity of demand: relevance for firms

Significance of income elasticity for sectoral change (primary; secondary; tertiary) as economic growth occurs

Flat rate and ad valorem taxes

Incidence of indirect taxes and subsidies on producer and consumer

Implication of elasticity of supply and demand for incidence of taxation

3. Theory of the firm

3.1. Cost theory

Types of costs: fixed costs, variable costs (distinction between SR and LR)

Total, average and marginal costs

Accounting cost + opportunity cost = economic cost

3.2. Short-run

Law of diminishing returns

Total product, average product, marginal product

Short-run cost curves

3.3. Long-run

Economies of scale

Diseconomies of scale

Long-run cost curves

3.4. Revenues

Total revenue

Marginal revenue

Average revenue

3.5. Profit

Distinction between normal and supernormal profit

Profit maximization in terms of total revenue and total costs, and the terms of marginal revenue and marginal

cost

Profit maximization assumed to be the main goal of firms but other goals exist (sales volume maximization, revenue maximization, environmental concerns)

3.6. Perfect competition

Assumptions of the model

Demand curve facing the industry and the firm in perfect competition

Profit-maximizing level of output and price in the short-run and long-run

The possibility of abnormal profits/losses in the SR and normal profits in the LR

Shut-down price, break-even price

Definitions of allocative and productive (technical) efficiency

Efficiency in perfect competition

3.7. Monopoly

Assumptions of the model

Sources of monopoly power/barriers to entry

Natural monopoly

Demand curve facing the monopolist

Profit-maximizing level of output

Advantages and disadvantages of monopoly in comparison with perfect competition

Efficiency in monopoly

3.8. Oligopoly

Assumptions of the model

Collusive and non-collusive oligopoly

Cartels

Kinked demand curve as one model to describe interdependent behaviour

Importance of non-price competition

Theory of contestable markets

3.9. Price discrimination

Definition

Reasons for price discrimination

Necessary conditions for the practice of price discrimination

Possible advantages to either the producer or the consumer

4. Market failure

4.1. Reasons for market failure

Positive and negative externalities, with appropriate diagrams

SR and LR environmental concerns, with reference to sustainable development

Lack of public goods

Underprovision of merit goods

Overprovision of demerit goods

Abuse of monopoly power

4.2. Possible government responses

Legislation

Direct provision of merit and public goods

Taxation

Subsidies

Tradable permits

Extension of property rights

Advertising to encourage or discourage consumption

International cooperation among governments

Requirements for credits: 3 tests (45 %), 2 seminars (15 %), paper exam (40%)

Literature (01 – main):

1. Baumol W.J., Blinder A.S. Economics: Principles and policy. Microeconomics. – Harcourt College Publishers. 2001.
2. Lipsey R.G., Chrystal K.A. Economics, 10th Edition, - Oxford University Press, 2010, 633 p.
3. Mansfield E. Microeconomics. – New York, 2000.
4. Miller R.LeRoy, Economics Today: The Micro View, 5th Edition, - Harper &Row, Publishers, Inc, 1985. – 517
5. Parkin M. Economics. – Harlow, 1990.
6. Ruffin R.J., Gregory P.R. Principles of microeconomics. Fourth edition. – Houston, 1990.
7. Salvatore D. Microeconomics: Theory and Applications. – New York, Oxford. 2003.

FINANCIAL THEORY

Author/s of the study course:	
Dr.oec., prof. Vita Zariņa; Dr.oec., viesprof. Aina Joppe	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
No	
Study course aim:	
The aim of the course is to provide students with knowledge of basic financial systems functions, state and EU budget, companies' main economical indicators.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Are able to describe financial system and concepts 2. Are able to analyze the state budget and local government / municipality budget. 3. Are able to demonstrate their knowledge during presentations 4. Are able to analyze processes in the public financial sector, 5. Are able to identify types of expenses in the business and their impact on company performance (profit)	
Study course thematic plan:	
1.	Structure of state, global financial system
2.	Financial institutions, their structure, functions
3.	EU budget goals, structure, control institutions
4.	State budget, budget of municipality, structure, income, expenses, money laundering, financial risks
5.	The basics of the economical indicators of commercial companies

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
13.	Structure of state, global financial system	6		
14.	Financial institutions, their structure, functions	6		
15.	EU budget goals, structure, control institutions	8		
16.	State budget, budget of municipality, structure, income, expenses, money laundering, financial risks	10		
17.	The basics of the economical indicators of commercial companies	18		
Total:		48		

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

full-time studies	1. To prepare presentation of student's country/ municipality budget, including student's opinion of better way how to use budget, analyze existing situation 2. To prepare presentation of the financial institutions, global financial markets, capital market ect. 3. Compulsory reading : materials of EU budget structure (internet recourses) 4. Video materials: money laundering, financial risks/ crises in the world	Presentation Seminar 2 tests
part-time studies		
part-time studies with e-learning elements		

Structure of the study course:

Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	48	8	4	64	64	32	160
part-time studies							
part-time studies with e-learning elements							

The evaluation of the study course learning outcomes:

Requirements for study course acquisition and assessment of results: The final assessment of the study course for full-time students consists of successfully passed 2 tests, presented business plan, participation in the seminar and successfully passed the exam. Final assessment is formed by: 30% assessment of tests, 40% evaluation of the business plan developed during the semester; 10% participation in the seminar; 20% exam evaluation. The final evaluation of the study course for part-time students consists of successfully completed independent work - a business plan, a successfully passed test and a successfully passed exam. Final assessment is formed by: 30% assessment of tests, 40% evaluation of the business plan developed during the semester; 10% participation in the seminar; 20% exam evaluation.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Are able to analyze the state budget and local government / municipality budget.	presentation	Student can describe budget, structure, recourses, understand basic global financial system	Student can characterize budget, structure, recourses and suggest changes, basically understand global financial system and markets	Student can understandabl e characterize budget, structure, recourses and suggest reasonable and supported changes, understand and can explain global financial system and markets	Student can perfectly characterize budget, structure, recourses and suggest reasonable and supported changes, perfectly understand and can explain global financial system and markets

2.	Are able to describe financial system and concepts	test	Know basic things about global financial system, financial risks and world financial crises	Understand and global financial system, financial risks and world financial crises	Understand and can explain global financial system and markets, financial risks and world financial crises	Perfectly understand and can explain global financial system and markets, financial risks and world financial crises
3.	Are able to analyze processes in the public financial sector,	Test Seminar	Understand processes in financial sector meanings of risks and money laundering	Understand processes in financial sector and risks, money laundering impact to financial sector	Understand and can explain processes in financial sector and , risks, money laundering impact to financial sector	Perfectly understand and can explain processes in financial sector and , risks, money laundering impact to financial sector
4.	Are able to identify types of expenses in the business and their impact on company performance (profit)	test	Can describe basic economical indicators of business companies	Can describe basic economical indicators of business companies, know that they make some impact to the performance	Can describe basic economical indicators of business companies, can evaluate their impact to the performance	Perfectly can describe basic economical indicators of business companies, can evaluate their impact to the performance

Literature and information sources:

Compulsory literature and information sources

1. Haan J., Oosterloo S., Schoenmaker D. European financial markets and institutions , Cambridge University Press, 2009 (410 pp)
2. Shefrin H. Behavioral corporate finance , McGraw-Hill Education, 2017 (300 pp)

Additional literature and information sources

1. Houston, Joel F. Fundamentals of financial management :study guide , South-Western Cengage Learning, 2013 (422 pp)
2. Terence C.M. Corporate Finance , Routledge, London and New York, 2018 (137 pp)
3. EU budget. Resource: http://ec.europa.eu/budget/index_en.cfm [skat.22.11.2018]
4. Financial system. Resource : <https://www.intelligenteconomist.com/financial-system/> [skat.22.11.2018]

Other information sources

1. International compliance association. Money laundering. Resource: <https://www.int-comp.org/careers/a-career-in-aml/what-is-money-laundering/> [skat.22.11.2018]

2. **Spencer A. A history of the past 40 years in financial crises, Thomson Reuters, resource: <http://www.ifre.com/a-history-of-the-past-40-years-in-financial-crises/21102949.fullarticle> [skat.22.11.2018]**

MANAGEMENT

Author/s of the study course:	
Assist.prof., Mg.Psych. Jekaterina Bjerne	
Credits (Latvian):	ECTS:
6	9
Final evaluation form:	
Exam	
Study course prerequisites:	
no	
Study course aim:	
To provide students with the necessary knowledge, skills and competences in the field of management science	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Know the main principles of company management and the main theories of management science 2. Know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria 3. Able to correctly apply the terminology of management knowledge for academic and professional needs 4. Able to find information about topical research in the field of management science 5. Able to obtain data on the company's management processes and their quantitative and qualitative indicators 6. Able to independently identify problems in the field of business management 7. Able independently and within the team to develop solutions to the identified management problems 8. Able to reasonably discuss the topicalities of management of a company by identifying their links with the company's performance	
Study course thematic plan:	
1.	The essence and role of management in the functioning of the organization, its main principles and processes. Essence of the organization, it's functioning and development.
2.	The concept of management efficiency, the essence of internal and external environmental analysis. Organization management audit.
3.	Evolution of management ideas and key authorities. Current trends in modern business environment.
4.	Planning process in the company. Organization and business strategy. Planning approaches in a changing environment and its hierarchical levels.
5.	Organization process in the company. Organization and coordination of organizational resources. Organization structures forms and Parameters. The size and life cycle of the organization in terms of its structure.
6.	Motivation in a company, its importance, principles and methods. The essence and concepts of motivation. The essence of the motivation system and the possibilities of its analysis.
7.	The role of control and evaluation processes in management, their essence, organizational forms and methods. Management by objectives approach.
8.	The company's external environment, its elements and models. Opportunities for exploring the external environment of business. Adaptation mechanisms of the company.
9.	Evolution of strategic management, stages of strategy development and parameters of strategic decisions. Strategy development process. Transforming strategy into operational goals.
10.	Types of company strategies, their advantages and risks, opportunities to determine strategy suitability. Economic preconditions for competition and development strategies. Assessing business opportunities and perspectives. Market trends, demand and supply analysis, price and cost analysis, risk assessment, success forecast.
11.	Targeting method. Goals tree. Management by objectives principles and performance parameters. The decision tree. Decision making under uncertainty and probability, calculation of the value of the event. Network planning principles, development techniques and graphic design.
12.	The company's internal environment, opportunities of it's elements analysis and management, Power, ethics and policy in organizations, main researches in the field.
13.	Manager's and leader's role in management. Leadership theories. Management styles. Manager's key competencies, functions and roles within the organization.
14.	The role of organizational culture in the functioning of the organization. Organizational culture typologies, levels and elements, their research and management possibilities.
15.	Importance of communication in business management. Types of communication, channels and tools. Internal communication regularities, typical gaps and ways to reduce them. Organizational structure from the viewpoint of information circulation.
16.	The role of the team in company management. Types of teams, principles of teambuilding and team management, criteria of the team effective functioning. Role of conflicts in organizations, their types, management and solution possibilities.

17.	Time management and stress management in the company. Causes, stages and reduction options of job stress. The essence and prevention of burnout. Traditional and modern concepts of time management, its tools and efficiency determining options.
18.	Organizational development and change management. The strategic importance of changes, its types, levels and introduction phases. Organizational and communicative aspect of change management, evaluation of their results.

Study course calendar plan:

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
18.	The essence and role of management in functioning of the organization, it's principles and processes. Essence of organization, it's functioning and development.	4	2	1
19.	The concept of management efficiency, essence of internal and external environment analysis. Organization management audit.	4	2	1
20.	Evolution of management ideas and authorities. Current trends in modern business environment.	4	2	1
21.	Planning process in the company. Organization and business strategy. Planning approaches in changing environment and its hierarchical level.	4	2	1
22.	Organization process in the company. Organization and coordination of organizational resources. Organization structures forms and Parameters. The size and life cycle of the organization in terms of its structure.	4	2	1
23.	Motivation in a company, its importance, principles and methods. The essence and concepts of motivation. The essence of the motivation system and the possibilities of its analysis.	4	2	1
24.	The role of control and evaluation processes in management, their essence, organizational forms and methods. Management by objectives approach.	4	2	1
25.	The company's external environment, its elements and models. Opportunities for exploring the external environment of business. Adaptation mechanisms of the company.	4	2	1
26.	Evolution of strategic management, stages of strategy development and parameters of strategic decisions. Strategy development process. Transforming strategy into operational goals.	4	2	1
27.	Types of company strategies, their advantages and risks, opportunities to determine strategy suitability. Economic preconditions for competition and development strategies. Assessing business opportunities and perspectives. Market trends, demand and supply analysis, price and cost analysis, risk assessment, success forecast.	4	2	1
28.	Targeting method. Goals tree. Management by objectives principles and performance parameters. The decision tree. Decision making under uncertainty and probability, calculation of the value of the event. Network planning principles, development techniques and graphical design.	4	2	1
29.	The company's internal environment, opportunities of it's elements analysis and management, Power, ethics and policy in organizations, main researches in the field.	4	2	1

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
30.	Manager's and leader's role in management. Leadership theories. Management styles. Manager's key competencies, functions and role within the organization.	4	2	1
31.	The role of organizational culture in the functioning of the organization. Organizational culture typologies, levels and elements, their research and management possibilities.	4	2	1
32.	Importance of communication in business management. Types of communication, channels and tools. Internal communication regularities, typical gaps and ways to reduce them. Organizational structure from the viewpoint of information circulation.	4	2	1
33.	The role of the team in company management. Types of teams, principles of teambuilding and team management, criteria of the team effective functioning. Role of conflicts in organizations, their types, management and solution possibilities.	4	2	1
34.	Time management and stress management in the company. Causes, stages and reduction options of job stress. The essence and prevention of burnout. Traditional and modern concepts of time management, its tools and efficiency determining options.	4	2	1
35.	Organizational development and change management. The strategic importance of changes, its types, levels and introduction phases. Organizational and communicative aspect of change management, evaluation of their results.	4	2	1
Total:		72	36	18

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	1) Analysis of the internal and external environment of the definite enterprise using 3 tools of strategic management 2) Management processes' audit at the company by previously defined parameters 3) Goals tree development 4) Problem case analysis in strategic management 5) Analysis of management research publication from electronic data base (student's chosen topic)	Presentation, discussion Presentation, discussion Task submission in a written form Presentation, discussion Presentation, discussion Control work, test
	Compulsory reading: 1) 1 source (part 1, pp. 7 -27; part 2, pp. 36 -56; part 3, pp.68 -88; part 4, pp.100 – 130; part 7, pp.210 -230) 2) 2 source (part 1, pp.4-37; part 7, pp.243-281; part 13, pp.498-533) 3) 3 source (part 1, pp.1-25, part 2, pp.30 – 55, part 3, pp.57 – 95; part 5, pp.124-157, part 6, pp.161 – 181, part 7, pp.184-205, part 8, pp.208-228, part 9, 230 – 255, part 13, pp.359 – 397)	
part-time studies		
part-time		

studies with e-learning elements		
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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	72	18	6	96	96	48	240
part-time studies							
part-time studies with e-learning elements							

The evaluation of the study course learning outcomes:

Full time students are required to submit fully and successfully done 5 classroom tasks, 5 independent tasks, to participate with the presentations in 4 seminars, to attend at least 50% of lectures, to successfully write controlwork and the exam work. Final grade derives as the average from the auditory tasks average grade, independent tasks average grade, the controlwork grade and the test 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.	Know the main principles of company management and the main theories of management science	Discussion, control work, exam test	Partly know the main principles of company management and the main theories of management science	Mostly know the main principles of company management and the main theories of management science	Well know the main principles of company management and the main theories of management science	Profoundly know the main principles of company management and the main theories of management science
2.	Know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria	Discussion, control work, exam test	Partly know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria	Mostly know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria	Well know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria	Profoundly know the types of strategies, their economic preconditions, the possibilities of determining their suitability and effectiveness, decision-making criteria
3.	Able to correctly apply the terminology of management knowledge for academic and professional needs	Independent task, discussion, control work, exam test	Partly correctly apply the terminology of management knowledge for academic and professional needs	Mostly correctly apply the terminology of management knowledge for academic and professional needs	Able to correctly apply the terminology of management knowledge for academic and professional needs	Fully correctly and sophisticatedly apply the terminology of management knowledge for academic and professional needs
4.	Able to find information about topical research in the field of management science	Independent task	Able to find superficial information about topical research in the field of management science	In general able to find information about topical research in the field of management science	Able to find information about topical research in the field of management science	Perfectly able to find information about topical research in the field of management science,

				partially losing focus of the search		precisely and deeply following the search aim
5.	Able to obtain data on the company's management processes and their quantitative and qualitative indicators	Independent task	Partly able to obtain data on the company's management processes and their quantitative and qualitative indicators	Mostly able to obtain data on the company's management processes and their quantitative and qualitative indicators	Able to obtain data on the company's management processes and their quantitative and qualitative indicators	Perfectly able to obtain and to analytically compensate data on the company's management processes and their quantitative and qualitative indicators
6.	Able to independently identify problems in the field of business management	Independent task, discussion	Partly able to independently identify problems in the field of business management	Mostly able to independently identify problems in the field of business management	Able to independently identify problems in the field of business management	Perfectly able to independently identify problems in the field of business management
7.	Able independently and within the team to develop solutions to the identified management problems	Independent task, discussion	Partly able independently and within the team to develop solutions to the identified management problems	Mostly able independently and within the team to develop solutions to the identified management problems	Able independently and within the team to develop solutions to the identified management problems	Perfectly able independently and within the team to develop solutions to the identified management problems
8.	Able to reasonably discuss the topicalities of management of a company by identifying their links with the company's performance	Discussion	Able to discuss the topicalities of management of a company weakly identifying their links with the company's performance	Mostly able to reasonably discuss the topicalities of management of a company by identifying their links with the company's performance	Able to reasonably discuss the topicalities of management of a company by identifying their links with the company's performance	Perfectly able to reasonably discuss the topicalities of management of a company by identifying their links with the company's performance

Literature and information sources:	
Compulsory literature and information sources	
1.	Daft, R. L. (2015). <i>Organization theory and design</i> . Cengage learning.
2.	Mullins, L.J. (2016). <i>Management and organisational behaviour</i> . Pearson.
3.	Pitt, M., Koufopoulos, D. (2012). <i>Essentials of Strategic Management</i> . Sage Publications.
Additional literature and information sources	
1.	Adler, R., (2018). <i>Strategic performance management : accounting for organizational control</i> . NY, Routledge
2.	Brunsson, N., & Olsen, J. P. (2018). <i>The Reforming organization: making sense of administrative change</i> . Routledge.
3.	Clegg, S. R., Kornberger, M., & Pitsis, T. (2015). <i>Managing and organizations: An introduction to theory and practice</i> . Sage.
4.	Cunliffe, A. L. (2008). <i>Organization theory</i> . Sage.
5.	Handbook of organizations (2015) Ed.March J., London, Routledge.
6.	Hodgkinson, G.P., Starbuck, W.H. (2008) <i>Organizational Decision Making</i> . Oxford University Press.
7.	Jeston, J. (2014). <i>Business Process Management</i> . Routledge.
8.	Jones, G. R. (2013). <i>Organizational theory, design, and change</i> . Upper Saddle River, NJ: Pearson,.
9.	Lasserre, P. (2017). <i>Global strategic management</i> . Macmillan International Higher Education.
Other information sources	
1.	Kurt, A., & Zehir, C. (2016). The relationship between cost leadership strategy, total quality management applications and financial performance.
2.	Mphahlele, A., & Schachtebeck, C. (2018, September). Organisational structure and management style: Perceived effects on employee productivity at an urban university. In 30TH ANNUAL CONFERENCE OF THE SOUTHERN AFRICAN INSTITUTE OF MANAGEMENT SCIENTISTS (SAIMS) (p. 281).
3.	EBSCO HOST data base
4.	RESEARCHGATE data base
5.	EMERALD data base
6.	Google Scholar data base

PROFESSIONAL FOREIGN LANGUAGE I (ENGLISH)

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

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
36.	Introducing oneself. CV. Motivational letter	6		
37.	Business travel.	4		
38.	People and organizations. Types of organizations and management styles. Career opportunities	4		
39.	Human Resources: recruitment and management	4		
40.	Intercultural and interpersonal communication. Communication management. Negotiating	6		
41.	Advertising and brands	4		
42.	Marketing	4		

Study course calendar plan:

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
43.	Money and finance	6		
44.	International markets, production and trade	6		
45.	Business ethics and cultures	4		
46.	Management and leadership	4		
47.	Effective business communication: oral and written (telephoning, letter and email writing, formal presentations), incl., grammar issues	6		
48.	Student presentations	4		
49.	Revision	2		
Total:		64		

Independent work description:

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

Structure of the study course:

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	64	12	4	80	48	32	160
part-time studies							

part-time studies with e-learning elements							
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The evaluation of the study course learning outcomes:

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

						vocabulary
5.	Students can present their viewpoint, arguing and supporting it in line with business ethics and intercultural communication norms	Case studies, classroom discussions, presentation	40-64% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	65-84% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	85-94% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary	95-100% of the written and oral end product is performed using grammatically correct English and relevant business vocabulary

Literature and information sources:

Compulsory literature and information sources

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

Additional literature and information sources

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

Other information sources

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

MARKETING

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

Author: Dr.phil., asoc.prof.V.Vēvere

Course abstract: The course is devised to provide students with knowledge about basics of marketing theory and its practical application in the sphere of culture services. The tasks of the course: 1) to introduce students with modern marketing theory concepts and general regularities; 2) to provide knowledge about basic principles of company (organization) marketing activities; 3) to describe marketing strategy in target market research; 4) to develop analytical working skills of students in evaluation of marketing activities of culture services company (organization).

Course outcomes: Students will understand various marketing types and technology specifics; they will be able to develop a company marketing plan taking into consideration target audience and chosen communication channels' specifics. Students will have skills of analyzing and controlling marketing development in all kinds of companies.

Course outline:

1. The essence of marketing and its significance in company (organization) operations:
 - 1.1. The essence of marketing and its importance in commercial and non-commercial organizations' activities.
 - 1.2. Basic elements and concepts of marketing.
 - 1.3. Problems of modern marketing and social critics.
2. Concept of services, its specifics on the culture services market.
 - 2.1. Peculiarities of services as specific products.
 - 2.2. Marketing complex of a service company (organization).
 - 2.3. Marketing activities' trends of service company (organization).
3. Marketing information and analysis of marketing possibilities on culture service market.
 - 3.1. Environment factors of marketing.
 - 3.2. Information system and research of marketing.
4. Company's marketing strategy and target market:
 - 4.1. The essence of market segmenting and choice of target market.
 - 4.2. Positioning of offer in the target market.
5. Marketing mix of a company (organization).
 - 5.1. Product development and managing.
 - 5.2. Price development method and strategies.
 - 5.3. Development of distribution channels.
 - 5.4. Complex and methods of product advancement activities.
 - 5.5. Specific elements of services offer.
6. Management and organization of marketing in the field of culture services.

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

Literature (01 – main):

1. Kotler F. Principles of Marketing. – London: Prentice Hall, 2005.
2. Van der Wagen L. Event Management for Tourism, Cultural, Business and Sporting Events. – Upper Saddle River (NJ): Pearson/ Prentice Hall, 2005.
3. Kolb B.M. Marketing for Cultural Organisations. – London: Thomson Learning, 2005.
4. Colbert F. Kultur- und Kunstmarketing. – Wien: Springer, 1999.
5. Андреев С.Н. Маркетинг некоммерческих субъектов. М.: Финпресс, 2002.
6. Mooij, Marieke de, Global marketing and advertising : understanding cultural paradoxes / Marieke de Mooij. 3rd ed. Los Angeles: SAGE, c2010. xviii, 323 p. : ill. ; 26 cm. (pbk.: acid-free paper).
7. Brassington, Frances. Principles of marketing / Frances Brassington, Stephen Pettitt. 4th ed. [Harlow] : Financial Times Prentice Hall, [2006]. XXXI, 1264 lpp. : il., tab. ; 27 cm + student access code inside.
8. Advertising now. Online / ed. Julius Wiedemann. Hong Kong ;London : Taschen, [2006?]. 448 p. : ill. (chiefly col.), ports. ; 26 cm.
9. Marketing management / Philip Kotler ... [et al.]. European ed. Harlow : Financial Times Prentice Hall, 2009. xxxviii, 889 p. : ill. ; 28 cm.
10. Baines, Paul, Marketing / Paul Baines, Chris Fill and Kelly Page. Oxford : Oxford University Press, c2008. xxvii, 859 p. : col. ill., 1 col. map, col. ports. ; 27 cm.

Literature (02 – additional):

1. De Saez E. Marketing Concepts for Libraries and Information Services. – London: Facet Publishing, 2002.
2. Lovelock Ch., Wirtz J. Services Marketing. – London: Prentice Hall, 2004.
3. Fenich G. Meetings, Expositions, Events and Cinventions: an introduction to the industry. – London: Prentice Hall, 2005.
4. Marketing and Public Relations Practicies in College Libraries/ compiled by Linsay A. – Chicago, IL: College Library Information Packet Committee, 2004.
5. McLean F. Marketing the Museum. – London: Routledge, 1997.
6. Sargeant A. Marketing management for Nonprofit Organisations. Oxford: Oxford Univ. Press, 1999.
7. Bull Ch. An Introduction to Leisure Studies. London: Financial Times Prentice Hall, 2003.
8. Woodruffe H. Services marketing. London: Financial Times Prentice Hall, 1999.

Literature (03 - supplementary):

1. Newspapers: Dienas Bizness
2. Journals : Kapitāls, Forbes
3. Scientific Conference publications

TAX SYSTEM

Study course	Tax System
Credits (Latvian)	2
ECTS credits	3
Study direction	

Responsible instructor:	
Instructor/-s	
Study course prerequisites:	

Study course abstract:

Course is necessary in the study programme, as it gives learners - emerging international business professionals - the knowledge of tax system and structure in EU, tax system of Latvia, regulatory framework for tax, tax policy, tax forms and their calculation methodology so that students could find and apply the appropriate legal sources, to keep up with changes in tax regulation sources.

During the acquisition of the course the following competences are developed:

- expertise in Latvian and the European Union (Community) legislation in the sphere of finance and taxation,
- ability to use the sources of law in the sphere of finance and taxation independently.
- ability to constantly follow the changes in the policy planning documents and legislation.
- ability to select the required legal information.

the following student skills:

- to use professional terminology in English.
- to present independently or within the framework of a group work informative reports;
- organize, plan and control one's own work.

Study course aim and tasks:

The course aims to provide the student with information on the Republic of Latvia and EU, tax system, tax kinds and their application.

The tasks of the course:

1. To give the student knowledge of the financial and tax law of the Republic of Latvia
2. To give the student knowledge about Latvia's and EU budget and tax policies;
3. To give the student knowledge of the tax system of the Republic of Latvia, the principles and methods.
4. To give the student knowledge about LR and EU legislation in the field of taxes and levies.
5. To give the student knowledge of the objects of taxation, the concepts of the tax base, the tax rate.
6. To give learners the knowledge of tax calculation, payment and administration.
7. To develop the ability to find the necessary information in financial and tax law sources;
8. To develop the skills to use professional terminology in the official languages of the EU.
9. To facilitate skill to use the sources of law and apply legal provisions.
10. To promote skills to independently enhance one's knowledge, acquire new information and skills.

Study course thematic plan

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
50.	Subject of finance law, its system. Financial legislation, regulatory framework.	2	0.5	0.5
51.	Tasks and functions of the Finance Ministry. Tasks, functions, responsibilities of the State Revenue Service in the area of tax administration. Taxpayers. Resident and non-resident income taxation.	1	1	0.5
52.	Tax law concept and function. Sources of tax law. Subjects and objects of the tax law.	2	1	0.5
53.	Tax functions. Characteristic features of taxes. Division of taxes. Direct taxes and indirect taxes in Latvia. Taxes, tax base, tax rate.	2	1	1
54.	LR system of taxes and levies.	1	1	0.5
55.	Micro-enterprise tax. Real estate tax. State social security payments. The personal income tax.	4	3	1

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
56.	The value added tax. Corporate income tax rate The customs duty. Excise tax.	4	3	1
57.	Natural resources tax. Annual road use tax. Company light vehicle tax. Other taxes.	4	3	1
58.	Case law solving disputes related to taxes.	4	3	2
Total:		24	16	8

Study course schedule

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

Study course requirements

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

- write a report
- prepare and defend a presentation;
- 50% lecture attendance;
- successfully pass the written test;
- to pass successfully the final examination.

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

- write a report
- prepare and defend a presentation;
- 50% lecture attendance;
- successfully pass the written test;
- to pass successfully the final examination.

Study course structure

Study form	Contact hours		Individual work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Tutorials, final evaluation in the course			
Full-time	24	4	20	32	80
Part-time	16	4		40	
Part-time studies with e-learning elements*	8	4		48	

Evaluation of the study course results:

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Knows and understands the concepts finance and tax law, its sources and nature. Knows and understands how to search for and apply the sources of law properly.	Test	Difficulties in finding laws and regulations, does not know concepts, does not understand the concept of financial and tax law.	Partially knows the sources, incomplete understanding of financial and tax law.	Has expertise in financial and tax law sources, understands the nature of tax law and its application procedures.
Knows and understands the cause and effect relationships in the financial and tax law framework.	Test	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
SKILLS (the ability to apply knowledge, communication skills, general skills)				
Able to find and use independently different sources of law	Report	Has certain difficulties to find the required information independently and analyse it	Can find the required information independently, but has difficulties to analyse it	Can find the required information independently and analyse it
Able to identify legal problems and important facts necessary for the solution of these problems, can use legal methods to solve these problems, can prepare a legal document	Test	Has certain difficulties to find the required information independently, draw out the essence and analyse it, and also prepare a document	Can find the required information independently, but has difficulties to draw out the essence and analyse it preparing a document	Can find the required information independently, draw out the essence and analyse it, and also prepare a legal document
COMPETENCE (analysis, synthesis, evaluation)				
Can use the sources of law independently. Can follow the case law and legal literature	Essay, independent work	Has certain difficulties to find the required information independently and analyse it	Can find the required information independently, but has difficulties to analyse it	Can find the required information independently and analyse it
Can independently enhance the skills to work with the latest information technology	Essay, independent work	Has difficulties to use the latest information technology independently	Can use the latest information technologies, but faces difficulties to reach a final result	Can use the latest information technology and perform a task independently

MANAGEMENT INFORMATION SYSTEMS

Author/-s of the study course:	
Dr. sc. admin., asoc.professor Ināra Kantāne	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
Informatics at secondary school level	
Study course aim:	
The aim is that students acquire the necessary knowledge, skills and competences in management information systems	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Know the basic concepts of the information system and the types of information systems. 2. Understand the role of management information systems in management processes and modern trends. 3. Know the components of information systems. 4. Know security issues for information systems. 5. Know and understand how cloud computing can be used in management processes. 6. Understand the possibilities of e-commerce. 7. Be able to independently find the necessary information, process and analyze it. 8. Be able to prepare electronic documents.	
Study course thematic plan:	
1.	Introduction to management information systems. The role of information systems, basic concepts.
2.	Use of management information systems in management processes, modern trends. Types of information systems.
3.	Basic components of information systems.
4.	Security of information systems.
5.	Use of cloud computing in management processes.
6.	E-commerce.
7.	Collection, processing, analysis and presentation of information.
8.	Preparation of electronic documents. E-signed and e-identity.

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
59.	Introduction to management information systems. The role of information systems, basic concepts.	4		
60.	Use of management information systems in management processes, modern trends. Types of information systems.	4		
61.	Basic components of information systems.	10		
62.	Security of information systems.	2		
63.	Use of cloud computing in management processes.	2		
64.	E-commerce.	2		
65.	Collection, processing, analysis and presentation of information.	22		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
66.	Preparation of electronic documents. E-signed and e-identity.	2		
Total:		48		

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	Description of the independent works: 1. Study and description of the management information system. 2. Data processing and analysis using Microsoft Excel 3. Data processing and analysis using Microsoft Access. 4. Preparing and formatting documents.	Presentation. Control of independent work. Control of independent work.
	Study 1, 2 and 3 source of literature and information sources	Control of independent work.
part-time studies		
part-time studies with e -learning elements		

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

The evaluation of the study course learning outcomes: The final evaluation of the study course for full-time students shall consist of successful completion of three independent works, a successful test, successful completion of practical work and a successful examination. The final assessment is composed: 30% of the overall exam assessment consists of an average assessment of independent works performed during the semester, a 20% test score, 30% an average assessment of practical works developed during the semester, a 20% exam score.

The final evaluation of the study course for part-time students shall consist of successful completion of three independent works, a successful test, successful completion of practical work and a successful examination. The final assessment is composed: 30% of the overall exam assessment consists of an average assessment of independent works performed during the semester, a 20% test score, 30% an average assessment of practical works developed during the semester, a 20% exam score.

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.	Know the basic concepts of the information system and the types of information systems.	Discussion. Test	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
2.	Understand the role of management information systems in management processes and modern trends.	Discussion. Test	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
3.	Know the components of information systems.	Test	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
4.	Know security issues for information systems.	Test	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
5.	Know and understand how cloud computing can be used in management processes.	Practical work	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
6.	Understand the possibilities of e-commerce.	Test	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
7.	Be able to independently find the necessary information, process and analyze it.	Practical work. Independent work	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly
8.	Be able to prepare electronic documents.	Practical work. Independent work	40-64% of the tasks have been completed correctly	65-84% of the tasks have been completed correctly	85-94% of the tasks have been completed correctly	95-100% of the tasks have been completed correctly

Literature and information sources:

Compulsory literature and information sources

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

Additional literature and information sources

1. Valacich, J., Schneider, C. (2018). *Information Systems Today: Managing in the Digital World*, 8th edition, Harlow : Pearson.
2. Kroenke, D. (1989). *Management information systems*. Santa Cruz, Mitchell.
3. Rainer, K.R., Cegielski, C.G. (2011). *Introduction to Information Systems*, 3rd Edition. Jon Wiley and Sons. [viewed 30.11.2018]. Available: https://books.google.lv/books/about/Introduction_to_Information_Systems.html?id=maK8xskEduYC&printsec=frontcover&source=kp_read_button&redir_esc=y#v=onepage&q&f=false
4. GCFLearnFree.org (2018). [viewed 30.11.2018]. Available: <https://edu.gcfglobal.org/en/>.
5. FREE MICROSOFT EBOOK GIVEAWAY. <https://blogs.msdn.microsoft.com/mssmallbiz/2017/07/11/largest-free-microsoft-ebook-giveaway-im-giving-away-millions-of-free-microsoft-ebooks-again-including-windows-10-office-365-office-2016-power-bi-azure-windows-8-1-office-2013-sharepo/>

Other information sources

1. Computerworld. [viewed 30.11.2018]. Available: <https://www.computerworld.com/>
2. PCWorld. [viewed 30.11.2018]. Available: <https://www.pcworld.com/>
3. InfoWorld. [viewed 30.11.2018]. Available: <https://www.infoworld.com/news/>

Cross-Cultural Communication

Author/s of Study course:	
Larisa Turuševa, Dr. paed., assoc., prof.	
Credits (Latvian)	Credit score in the ECTS system:
4	6
Test form:	
Examination	
Study course prerequisites:	
Management theories	
Course objectives are:	
Promote the development of master students' competence in applied communication in the context of globalisation, enhancing the master student's self-cognitive abilities in creative intercultural dialogue, as well as the holistic perception of essence in the interaction process. Provide a practical basis for effective partnership in a globalised environment.	
Course outcomes (knowledge, skills, competencies):	
<ul style="list-style-type: none"> • Understands concepts in the communication area • Understands the difference in communication between different cultures • Knows the challenges in intercultural communication • Knows intercultural leadership concepts and fundamentals • Knows intercultural communication risks and their management • Understands behavioural/cultural/tradition norms for different cultures • Is able to communicate successfully in international environment • Can find the required information independently and analyse it for solving a problem 	
The content of the study course required to attain the results of the study (thematic plan of the course):	
67.	Stereotypes. Understanding of intercultural divergence and diversity.
68.	Other hierarchies, individualism, age, women and men roles, families, distance issues.
69.	Multiplicity of communication. The techniques of persuasion and influence across cultures.
70.	Different cultures' attitude to time.
71.	Tact and sensitivity in regards of religion, success and priorities.
72.	Decision making Meetings, conversations, presentations.

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

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

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

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

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

Literature and other sources of information:

Compulsory literature and other sources of information

1. *International Journal of Communication*. (retrieved 27.07.2019). Available at: <http://ijoc.org>.
2. DuPraw M. E. and Axner M. *Working on Common Cross-cultural Communication Challenges. Toward a More Perfect Union in an Age of Diversity*. (Retrieved on 29.08.2019) <http://www.pbs.org/ampu/crosscult.html>
3. Lewis R. (2006). *When Cultures Collide: leading across cultures*. 3rd ed., ISBN -13. 9781904838029.
4. *Cross-Cultural Communication | InterNations Magazine*. (Retrieved on 29.08.2019) <https://www.internations.org/magazine/11-cross-cultural-communication>
5. Thill J., Courtland B. (2007). *Excellence in business communication*. Upper Saddle River, N.J.: Pearson Prentice Hall. 2007-1 vol. (split pagination). ISBN: 0131870769.
6. *Cross-Cultural Communication. Communication Journals*. (Retrieved on 9.08.2019) www.questia.com/library/p436938/cross-cultural-communication

7.	Finnegan R. Communicating. (2002). <i>The multiple modes of human interconnection</i> . London and New York: Routledge, 2002. 306 pp. ISBN: 0-415
8.	FitzPatrick L., Valskov K. and Mounter P. <i>Internal Communications</i> . (2014). A manual for practitioners. London: Kogan Page. 2014.272 pp. ISBN13: 9780749469320
Recommended literature	
1.	<i>Multicultural Communication and the Process of Globalisation</i> . (2003). Proceedings of the International Scientific Conference 25 - 26 April 2003. LLU: Jelgava, 2003. ISBN: 9984-596-73-7.
2.	Smith S. (2004). <i>Business Communication Strategies in the International Business World – Brattleboro</i> . Pro Lingua Associates. 247 pp. ISBN: 0-86647-314-9.
3.	<i>The Cambridge Business English Dictionary</i> . (2011). Cambridge University. ISBN: 0-86647-314-9.
Other sources of information	
1.	<i>Advanced Communication Skills</i> . (2010). MTD Training-Book Boon. 58 pp. ISBN-13:9788776816612.
2.	Dahl Ø., Jensen I., Nynäs P. (2006). <i>Bridges of understanding perspectives of Intercultural communication</i> . Oslo Academic Press. 7-21 pp. ISBN: 8274772695, 9788274772694.
3.	Duck S., McMahan D. (2009). <i>The basics of communication: a relational perspective</i> . London: Sage. -1 vol. Dal. Pag. ISBN: 9781412941532 (pbk.)
4.	<i>International Journal of Communication</i> . (retrieved 27.05.2018). Available at: http://ijoc.org .
5.	MSG (retrieved 27.08.2019.), available at: http://www.managementstudyguide.com/business_communication.html

INTERNATIONAL ECONOMICS

Study course	International economics
Credits (Latvian)	4
ECTS	6
Field of study	Ekonomiks

Responsible instructor:	Edgars Čerkovskis
degree, position	Mg.sc.soc., Lecturer

Study course prerequisites:	Microeconomics, macroeconomics
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Study course annotation: This course introduces undergraduate students to the theory of International Economics and its application to the globalization. Topics include: theories of international trade, multinational corporations, global production networks and supply-chain trade, international financial markets and capital mobility, macroeconomic stabilization policies in the open-economy setting.

Study course aim and tasks:

The aim of the course is to provide students with knowledge, skills and competences in the field of International economics.

The tasks of the course:

1. Provide students knowledge about modern trends and topical issues of International economics.
2. Acquaint students with International economics theory and practical application in business.
3. Provide students with knowledge of the International economics indicators and characterizing.
4. Provide students with knowledge of the International economics analysis methods and models.
5. To develop the students ability to carry out the International economics performance analysis and independently to detect problems in the business.
6. To develop students' practical skills in the application of International economics.

Study course thematic plan

No.	THEME	Lecture hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements *
73.	Theories of international economics in goods and services	4	2	1
74.	The movement of production factors - The Heckscher-Ohlin model	4	2	1
75.	Economic policy in open economies in the short run	4	2	1
76.	Economic policy in open economies in the long run	4	2	1
77.	Standard Trade Models	4	2	1
78.	International Trade Policy	4	2	1
79.	Market Imperfections and Trade	4	2	1
80.	Foreign direct investment. Trade and economic growth	4	2	1
81.	The Balance of Payments, Foreign Exchange Markets, and Exchange Rates	4	2	1
82.	Foreign exchange market and money market	4	2	1
83.	The international monetary system: history and current controversies	4	2	1
84.	Government Intervention in Trade	4	2	1
Total:		48	24	12

The study course schedule

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

The study course requirements

- Successfully execute three practical exercises during the lectures;
- Attend 70% of lectures;
- Successfully execute one independent work;
- Successfully present independent work;
- Participation in the seminar.

Independent work description:

Type of independent work	Form of control
Develop a international economics model. Using The Heckscher-Ohlin model	Independent work

Prepare a presentation of the model developed.	Presentation
Develop a report on the topics offered. Topics are available at the e-course of the university "International Economics"	Independent work

Structure of the study course

Study form	Contact hours		Individual work hours	Compulsory reading and/or <u>audio and video material</u> <u>listening/watching</u>	Total course credit hours
	Lecture hours (including seminars, discussions)	Consultations, final evaluation in the course			
Full-time	48	10	48	54	160
Part-time	24	10		78	160
Part-time with e-learning elements	12	10		90	160

The study course evaluation results

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Knows and understands the meaning of the basic value-related concepts and terms of International economics	In-class discussion	Lack of understanding of the value-related concepts and terms	Understands the value-related concepts and terms, but has some difficulties to discuss them	Understands the value-related concepts and terms at the level to be able to explain them to others
Understands the core of valuation approaches and difference between different approaches of International economics	Theoretical knowledge test	40-69% of the questions answered correctly	70-89% of the questions answered correctly	90-100% of the questions answered correctly
Understands the value-creation process and factors affecting ofInternational economics value	In-class discussion	Lack of understanding of creation process and factors affecting business value	Understands the core of value creation process and factors affecting business value, but has some difficulties to discuss tit	Understands the core of value creation process and factors affecting business value at the level to be able to explain it to others
SKILLS (ability to apply knowledge, communication, general skills)				
Is able to apply valuation techniques to perform International economicsvaluation in a simple form	Practical tasks	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Is able to identify International economics value affecting factors, applying appropriate of quantitative methods	Practical tasks	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
COMPETENCES (analysis, synthesis, evaluation)				
Is able to find necessary information in the field of International economics	Independent work	Is not able to find necessary information with no assistance	Is able to find necessary information without an assistance	Is able to find new sources of necessary information
Is able to identify the problems regarding valuation methods application or value creation in alnternational economics sector	Independent work	Does not understand, which methods are appropriate to situation analysis. Is not able to identify problems	Is able to apply appropriate methods for situation analysis, but it is difficult to make conclusions and identify problems	Is able to analyze the situation, applying appropriate research methods, as well as to identify problems

Is able to find a solution of the identified problem in the field of value International economics at the country/sector level	Independent work	Is not able to provide a solution	Is able to provide a solution, but cannot substantiate it	Is able to provide a substantiated solution
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Literature (01 – textbooks):

1. Ehrenberg, R., Smith, R. (2018). *Modern Labor Economics : theory and public policy*. Harlow: Pearson.
2. Krugman, P., Obstfeld, M., Melitz, M. *International economics : theory & policy*.
3. Langdana, F., Murphy, P. (2014). *International Trade and Global Macropolicy*. London ;New York : Routledge.
4. Matsushita, M., Schoenbaum, T., Mavroidis, P., Hahn, M. (2015). *The World Trade Organization : law, practice, and policy*. Oxford, United Kingdom : Oxford University Press
5. Mishkin, F. (2013). *The economics of money, banking, and financial markets*. Harlow : Pearson. New York : Springe.

Literature (02-additional literature):

1. Vogenauer, S., Weatherill, S. (2017). *General principles of law : European and comparative perspectives*. Oxford ;Portland, Oregon : Hart Publishing

Literature (03 – recommended periodical and Internet resources):

1. Business and Economics Journal
2. International Journal of Economics & Management Sciences
3. Journal of Global Economics
4. Scopus
5. Web of Science

INNOVATION MANAGEMENT

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

Study course calendar plan:				
<i>In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.</i>				
No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	
1.	The concept of creativity and innovation and the practical aspects strengthening the competitiveness of the company	4	2	
2.	My and the team's role in the formation and development of innovation as a process in a company	6	3	
3.	Interdisciplinary collaboration for the future solution development and positioning	4	2	
4.	The practical aspects of new product development and commercialization	4	2	
5.	Innovation culture building in a company	4	1	
6.	Innovation support tools and structures in Latvia	4	2	
7.	Creative features of the modern, low-budget marketing	6	3	
8.	Practical aspects of the protection of business ideas	6	3	
9.	Business model as a modern and effective planning tool	6	3	
10.	Social entrepreneurship as a viable business model in Latvian regions	4	3	
Total:		48	24	

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

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

Evaluation of the study course learning outcomes:						
During the study course, 1 quiz and 1 test have to be passed, a group presentation has to be made with participation in discussions, at least 70% of the lectures have to be attended and the exam passed. The final grade of the course is formed as the mean of combined average grades for the assignments described above and the exam. Part-time students with e-learning elements have to write an essay, prepare an individual work assignment and pass the exam.						
No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the concept, the substance and the role of innovation in a company.	Quiz	40-64% of quiz questions are answered correctly	65-84% of quiz questions are answered correctly	85-94% of quiz questions are answered correctly	95- 100% of quiz questions are answered correctly
2.	Know about the available innovation support tools (grant programs, etc.) in Latvia.	Independent work	Know some available innovation support tools in Latvia	Know about the available innovation support tools in Latvia	Know about the available innovation support tools in Latvia and their use	Know about the available innovation support tools in Latvia and the EU and their use
3.	Able to provide an evaluative review of the innovation processes in the country and in the organization represented by the student	Essay	Able to provide a general review of the innovation processes in the country and in the company/organization represented by the student	Able to provide a review of the innovation processes in the country and in the company represented by the student, but there is a lack of in-depth analysis	Able to provide a review of the innovation processes in the country and in the company represented by the student	Able to give an overview and to offer practical and innovative proposals for improvement
4.	Able to use creative thinking methods that focus on strengthening the competitiveness of the company	Practical work in teams and the presentation of results	Able to use the methods of creative thinking, but it is difficult to present possible solutions	Able to use the methods of creative thinking	Excellent use of creative thinking methods	Able to use the methods of creative thinking to offer new solutions

Literature and other sources of information:
Mandatory literature and information sources

1.	Whittington D. (2018). <i>Digital Innovation and Entrepreneurship</i> . Cambridge: Cambridge University Press.
2.	Govindarajan V., Trimble Ch. (2013). <i>Beyond the Idea: How to Execute Innovation in Any Organization</i> . New York: St.Martin,s Press.
3.	Ilgspējīga attīstība un sociālās inovācijas (2018). Rīga: LU Akadēmiskais apgāds
4.	Krippendorff, K. (2019). <i>Driving Innovation from Within: A Guide for Internal Entrepreneurs</i> . USA: Columbia University Press.
5.	Kuratko, D.F., Goldsby, M.G., Hornsby, J.S. (2018). <i>Corporate Innovation</i> . 1st Edition. UK: Routledge
6.	Rafinejad, D. (2017). <i>Sustainable Product Innovation: Entrepreneurship for Human Well-being</i> . J. Ross Publishing.
Further reading	
1.	Ābelīņa A. (2008). <i>Inovācijas – XXI gadsimta fenomens</i> . Rīga: Turība
2.	Banks, K. (2016). <i>Social Entrepreneurship and Innovation: International Case Studies and Practice</i> . UK: Kogan Page
3.	Boļšakovs S. (2008). <i>Inovatīvā darbība</i> . Rīga: Jumava
4.	Dodgson M.&Gann D. (2010). <i>Innovation: A Very Short Introduction</i> . UK: Oxford University Press
5.	Lazzeretti L. (2013). <i>Creative Industries and Innovation in Europe</i> . UK: Routledge
6.	Wang B. (2017). <i>Creativity and Data Marketing A practical guide to data innovation</i> . UK: Kogan Page
Other sources of information	
1.	European innovation scoreboard. Electronic source [30.08.2019]. Available at: https://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en
2.	Innovation Economics. Electronic source [30.08.2019]. Available at: http://www.innovationeconomics.net/
3.	LR Centrālā statistikas pārvalde. Elektroniskais resurss [30.08.2019]. Pieejams: www.csb.gov.lv
4.	Understanding the Innovation Economy. Electronic source [30.08.2019]. Available at: https://philmckinney.com/understanding-innovation-economy-impact-world/ [skat. 30.08.2019]
5.	Žurnāls „Innovations and Technologies News”. Elektroniskais resurss [30.08.2019]. Pieejams: http://innovationsline.com/data3/

PROJECT MANAGEMENT

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

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
85.	Introduction to project management	4		
86.	Definition of project problem and objective	4		
87.	Analysis of project environment	6		
88.	Analysis of project alternatives	4		
89.	Definition of project solution and project proposal	6		
90.	Concept of project life cycle. Structure plan.	6		
91.	Analysis of project risks	4		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
92.	Planning of project resources, costs and revenues	8		
93.	Management of project team	2		
94.	Control of project	4		
Total:		48		

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

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

The evaluation of the study course learning outcomes:						
<i>The structure of final grade: Test -20%; Practical tasks at seminars - 20%; Independent work - 30%; Exam: 30%.</i>						
No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Student knows and understands the essence and concepts of project management	Test	40-64% of tasks performed correctly	65-84% of tasks performed correctly	85-94% of tasks performed correctly	95-100% of tasks performed correctly
2.	Student is able to calculate and use the evaluation of effectiveness of project investments; is able to find a solution to a specific problem in the industry, preparing the project within the sector.	Practical tasks	40-64% of tasks performed correctly. Student has difficulties to offer a solution to the identified problem, lack of understanding of a project preparation.	65-84% of tasks performed correctly. Student is able to offer a solution to the identified problem, has difficulties with a project preparation.	85-94% of tasks performed correctly. Student is able to offer a solution to the identified problem and is able to prepare a project.	95-100% of tasks performed correctly. Student is able to offer a reasonable solution to the identified problem and is able to prepare project.
3.	Student is able to independently find needed information and analyze it to gain knowledge about a particular topic in the field of project management; is able to prepare the application for the project according to determined structure; is able to present the results of independent work.	Independent work with presentation	40-64% of application of project performed correctly.	65-84% of application of project performed correctly.	85-94% of application of project performed correctly.	95-100% of application of project performed correctly.
4.	Student knows current events in project management sector; is familiar with preparation of project proposal and implementation stages; understands project management concepts and main regulations.	Examination	Student knows 40-64 % of stages of preparation and implementation of project application. Lack of understanding of the essential concepts and regularities of project management.	Student knows 65-84 % of stages of preparation and implementation of project application. Student understands the essential concepts of project management, but has difficulties with understanding of regularities of project management.	Student knows 85-94 % of stages of preparation and implementation of project application. Student understands the essential concepts and regularities of project management.	Student knows 95-100 % of stages of preparation and implementation of project application. Student understands exceptionally the essential concepts and regularities of project management.

Literature and information sources:	
Compulsory literature and information sources	
1.	Crowe Andy (2016). Alpha Project Managers: What the Top 2% Know That Everyone Else Does Not. Velociteach; None edition, 208 p. ISBN: 978-0990907411
2.	Džounss R. (2008). <i>Projektu vadības pamati: praktisks ceļvedis projektu vadībā un izpildē</i> . Rīga : Lietišķās informācijas dienests, 222 lpp. ISBN 9789984826059
3.	Ezerarslan, A.S., Koc Aytekin, G. (2018). The Effectiveness of Cost-Oriented Project Management Process in Businesses. International Journal of Eurasia Social Sciences / Uluslararası Avrasya Sosyal Bilimler Dergisi, Vol. 9 Issue 33, p1452-1487. 36p.
4.	Hugo, F. D., Pretorius, L., Benade, S. J. (2018). Some Aspects of the Use and Usefulness of Quantative Risk Analysis Tools in Project Management. South African Journal of Industrial Engineering, Vol. 29 Issue 4, p116-128. 13p.
5.	Jangs L. T. (2009) <i>Kā vadīt projektu</i> . Rīga: Zvaigzne ABC, 152 lpp. ISBN 978-9934-0-0232-8
6.	Projektu vadītāja profesijas standarts. APSTIPRINĀTS ar Izglītības un zinātnes ministrijas 2003.gada 29.decembra rīkojumu Nr. 649. [tiešsaiste] [skatīts 10.07.2019.] Pieejams: http://visc.gov.lv/profizglitiba/dokumenti/standarti/ps0222.pdf
7.	Ranf, D.E., Herman, R. (2018) Knowledge Managements Contributions in Project Management, Revista Academiei Fortelor Terestre, Vol. 23 Issue 4, p288-293. 6p.

8.	Rokasgrāmata Eiropas Savienības projektu izveidē un vadībā, Rucavas novads, 2012. 116 lpp.
9.	Savescu, D. (2018). Project's Management. Some Aspects. Fiability & Durability / Fiabilitate si Durabilitate, Issue 1, p299-304. 6p.
Additional literature and information sources	
1.	Barker S. (2014), Brilliant Project Management (Brilliant Business) 3rd Revised edition Edition, Trans-Atlantic Publications, 200 p., ISBN: 978-1292083230
2.	Ferguson R. (2014) Finally! Performance Assessment That Works: Big Five Performance Management, 134 p.
3.	Fried J., Heinemeier Hansson D. (2013) Remote: Office Not Required. London: Ebury Publishing, 256 pages. ISBN 0091954673
4.	Graham N. (2015) Project Management For Dummies. New York: John Wiley & Sons Inc, 424 pages. ISBN 1119025737
5.	Kerzner, H. (2013) Project management: a systems approach to planning, scheduling, and controlling, 11th Edition, John Wiley & Sons, 2013. 1296 p.
6.	Kogon K., Blakemore S., Wood J. (2015). Project Management for the Unofficial Project Manager, BenBella Books, Inc., 256 p., ISBN 9781941631119
7.	Moreira M.E. (2017). The Agile Enterprise: Building and Running Agile Organizations 1st ed. Edition, Apress, 296 p., ISBN-13: 978-1484223901
8.	Project Management Institute (2017). Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition, Project Management Institute, 760 p. ISBN 9781628253900
9.	SIA „NK Konsultāciju birojs” (2013). Rokasgrāmata Projekti vadīšanā, 183 lpp.
10.	Sutherland J. (2014), Scrum: The Art of Doing Twice the Work in Half the Time, Random House Audio
Other information sources	
1.	www.altum.lv – finanšu attīstības institūcija ALTUM
2.	www.business.lv – Latvijas nacionālais biznesa portāls
3.	www.esfondi.lv - ES fondu plānošanu, vadību, uzraudzību, izvērtēšanu, kā arī ES fondu vadību Latvijā regulējošie normatīvie dokumenti un cita saistoša informācija par Finanšu ministrijas kā Eiropas Savienības fondu vadošās iestādes pārziņā esošajiem jautājumiem.
4.	www.fastcompany.com/ - biznesa e-portāls
5.	www.indiegogo.com/ - pūļa finansējuma platforma
6.	www.ipma.world/ - Starptautiskā projektu vadības asociācija
7.	www.kickstarter.com – pūļa finansējuma platforma
8.	www.labsoflatvia.lv – Latvijas start-up komūnas e-portāls
9.	www.liaa.gov.lv - Latvijas investīciju un attīstības aģentūra
10.	www.likumi.lv - VSIA „Latvijas Vēstnesis”
11.	www.lnpva.lv – Latvijas Nacionālā projektu vadītāju asociācija
12.	www.lsif.lv – Sabiedrības integrācijas fonds
13.	www.managementtoday.co.uk/ - menedžmenta e-portāls
14.	www.ted.com – nevalstiska globālo ideju kustība
15.	www.viaa.gov.lv – Valsts izglītības attīstības aģentūra
16.	www.vraa.gov.lv – Valsts reģionālās attīstības aģentūra

LEADERSHIP

Author/s of the study course:	
Mag. sc. pol., guest lecturer I. Āboliņa	
Credits (Latvian):	ECTS:
2	3
Final evaluation form:	
Exam	
Study course prerequisites:	
Not applicable	
Study course aim:	
To provide knowledge and create understanding about theoretical and practical leadership aspects. Aim of the course for practical classes - extension of knowledge, development of leadership skills.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
Knowledge 1. Acquire theories and terminology. 2. Demonstrates leadership. 3. Creates verbal and non-verbal communication, listens, asks questions, answers questions. 4. Presents successful, result oriented, leadership.	
Skills 5. Communicate in groups. 6. Public speaking. 7. Data analysis.	
Competencies 8. Presents and discusses the results of the independent work. 9. Critical assessment of leadership strategies.	
Study course thematic plan:	
1.	Introduction to the course. Leadership.
2.	Leader. The essence of being the leader.
3.	Decision-making.
4.	Leader's impact on communication. The creation of leader's image.
5.	Rhetoric.

Study course calendar plan:				
<i>Taking into account needs of the students, the interests, the level of previous knowledge and understanding, the number of contact hours and the sequence of topics can be adjusted in the plan.</i>				
No.	Topic	Lecture contacthours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
95.	Introduction to the course. Leadership.	5		
96.	Leader. The essence of being the leader.	4		
97.	Decision-making.	5		
98.	Leader's impact on communication. The creation of leader's image.	5		
99.	Rhetoric.	5		
Total:		24		

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

full-time studies	Individually create a presentation on the result-oriented leadership, in accordance with the given task during the course.	Speaking to the audience. To present interview outcome. Usage of references To control the acquired skills and competences in the individual work and demonstrate knowledge in full-time classes.
	To interview at least 3 leaders.	
	Read the compulsory literature Listen to audio files and watch videos	
part-time studies		
part-time studies with e-learning elements		

Structure of the study course:

Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	24	6	2	32	32	16	80
part-time studies							
part-time studies with e-learning elements							

The evaluation of the study course learning outcomes:

Active participation in classes.
Presentation during the course / e-learning (PT with e-learning elements).
Interview presentation.
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.	Presentation during the course / e-learning (PT with e-learning elements).	Presentation	Insufficient understanding of the most important leadership consequences	Understanding the most important achievement of the result, however, there are difficulties in understanding consequences of successful leadership	Understands the most important leadership tactics and reaches the result	Extra mile taken for presentation excellence
2.	Interview presentation.	Questions/answers discussion	Insufficient understanding of the information obtained and its consequences	Understands the information obtained, however, it is difficult to see the consequences	Understands the information and consequences	Additional activities in the interpretation of research data for creating excellence
3.	Understanding of leadership strategies.	Search and selection of information, reasoned opinion	Insufficient understanding of the leadership	Understands situations, however, there are	Understands situations and consequences	Extra mile for explanations of

			strategies	difficulties to see the consequences	es	leadership strategies
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Literature and information sources:

Compulsory literature and information sources

1. Northouse, P. (2016). *Leadership: Theory and practise*. London: Sage Publications.
2. Bennis, W. G., & Townsend, R. (1995). *Reinventing Leadership: Strategies to Empower the Organisation*. New York: Morrow.
3. Crawford, M. (2012). Solo and distributed leadership definitions and dilemmas. *Educational Management Administration and Leadership*.
4. Haslam, S. A., & Platow, M. J. (2001). The link between leadership and followership: how affirming a social identity translates vision into action. *Personality and Social Psychology Buletin*, 27, 1469-79.
5. Nahavandi, A. (2009). *The art and science of leadership*. 5th ed. Upper Saddle River, New Jersey, United States of America : Pearson Prentice Hall.

Additional literature and information sources

1. Hahn, L.K. & Paynton, S.T. (2014). *Survey of Communication study*. http://en.wikibooks.org/wiki/Survey_of_Communication_Study
2. Merchant, K. (2012). *How Men And Women Differ: Gender Differences in Communication Styles, Influence Tactics, and Leadership Styles*. Claremont McKenna College.
3. Wawra D. (2009). *Social Intelligence: The key to intercultural communication*. *European Journal of English Studies* Vol. 13, No. 2, August, pp. 163–177.
4. Smith, A., (2010). *Leadership in 20th Century* (2nd izd.). NY: Sage.
5. Hahn, L.K. & Paynton, S.T. (2014). *Survey of Communication study*. http://en.wikibooks.org/wiki/Survey_of_Communication_Study

Other information sources

1. Training and Development Journal
2. Academic text data bases: Scopus, Web of Science, Springer, etc.

Digital marketing

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

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

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

Structure of the study course:							
Study form	Contact hours				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>	24	6	2	32	32	16	80
<i>Part-time</i>	16	6	2	24	32	24	80
<i>Part-time studies with e-learning elements</i>	8	6	2	16	32	32	80

Evaluation of the study course learning outcomes:						
No.	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 importance of digital marketing in culture field	Discussion, examination	Understand the basic concepts	Understand the importance of digital marketing	Understand the significance and principles of digital marketing	Freely able to describe the most popular digital marketing principles
2.	Understand the user experience and usability principles.	Seminar	Understand basic terms, is able to recognize simplified examples	Able to analyze and understand the importance of user experience, understand its link with meeting the digital marketing objectives	Able to demonstrate practical usability and poor user experience cases, understand the significance of these factors in marketing communication	Able to illustrate the theory with practical examples and point out the main user experience problems, draw conclusions based on user research
3.	Understand digital marketing methods and channels.	Seminar, examination	Able to list the most popular forms of digital marketing	Able to list and describe in detail the various forms of digital marketing, able to describe their advantages and disadvantages	Able to describe a significant number of the digital marketing methods, describing in detail the advantages and interaction of the channels	Able to compare, in a balanced way, digital marketing methods and channel use, based on the evaluation methods and research data
4.	Understand social media marketing.	Discussion	Able to name the most popular social media networks	Understand the main differences among the most popular social	Able to devise appropriate strategy for each media	Able to devise appropriate strategy and assessment

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

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

E-BUSINESS

Author/-s of the study course:	
Mg.sc.soc., Lecturer Edgars Cerkovskis	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Business, economics, marketing.	
Study course aim:	
To provide students with the necessary knowledge, skills and competences in the field of e-business.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Understand the concepts and essence of e-business. 2. Understand e-business models and their operating principles. 3. Understand the e-business environment and its influencing factors. 4. Is able to critically analyze problems and available information in the field of e-business. 5. Is able to independently conduct research in the field of e-business and present the results of the research. 6. Is able to reasonably discuss basic e-business issues.	
Study course thematic plan:	
1.	Trends in e-business development.
2.	E-business models.
3.	E-business legislation.
4.	E-business billing systems.
5.	E-Commerce and M-Commerce.
6.	E-shops and auctions.
7.	E-business marketing.
8.	E-government.

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
106.	Trends in e-business development. • E-business terms and essence. • History of e-business development. • E-business environment and participants	6		
107.	E-business models. • B2B, B2C, B2G models. • C2B, C2C, C2G models. • G2B, G2C, G2G models. • New e-business models.	6		

Study course calendar plan:				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
108.	E-business legislation. • General Data Protection Regulation. • Information Society Services Law. • Payment Services and Electronic Money Act.	6		
109.	E-business billing systems. • Types of electronic billing. • Electronic payment systems. • Electronic payment security.	6		
110.	M-Commerce. • The concept and essence of M-commerce. • M-commerce models.	6		
111.	E-shops and auctions. • The principles of creating e-shops • E-shop business processes • E-shop analysis and methods	6		
112.	E-business marketing. • Digital marketing. • Using social networks in e-business. • E-environment analysis metrics.	6		
113.	E-government. • Smart Public Administration. • Electronic services and their types. • E-service levels.	6		
Total:		48		

Independent work description:		
Study form	Type of independent work	Form of control
full-time studies	Read the identified e-business book and prepare a seminar with presentation and discussion elements.	Presentation, seminar.
	Develop the concept of an e-business idea and present it to the audience.	Presentation, seminar.
	Perform a specific e-business environment analysis using commonly used research methods.	Group work.
	Read the scientific article on topical issues in e-business, over the past 3 months and develop a forecast for future developments, including 3 to 5 positive and negative development forecasts.	Essays, presentation, seminar.

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

The evaluation of the study course learning outcomes:						
No.	<i>Learning outcome</i>	<i>Evaluation method/-s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (40% till 64%)</i>	<i>Average level (65% till 84%)</i>	<i>High level (85% till 94%)</i>	<i>Excellent level (95% till 100%)</i>
1.	Understand the concepts and essence of e-business.	Presentation, seminar, group work, exam.	Understand the basic concepts.	Understanding the basic concepts and terms, however, has difficulty in defining definitions.	Understands key concepts, terms and definitions.	Freely orient in essence, concepts, terms and definitions.
2.	Understands e-business models and their operating principles.	Group work, exam.	Understand the basic principles.	Understanding the basic principles, however, there are difficulties in formulating models.	Understands the most important models and their operating principles.	Freely orientated in models and their working principles.
3.	Understand the e-business environment and its influencing factors.	Group work, exam.	Understands the operating environment.	Understanding the operating environment, however, has difficulties in formulating factors.	Understands the operating environment and the factors that influence it.	Freely orientated in the action environment and easily formulates influencing factors.
4.	Is able to critically analyze problems and available information in the field of e-business.	Essay, seminar, presentation, group work.	Able to analyze the information obtained, but there are difficulties with regularities.	Able to analyze the information obtained, but it is difficult to formulate conclusions.	Able to critically analyze the information obtained, formulate conclusions.	Able to critically analyze the information obtained, formulate conclusions and offer solutions.
5.	Is able to independently conduct research in the field of e-business and present the results of the research.	Seminar, presentation, group work.	There are difficulties in organizing the research work, there is a lack of understanding of the structure of the research.	Is able to do research, but is not able to organize research process independently.	Is able to independently organize research work, is able to integrate knowledge of different fields.	Is able to independently organize research work, is able to integrate knowledge of different fields, is able to contribute to the creation of new knowledge.
6.	Is able to reasonably discuss basic e-business issues.	Seminar, presentation, group work.	Able to discuss current affairs, not to be able to clearly formulate their opinion.	Able to discuss current issues, however, there is a difficulty in arguing their point of view.	Is able to reasonably discuss current issues, formulate and justify opinion.	Excellent discussion and orator skills.

Literature and information sources:	
Compulsory literature and information sources	
1.	Laudon, K.C. (2018). <i>E-commerce : business, technology, society</i> . Boston: Pearson.
2.	Šmits, E., Koens, D. (2017). <i>The new digital age: how our lives, countries and business will change in the future</i> . Riga: Zvaigzne ABC.
3.	Whittington, D. (2018). <i>Digital Innovation and Entrepreneurship</i> . Cambridge, United Kingdom, New York, NY : Cambridge University Press.
Additional literature and information sources	
1.	Chaffey, D. (2015). <i>Digital business and e-commerce management : strategy, implementation and practice</i> . Harlow, England : Pearson Education Limited.
2.	Heinze, A., Fletcher, G., Rashid, T., Cruz, A. (2017). <i>Digital and social media marketing : a results-driven approach</i> . Abingdon, Oxon, New York, NY : Routledge.
3.	Saifedean, A. (2018). <i>Bitcoin Standard : the decentralized alternative to central banking</i> . New York : John Wiley & Sons.

4.	Segals, K. (2016). <i>Money: Its exciting history and impact on our lives</i> . Riga: Janis Roze Publishing House.
5.	Skinner, C. (2016). <i>Digital bank : strategies to launch or become a digital bank</i> . Singapore Marshall Cavendish.
6.	Turban, E. (2017). <i>Introduction to electronic commerce and social commerce</i> . Cham : Springer.
Other information sources	
1.	Europa (2018). E-commerce, distance selling and sales outside of commercial premises. [viewed 01.05.2019]. Available at: https://europa.eu/youreurope/business/selling-in-eu/selling-goods-services/ecommerce-distance-selling/index_en.htm
2.	Latvia's Sustainable Development Strategy 2030 (2010). Electronic resource [viewed 28.01.2019]. Available at: https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija_2030_7.pdf
	VARAM (2018). Issues to be addressed by the institution when developing e-services. [viewed 01.05.2019]. Available: file: /// C: /Users/User/Downloads/Epakalp_BUJ.pdf

INTERNATIONAL LAW

Author/-s of the study course:	
Mg. iur., Mg.oec.Tatjana Džugleja	
Credits (Latvian):	ECTS:
4	6
Final evaluation form:	
Exam	
Study course prerequisites:	
Introduction into Law, European Union Law	
Study course aim:	
To provide students with the knowledge, skills and competences required in basic issues of international law in commercial, trade and labour field.	
Study course learning outcomes (Knowledge, Skills, Competencies):	
1. Understand the essence of International Law and make out the demarcation of International Law from National Law and European Union Law.	
2. Is able to identify subjects of International Law and characterize general and sectoral legal personality.	
3. Is able to realize the essence of Principles of International Competition Law.	
4. Understand international aspects of consumer protection.	
5. IS able to analyse advertising regulatory framework (International advertising self-regulation).	
6. Is guided in matters of international transactions and legal protection of international transactions.	
7. Understand the scope and competences of international organizations in trade field.	
8. Is able to analyse international agreements in trade field.	
9. Is able to determine the difference between National and International Labour Law, understand the role, trends and potential of International Labour Law.	
10. Know the main aims, mission and impact of the International Labour Organization.	
11. Is able to analyse International Labour Conventions and Recommendations.	
12. Is able to argue your point of view in issues of international financial operations.	
Study course thematic plan:	
1.	Introduction to international law.
2.	The subjects of international law (legal persons and individuals).
3.	Competition, international aspects of consumer protection and advertising regulatory framework.
4.	International transactions.
5.	Legal protection of international transactions.
6.	International Trade legislation. International organizations (WTO, UNIDROIT, UNCITRAL) and international agreements (GATT, Incoterms).
7.	International Labour law. International Labour Organization (ILO).
8.	International financial operations.

Study course calendar plan:				
No.	Topic	Lecture contacthours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
114.	Introduction to international law.	4		
115.	The subjects of international law (legal persons and individuals).	4		

Study course calendar plan:

No.	Topic	Lecture contacthours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
116.	Competition, international aspects of consumer protection and advertising regulatory framework.	8		
117.	International transactions.	4		
118.	Legal protection of international transactions.	4		
119.	International Trade legislation. International organizations (WTO, UNIDROIT, UNCITRAL) and international agreements (GATT, Incoterms).	12		
120.	International labour law. International Labour Organization (ILO).	8		
121.	International financial operations.	4		
Total:		48		

Independent work description:

Study form	Type of independent work	Form of control
full-time studies	Analyse the activities of international organization in trade field by specific criteria. Studying and analysing one Convention or Agreement in international trade field by preparing a report about it. Studying and analysing one Convention of International Labour Organization and comparing it's regulation with national labour law.	Report (presentation) Tasks, discussions 2 tests Seminar
	Reading: To study three sources from the list of compulsory sources, two sources from list of additional literature and at least one source from other information sources.	
	Independently read material about International business transactions and international financial operations.	

Structure of the study course:

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

The evaluation of the study course learning outcomes:

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

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 essence of International Law and make out the demarcation of International Law from National Law and European Union Law.	Test	In general understands the essence of international Law, but difficult to make out the demarcation of International Law from National Law and European Union Law.	Good understanding of essence of International Law, is able to make out the demarcation of International Law from National Law and European Union Law.	Very good understanding of essence of International Law, is able to make out the demarcation of International Law from National Law and European Union Law.	Perfect understanding of essence of International Law, is able to make out the demarcation of International Law from National Law and European Union Law. Can well justify the impact of International Law on global legal and economic issues.
2.	Is able to identify subjects of International Law and characterize general and sectoral legal personality.		Able to name subjects of International Law, but difficult to characterize general and sectoral legal personality.	Able to identify subjects of International Law and understand general and sectoral legal personality.	Able to identify subjects of International Law and compare them with National Law system's subjects of law and understand general and sectoral legal personality.	Able to identify subjects of International Law and compare them with National Law system's subjects of law and characterize in details general and sectoral legal personality.
3.	Is able to realize the essence of Principles of International Competition Law.	Test	Knows in general the Principles of International Competition Law.	Able to realize the essence of Principles of International Competition Law.	Able to realize the essence of Principles of International Competition Law and compare them with National Law system's Competition Law.	Able to realize the essence of Principles of International Competition Law and compare them with National Law system's Competition Law and European Competition Law.
4.	Understand international aspects of consumer protection.		Knows consumer rights regulation aspects in International Law.	Good understanding of consumer rights regulation and consumer protection in International Law.	Very good understanding of consumer rights regulation and consumer protection in International Law.	Perfect understanding of consumer rights regulation and consumer protection in International Law.

5.	Is able to analyse advertising regulatory framework (International advertising self-regulation).		In general is able to analyse advertising regulatory framework(International advertising self-regulation).	Good analysing abilities of advertising regulatory framework (International advertising self-regulation).	Very good analysing abilities of advertising regulatory framework (International advertising self-regulation).	Perfect analysing abilities of advertising regulatory framework. Understanding the role of international organization in providing insight guidance on marketing and advertising around the globe (International advertising self-regulation).
6.	Is guided in matters of international transactions and legal protection of international transactions.	Discussion	In general understands the essence of international transactions and legal protection of international transactions.	Good understanding of international transactions and legal protection of international transactions.	Very good understanding of international transactions and legal protection of international transactions.	Perfect understanding of international transactions and legal protection of international transactions. Able to carry out expertise of international transactions.
7.	Understand the scope and competences of international organizations in trade field.	Report (presentation), discussion	Knows the competences of international organizations in trade field, is able to answer at least the most important issues.	Good understanding of scope and competences of international organizations in trade field is mostly able to answer questions.	Very good understanding of scope and competences of international organizations in trade field, all questions are answered very well	Perfect understanding of scope and competences of international organizations in trade field and its role in global trade policies. Comprehensive answers to all questions.
8.	Is able to analyse international agreements in trade field.		In general is able to analyse international agreements in trade field.	Good analysing abilities of international agreements in trade field.	Very good analysing abilities of international agreements in trade field.	Perfect analysing abilities of international agreements in trade field. Understanding the role of international trade agreements in globe trade policies.
9.	Is able to determine the difference between National and International Labour Law, understand the role, trends and potential of International Labour Law.	Test	Understands international regulation of Labour Law, its role and development opportunities.	Good understanding of International Labour Law, its role, trends and potential. Able to determine the difference between National and International Labour Law.	Very good understanding of International Labour Law, its role, trends and potential. Able to determine the difference between National and International Labour Law.	Perfect understanding of International Labour Law, its role, trends and potential. Able to determine the difference between National and International Labour Law.
10.	Know the main aims, mission and impact of the International Labour Organization.		Knows the main aims and mission of the International Labour Organization.	Knows the main aims, mission and impact of the International Labour Organization.	Knows very well the main aims, mission and impact of the International Labour Organization.	Perfectly knows the main aims and mission of the International Labour Organization. Perfect understanding of impact of the International Labour

						Organization on international policies aimed at ensuring human rights.
11.	Is able to analyse International Labour Conventions and Recommendations.	Tasks, discussion	In general is able to analyse International Labour Conventions by specific criteria.	Good analysing abilities of International Labour Conventions and Recommendations by specific criteria.	Very good analysing abilities of International Labour Conventions and Recommendations by specific criteria.	Perfect analysing abilities of International Labour Conventions and Recommendations by specific criteria. Understanding the role of the International Labour Conventions in improving human rights around the globe.
12.	Be able to argue your point of view in issues of international financial operations.	Seminar	In general understands the essence of international financial operations, but difficult to justify your point of view in some financial issues.	Good understanding of the essence of international financial operations. Able to argue your point of view in issues of international financial operations.	Very good understanding of the essence of international financial operations. Able to argue your point of view in issues of international financial operations.	Perfect understanding of the essence of international financial operations. Able to argue your point of view in issues of international financial operations.

Literature and information sources:

Compulsory literature and information sources

1. Goode R., Kronke H., Mckendrick E. (2015). *Transnational commercial law*. 2nd edition. Oxford University Press.
2. Heidemann M. (2019). *Transnational Commercial law 1st edition*. Red Globe Press.
3. Rouiller N. (2015). *International Business Law*. Schultthess.
4. Ryngaert C, Wouters J, Ruys T, Ryngaert C. (2018). *International Law: European Perspective*. Hart Publishing.

Additional literature and information sources

1. Brand R.A. (2018). *International Business Transactions Fundamentals*, Documents 2nd New edition. Kluwer Law International.
2. Carr I., Stone P. (2017). *International Trade Law*. 6th New edition. Routledge.
3. Gray C. (2018). *International law and the use of force*. 4th Revised edition. Oxford University Press.
4. *International and European Labour Law: A Commentary*. Edited by Sophie Robin-Olivier, Edoardo Ales, Olaf Deinert, Mark Bell. (2018). Hart Publishing.
5. *International Law 5th Revised edition*. Edited by Malcolm Evans (University of Bristol). (2018). Oxford University Press.
6. Klabbers J. (2017). *International law*. 2nd Edition. Cambridge: Cambridge University Press.
7. Qureshi A., Ziegler A. (2019). *International Economic Law 3rd Edition*. Sweet&Maxwell.
8. Schaefer M., Folsom R. H., Ramsey M. D., Michael P. Van Alstine. (2019). *International Business Transactions: A Problem-Oriented Coursebook 13th Revised edition*. West Academic Press.
9. Shaw Malcolm N. *International law* / Malcolm N. Shaw QC, Essex Court Chambers. (2017). Cambridge, Cambridge University Press.
10. *The Cambridge Companion to International Law*. Edited by James Crawford, Edited by Martti Koskeniemi. (2012). Cambridge University Press, 2012.

Other information sources

1. Compendium of International Labour conventions and recommendations, source: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/publication/wcms_413175.pdf
2. Consolidated ICC Code for Advertising and Marketing Communication Practice, source: https://www.uscib.org/docs/icc_marketing_code_faqs.pdf
3. International Law and International Relations, source: <http://aberkane.yolasite.com/resources/International%20Law%20and%20International%20Relations.pdf>
4. International law, Sixth edition, source: <https://www.pdfdrive.com/international-law-sixth-edition-e12597185.html>
5. Labour law: its role, trends and potential, source: https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/publication/wcms_111442.pdf
6. Perspectives on labour economics for development, source: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_190112.pdf
7. Shaw Malcolm N. *International law*. 5th edition. http://pc-freak.net/international_university_college_files/Cambridge%20University%20Press%20-%20Malcolm%20N.%20Shaw%20-%20International%20Law,%205th%20Edition.pdf

8.	Termination of employment instruments, source: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/meetingdocument/wcms_153602.pdf
9.	Textbook International Trade and Business Law, source: https://www.pdfdrive.com/textbook-international-trade-and-business-law-e33421462.html
10.	UNIDROIT Principles of international commercial contracts, source: https://www.unidroit.org/instruments/commercial-contracts/unidroit-principles-2016
11.	United Nations Guidelines for Consumer Protection, source: https://unctad.org/en/PublicationsLibrary/ditccplpmisc2016d1_en.pdf

Marketing Strategy and Competitive Positioning

Author/s of the course:	
Dr.oec., Assistant Professor Ksenija Ijevleva	
Credit points (Latvian):	ECTS credits:
4	6
Final evaluation form:	
Examination	
Study course prerequisites:	
no	
Study course aim:	
To provide students with the necessary knowledge, skills and competence acquisition in the field of marketing strategy and competitive positioning.	
Study course learning outcomes (knowledge, skills, competences):	
<ol style="list-style-type: none"> 1. Understand the substance of the concept of "marketing strategy", marketing strategy types, tasks, stages (phases) of development and the place of positioning in them. 2. Able to use primary and secondary data to determine competitive positioning. 3. Able to prepare a budget for the implementation of marketing strategy. 4. Able to develop marketing campaigns to achieve competitive positioning in accordance with the company's marketing strategy. 	
The required study course content to achieve the learning outcomes (Study course thematic plan):	
1.	Marketing strategy and positioning concepts, types and tasks.
2.	Marketing strategy development stages and implementation tools.
3.	Determination and management of competitive positioning.
4.	Marketing strategy's budgeting methods.
5.	Marketing activities for the positioning formation.

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*
122.	Marketing strategy and positioning concepts, types and tasks. <ul style="list-style-type: none"> • The substance of marketing strategy and peculiarities of its tasks. • The hierarchy of the marketing strategies' conceptual types. • The integration of marketing strategy in the company's strategy. • The place of positioning in marketing strategies and tactics and its objectives. • The classification of competitors and their impact on the formation of positioning. • Marketing ethics and laws and regulations affecting the brand positioning. 	10		
123.	Marketing strategy development stages and implementation tools. <ul style="list-style-type: none"> • Aims and differences of various marketing strategies. • Marketing strategy's development process phases, tools and software. • Marketing strategy's automation capabilities and its necessity. • Key performance indicators (KPI) of marketing strategy's implementation and competitive positioning achievement. • Marketing tools for strategy and positioning implementation. 	12		

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*
124.	Competitive positioning determination and management. <ul style="list-style-type: none"> • Data collection and use for competitive positioning determination. • The alignment of the development phases (stages) of positioning with the marketing strategy. • Positioning peculiarities of B2B/B2C segments and mass/premium markets. • Positioning alignment with the characteristics of the target audience, product, distribution, pricing policy, promotion and competitors' strategies. • Planning, organizing, controlling and involved employee motivational characteristics of positioning. • Positioning planning characteristics of a new product. 	8		
125.	Marketing strategy's budgeting methods. <ul style="list-style-type: none"> • Marketing strategy's budget items and variables. • Marketing strategy's budgeting methods according to prices, costs, demand and competitors. • Pricing strategies in different markets and niches. • Marketing strategy's budgeting software. • The impact of positioning on marketing strategy's implementation objectives. 	6		
126.	Marketing activities for the positioning formation. <ul style="list-style-type: none"> • Marketing campaign creation and mutual adjustment to achieve positioning. • The development and choice of communication with target audience channels. • The role of price in shaping the process of positioning. • Product distribution channel development and choice. • Target audience outreach forecasting methods. 	12		
Total:		48		

Independent work description:		
Study form	Type of independent work	Form of control
Full-time studies	1. Read the assigned mandatory literature and understand the substance of the concept of "marketing strategy", marketing strategy types, objectives, phases of development and the place of positioning in them. Mandatory literature: 1., 2., 3. Further reading: 1., 4., 6., 8., 9., 10., 11., 12. Other sources of information: 2., 5., 6., 7., 9., 12., 16.	Seminar
	2. Develop guidelines for the creation of competitive positioning strategy and integrate them in the company's marketing strategy Mandatory literature: 1., 2., 3. Further reading: 1., 3., 4., 5., 6., 7., 8., 10. Other sources of information: 2., 5., 6., 7., 8., 10., 16.	Seminar, quiz
	3. Develop the marketing strategy's implementation budget for two years according to three methods Mandatory literature: 1., 2., 3. Further reading: 1., 4., 7., 8. Other sources of information: 2., 12., 16.	Quiz
	4. Develop the marketing campaign plan to achieve a competitive positioning in accordance with the company's marketing strategy Mandatory literature: 1, 2 Further reading: 2., 4., 5., 7., 8., 10., 11., 12., 13. Other sources of information: 1., 3., 4., 5., 7., 11., 14., 15.	Presentation

Part-time studies		
Part-time studies with e-learning elements		

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	8	4	64	64	32	160
Part-time							
Part-time studies with e-learning elements							

Evaluation of the study course learning outcomes:						
During the study course, 3 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%)	Intermediate level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (from 95% to 100%)
1.	Understand the substance of the concept of "marketing strategy", marketing strategy types, tasks, stages of development and the place of positioning in them.	Seminar, examination	Understand the key concepts, but there are difficulties with the differentiation between sales and marketing strategy	Understand the conceptual form hierarchy of marketing strategies and the effects of competition on positioning formation	Understand the development process phases of marketing strategy	Have a good grasp of key performance indicators of marketing strategy implementation and positioning
2.	Able to use primary and secondary data to determine competitive positioning.	Seminar, quiz	Understand the methods of data collection, but there are difficulties with their use in determining competitive positioning	Able to determine a competitive position in the market, using at least two positioning matrices	Able to develop guidelines for a competitive positioning strategy creation	Able to integrate positioning strategy in the company's marketing strategy
3.	Able to prepare a budget for the implementation of marketing strategy.	Quiz, examination	Able to identify the marketing strategy's budget items, but there are difficulties with acknowledging of budget affecting factors	Able to identify budget influencing factors, but have difficulty with applying methods	Able to develop a marketing budget for one year according to two methods	Able to develop a marketing budget for two years according to three methods
4.	Able to develop marketing campaigns to achieve	Presentation, game,	Able to set the campaign's	Able to develop a	Able to determine	Able to calculate the

	competitive positioning in accordance with the company's marketing strategy.	examination	aim, objectives and KPIs, but there are difficulties with their integration in the campaign's planning	single marketing campaign's plan to achieve positioning	the place of a marketing campaign in the marketing strategy	effectiveness of a marketing campaign
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Literature and other sources of information:

Mandatory literature and information sources

1. Foxall, G. (2015). *Strategic Marketing Management*. London and New York: Routledge.
2. Percy, L. (2018). *Strategic Integrated Marketing Communications*. London and New York: Routledge.
3. Wichter, B., Chau, V. (2014). *Strategic Management*. Australia, Brazil, Japan, Korea: Cengage Learning.

Further reading

1. Aaker, A., David, A. (2005). *Strategic market management*. Hoboken, NJ: John Wiley & Sons.
2. Autoru kopums (2008). *Stratēģiskā pārdošanas vadība*. Rīga: Lietišķās informācijas dienests.
3. Baack, D., Czarnecka, B., Baack, D. (2019). *International marketing*. Los Angeles: Sage Publications.
4. Chaffey, D., Chadwick, F.E. (2016). *Digital Marketing Strategy, Implementation and Practice*. UK: Pearson Education.
5. Godins, S. (2014). *Kā veicināt sava zīmola, produktu un pakalpojumu atpazīstamību*. Rīga: Zolnera izdevniecība.
6. Hall, S. (2017). *Innovative B2B Marketing New Models, Processes and Theory*. UK: Kogan Page.
7. Kingsnorth, S. (2019). *Digital marketing strategy*. New York: Kogan page.
8. Kumar, V. , Reinartz, W. (2012). *Customer relationship management: concept, strategy, and tools*. Heidelberg: Springer.
9. Leventhal, B. (2018). *Predictive Analytics for Marketers*. UK: Kogan Page.
10. Mahoney, L., Tang, T. (2017). *Strategic social media*. West Sussex: Wiley Blackwell.
11. Mooij, M. (2019). *Consumer behavior & culture*. Los Angeles: Sage Publications.
12. Shimp, T. , Andrews, C. (2013). *Advertising, promotion, and other aspects of integrated marketing communications*. Australia: South-Western.
13. Wang, B. (2017). *Creativity and Data Marketing A practical guide to data innovation*. UK: Kogan Page.

Other sources of information

1. Blānčards, K. , Boulss Š. (2013). *Sajūsminātie klienti: ģeniāla pieeja klientu apkalpošanai*. Rīga: Zvaigzne ABC.
2. Elliot, R., Percy, L. (2007). *Strategic brand management*. Oxford: Oxford University Press.
3. Godin, S. (2019). Time and money. [viewed on 18.03.2019]. Available at: <https://seths.blog/2019/03/time-and-money/>
4. Grose, V. (2012). *Concept to customer*. Lausanne: AVA Academia.
5. Ithia, A. (2019). *Product management*. United Kingdom: Matador.
6. Jansons, V., Kozlovskis, K. (2012). *Ekonomiskā prognozēšana SPSS 20 vidē: mācību grāmata*. Rīga: Rīgas Tehniskā universitāte.
7. Jones, R.(2017). *Branding. A very Short Introduction*. UK: Oxford University Press.
8. Kadens, R. (2008). *Partizānu mārketinga tirgus izpēte: tirgus izpētes tehnikas ikvienam uzņēmumam*. Rīga: Lietišķās informācijas dienests.
9. Praude, V. (2011). *Mārketing: teorija un prakse*. Rīga: Burtene.
10. Praude, V., Šalkovska, J. (2015). *Integrētā mārketinga komunikācija 1. Un 2. sēj.* Rīga: Burtene.
11. Silvermans, Dž. (2008). *Mutvārdu atsauksmju mārketinga noslēpumi: kā panākt pārdošanas pieaugumu, izmantojot mutvārdu atsauksmes*. Rīga: Lietišķās informācijas dienests.
12. Stone, M. , McCall, J. (2004). *International strategic marketing: a European perspective*. New York: Routledge.
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