

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

Courses for Erasmus+ students

Academic year 2019/2020, Autumn semester 2019

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 the Translation, 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 2019).

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

Kind regards,

Marina Tihomirova
EKA University of Applied Sciences
Institutional Erasmus+ coordinator

Autumn Semester 02.09.2019-26.01.2020

Exam period – January, 2020

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

| | KP | ECTS |
|------------------------|-----------|-------------|
| Project Management | 2 | 3 |
| International Business | 4 | 6 |

Courses joining student groups (in English)

Management first year

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

Management second

| | | |
|---|---|---|
| Cross-cultural Communication | 2 | 3 |
| Tax System | 4 | 6 |
| Professional Foreign language I (English) | 4 | 6 |
| Marketing | 4 | 6 |
| Management Information Systems | 4 | 6 |

Management third

| | | |
|----------------------------------|---|---|
| Labour and Social Law | 2 | 3 |
| Brand Management | 2 | 3 |
| Business Innovation | 2 | 3 |
| Management Accounting | 4 | 6 |
| Public Relations | 4 | 6 |
| International Business Relations | 2 | 3 |
| Logistics | 2 | 3 |

Online courses with MBA Master students

| | | |
|---------------------------------|---|---|
| Integrated Management Systems | 4 | 6 |
| Intellectual Capital Management | 4 | 6 |
| Human Resources and Leadership | 4 | 6 |
| Strategic and Change Management | 4 | 6 |
| Management Theories | 4 | 6 |

PROJECT MANAGEMENT

| | |
|---|-----------|
| Credits | 2 |
| ECTS Credits | 3 |
| Student work load (academic hours) | 80 |

Author: MBA, Senior Lecturer Inga Nemše

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

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

Course outline:

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

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

Literature (01- course literature)

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

Literature (02- additional literature)

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

Literature (03- recommended periodicals)

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

INTERNATIONAL BUSINESS

| | |
|---|------------|
| 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, Fons. Riding the waves of culture : understanding cultural diversity in global business / Fons Trompenaars and Charles Hampden-Turner. 2nd ed. New York : McGraw Hill, c1998. xi, 274 p. : ill. ; 24 cm.
7. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm.
8. Krugman, Paul R., International economics : theory and policy / Paul R. Krugman, Maurice Obstfeld. 7th ed. Boston [etc.] : Pearson/Addison-Wesley, c2006. xxvii, 680 lpp. : il., tab., diagr. (The Addison-Wesley series in economics) .
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.

SAFETY AT WORK, ENVIRONMENT AND CIVIL PROTECTION

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

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 between the risk | Classroom discussion | Lacks the skills to discuss about topical issues, cannot provide | Can discuss about topical issues, however, there are difficulties to support | Can discuss about topical issues providing arguments. |

| Learning outcomes | Evaluation method | Evaluation criteria | | |
|--|------------------------|---|--|---|
| | | 40-69% | 70-89% | 90-100% |
| assessment and accidents at work and occupational diseases | | arguments to justify one's opinion | one's own opinion with 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.

FINANCIAL THEORY

| | |
|---|--|
| Author/-s of the study course: | |
| Dr.oec. Vita Zariņa; Dr.oec. Aina Joope | |
| 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 |
| 7. | Structure of state, global financial system | 6 | 3 | 1 |
| 8. | Financial institutions, their structure, functions | 6 | 3 | 2 |
| 9. | EU budget goals, structure, control institutions | 8 | 4 | 2 |
| 10. | State budget, budget of municipality, structure, income, expenses, money laundering, financial risks | 10 | 5 | 3 |
| 11. | The basics of the economical indicators of commercial companies | 18 | 9 | 4 |
| Total: | | 48 | 24 | 12 |

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

Structure of the study course:

| Study form | Contact hours | | | | Individual work (hours) | Compulsory reading and/or audio and video material listening/watching | Total course credit hours |
|--|--|--|--------------------------------|-------|-------------------------|---|---------------------------|
| | Lecture contact hours (incl. seminars, discussions etc.) | Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc. | Final evaluation in the course | Total | | | |
| full-time studies | 48 | 8 | 4 | 64 | 64 | 32 | 160 |
| part-time studies | 24 | 18 | 6 | 48 | 64 | 48 | 160 |
| part-time studies with e-learning elements | 12 | 16 | 4 | 32 | 64 | 64 | 160 |

The evaluation of the study course learning outcomes:

| No. | Learning outcome | Evaluation method/-s | Evaluation criteria | | | |
|-----|--|----------------------|---|---|---|--|
| | | | Minimum level (40% till 64%) | Average level (65% till 84%) | High level (85% till 94%) | Excellent level (95% till 100%) |
| 1. | 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 | Student can perfectly characterize budget, structure, recourses and suggest reasonable and supported changes, perfectly understand |

| | | | | | | |
|----|---|--------------|---|--|---|---|
| | | | | | financial system and markets | 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)
- 3.

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

5. International compliance association. Money laundering. Resource: <https://www.int-comp.org/careers/a-career-in-aml/what-is-money-laundering/> [skat.22.11.2018]
6.

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: | |
| Docent Mg.Psych. Jekaterina Bierre | |
| Credits (Latvian): | ECTS: |
| 6 | 9 |
| Final evaluation form: | |
| Exam | |
| Study course prerequisites: | |
| | |
| 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 |
| 12. | The essence and role of management in the functioning of the organization, it's main principles and processes. Essence of the organization, it's functioning and development. | 4 | | |
| 13. | The concept of management efficiency, the essence of internal and external environmental analysis. Organization management audit. | 4 | | |
| 14. | Evolution of management ideas and key authorities. Current trends in modern business environment. | 4 | | |
| 15. | Planning process in the company. Organization and business strategy. Planning approaches in a changing environment and its hierarchical levels. | 4 | | |
| 16. | 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 | | |
| 17. | 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 | | |
| 18. | The role of control and evaluation processes in management, their essence, organizational forms and methods. Management by objectives approach. | 4 | | |
| 19. | The company's external environment, its elements and models. Opportunities for exploring the external environment of business. Adaptation mechanisms of the company. | 4 | | |
| 20. | Evolution of strategic management, stages of strategy development and parameters of strategic decisions. Strategy development process. Transforming strategy into operational goals. | 4 | | |
| 21. | 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 | | |
| 22. | 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. | 4 | | |
| 23. | 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 | | |
| 24. | Manager's and leader's role in management. Leadership theories. Management styles. Manager's key competencies, functions and roles within the organization. | 4 | | |
| 25. | The role of organizational culture in the functioning of the organization. Organizational culture typologies, levels and elements, their research and management possibilities. | 4 | | |
| 26. | 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 | | |
| 27. | 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 | | |

| 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 |
| 28. | 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 | | |
| 29. | 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 | | |
| Total: | | 72 | | |

| 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 | | |

| 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 taskst 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 partially losing focus of the search | 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, 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). *Organization theory and design*. Cengage learning.
2. Mullins, L.J. (2016). *Management and organisational behaviour*. Pearson.
3. Pitt, M., Koufopoulos, D. (2012). *Essentials of Strategic Management*. 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) Organizational Decision Making. Oxford University Press. |
| 7. | Jeston, J. (2014). Business Process Management. Routledge. |
| 8. | Jones, G. R. (2013). Organizational theory, design, and change. 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 |

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.

CROSS-CULTURAL COMMUNICATION

| | |
|--------------------------|------------------------------|
| Study course | CROSS-CULTURAL COMMUNICATION |
| Credits (Latvian) | 2 |
| ECTS credits | 3 |

| | |
|--|---|
| Responsible instructor: | |
| <i>Dr.oec., Mg.sc.ing., a guest lecturer</i> | Dr.paed. Larisa Turuševa |
| Instructor/-s | |
| <i>Dr.oec., Mg.sc.ing., a guest lecturer</i> | Dr.paed. Larisa Turuševa |

| | |
|-----------------------------------|---|
| Study course prerequisites | <i>Management, Communication, English</i> |
|-----------------------------------|---|

Study course abstract: Interdisciplinary study course, combining the application of acquired knowledge and skills. The course aims to improve intercultural communication competence by using adequate means of communication and language. The basic direction of the subject is the contemporary communication problems in the context of globalization and information technology development and their solution. The course includes analysis of issues such as oral and written business communication, business ethics, difference between cultures and traditions and their impact on management, business organization and business relations. The course is intended for the students of the Master's study program and its acquisition has the necessary knowledge of English, management knowledge, geopolitical knowledge, understanding of psychology and cultural skills. During the course acquisition students will complete their theoretical knowledge with practical skills in the field of intercultural communication.

Study course aim and tasks:

The aim of the course: The aim of the study course is to stimulate the development of master students' competence in business communication in the conditions of globalization, promoting the development of self-learning skills of master students in creative intercultural dialogue, as well as the essence of the interaction process of holistic perceptions. The themes to be acquired provide a practical basis for effective partnership building in the context of globalization.

The tasks of the course:

1. To develop Master students' applied communication skills in an intercultural environment.
2. To improve Master students' knowledge about cultural differences and characteristics.
3. To analyze management patterns in an intercultural environment.
4. To develop students' ability to negotiate, to develop partnerships in an international context, to successfully co-operate in an intercultural 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* |
| 30. | Culture concept, culture models, stereotypes, generalizations | | 0,5 | 1 |
| 31. | Basics of communication: analysis of verbal and other signals | | 0,5 | 1 |
| 32. | Understanding cultural differences and diversity | | 1 | 1 |
| 33. | Differences in the issues of hierarchy, individualism, ages, roles of women and men, family, space | | 1 | 1 |
| 34. | Diversity in communication differences | | 1 | 1 |
| 35. | Different cultures attitude to time | | 1 | 1 |
| 36. | Tact and sensitivity towards religious affiliation, success and priorities | | 1 | 1 |
| 37. | Trust and truth in an intercultural context | | 1 | 1 |
| 38. | Communication risks management | | 1 | 2 |
| 39. | The techniques of persuasion and influence in different cultures | | 1 | 1 |
| 40. | Management and decision making styles in different cultures | | 0,5 | 2 |
| 41. | Meetings, negotiations, talks, presentations | | 0,5 | 1 |

| No. | Topic | Lecture hours (incl. seminars, discussion) | | |
|-----|--------------------------------------|--|-------------------|---|
| | | full-time studies | part-time studies | part-time studies with e-learning elements* |
| 42. | Hospitality, visitation, gift giving | | 1 | 1 |
| 43. | Ethics in different cultures | | 1 | 1 |
| | Total: | | 12 | 16 |

Study course schedule

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

Study course requirements

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

- successfully complete three independent work;
- attend 50% lecture;
- to prepare and successfully present a presentation corresponding to the field of study.

Independent work description:

| Type of independent work | Form of control |
|--|------------------|
| Summarize information on at least 3 different management types in the international environment | Independent work |
| Analyze communication differences in three different cultures (against time, against a woman, hierarchy, etc.) | Independent work |
| Prepare a presentation corresponding to the course area and successful presentation | Assessment/exam |

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 | | | |
| Part-time | 16 | 12 | 26 | 28 | 80 |
| Part-time studies with e-learning elements* | 8 | 12 | | 36 | |

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 of communication | Test | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Manages and understands the difference in communication between different cultures | Test | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Know the topical issues in the field of intercultural communication | Test | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Manages and understands the concepts and principles of intercultural management | Test | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Manages and understands the risks and management of intercultural | 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% |
| communication | | | | |
| Manages and understands the rules of behavior / culture / tradition in different cultures and can use their knowledge in business relationships. | Test | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| SKILLS (the ability to apply knowledge, communication skills, general skills) | | | | |
| Able to demonstrate the understanding of the most important concepts and regularities in the field of communication | Discussion lesson | Lack of skill in discussing intercultural communication issues, unable to formulate their views | | |
| Able to communicate successfully in the international environment | Discussion lesson | 40-69% of the task correctly performed | Is able to discuss intercultural communication issues, but there are difficulties to argue in support of their views | Able to argue on intercultural communication issues |
| Ability to organize work in an international environment | Practical tasks in the class. | There are difficulties in compiling and presenting results in a perceptible way | 70-89% of the task correctly performed | 90-100% of the task correctly performed |
| Is able to find the necessary information about the difference of another culture and to use the essential business-related intercultural cooperation | Presentation at the lesson | | | |
| | | | | |
| COMPETENCE (analysis, synthesis, evaluation) | | | | |
| Is able to independently find the necessary information and analyze it to use to solve problems in the field of intercultural communication INFORMATION COLLECTION AND ANALYSIS | Independent homework. Score the results in a written report | It is difficult to independently find the necessary information, there is an inability to use the information obtained | Is able to independently find the necessary information, but there is no deep understanding of the use of the information obtained, there is a difficulty to independently analyze information | Is able to independently select and analyze the necessary information to solve complex intercultural communication specific issues. |
| Is able to analyze the situation in the field of intercultural communication and independently solve problems. PROBLEM CONFIGURATION | Independent homework. | Insufficient understanding of the analyzed situation, difficulties in identifying problems exist | Is able to independently identify problems in intercultural communication, but there is a lack of deep understanding of problems | Is able to independently identify problems in intercultural communication, can demonstrate deep understanding of problems, is able to find problem solving paths |
| Is able to independently carry out research in the field of intercultural communication CREATING NEW KNOWLEDGE | Independent homework. Group work. Presentation of work results in a lesson. | There are difficulties in organizing research work, lack of understanding of the structure of the research, the ability to independently carry out research | Able to conduct research in the field of intercultural communication, however, is not able to independently organize the research process | Is able to independently organize research work, is able to integrate knowledge of different fields, can contribute to the creation of new knowledge |

Literature (01 - textbooks):

1. Advanced Communication Skills. MTD Training-Book Boon, 2010.-58 pp. ISBN-13:9788776816612.
2. Dahl Ø., Jensen I., Nynäs P. Bridges of understanding perspectives of Intercultural communication. - Oslo Academic Press, 2006, 7-21 pp. ISBN: 8274772695, 9788274772694.
3. Duck S., McMahan D. The basics of communication: a relational perspective. London: SAGE. 2009 - 1 sēj. dal. pag. ISBN: 9781412941532 (pbk.)
4. Thill J., Courtland B. Excellence in business communication. Upper Saddle River, N.J.: Pearson Prentice Hall. 2007 - 1 sēj. (dalītā paginācija). ISBN: 0131870769
5. Finnegan R. Communicating. The multiple modes of human interconnection. London and New York: Routledge, 2002 – 306 pp. ISBN: 0-415
6. FitzPatrick L., Valskov K. and Mounter P. Internal Communications. A manual for practitioners. London: Kogan Page, 2014 – 272 pp. ISBN13: 9780749469320

Literature (02 - additional literature):

1. **Multicultural Communication and the Process of Globalisation. Proceedings of the International Scientific Conference 25 - 26 April 2003. - LLU: Jelgava, 2003. ISBN 9984-596-73-7.**
2. **Smith S., Business Communication Strategies in the International Business World - Brattleboro: Pro Lingua Associates, 2004,-247 pp. ISBN 0-86647-314-9.**
3. **The Cambridge Business English Dictionary, Cambridge University, 2011. ISBN 9780521122504.**

Literature (03-recommended periodicals and Internet resources):

1. International Journal of Communication [tiešsaiste] (skatīts 27.07.2017.). Pieejams: <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. [online] (Retrieved on 29.08.2017) <http://www.pbs.org/ampu/crosscult.html>
3. Cross-Cultural Communication | InterNations Magazine. [online] (Retrieved on 29.08.2017) <https://www.internations.org/magazine/11-cross-cultural-communication>
4. Cross - Cultural Communication. Communication Journals. [online] (Retrieved on 9.08.2017) www.questia.com/library/p436938/cross-cultural-communication
5. International Journal of Communication [tiešsaiste] (skatīts 27.05.2017.). Pieejams: <http://ijoc.org>.
6. MSG [tiešsaiste] (skatīts 27.08.2017.), pieejams: http://www.managementstudyguide.com/business_communication.html

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* |
| 44. | Subject of finance law, its system. Financial legislation, regulatory framework. | 2 | 0.5 | 0.5 |
| 45. | 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 |
| 46. | Tax law concept and function. Sources of tax law. Subjects and objects of the tax law. | 2 | 1 | 0.5 |
| 47. | Tax functions. Characteristic features of taxes. Division of taxes. Direct taxes and indirect taxes in Latvia. Taxes, tax base, tax rate. | 2 | 1 | 1 |
| 48. | LR system of taxes and levies. | 1 | 1 | 0.5 |
| 49. | 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* |
| 50. | The value added tax. Corporate income tax rate The customs duty. Excise tax. | 4 | 3 | 1 |
| 51. | Natural resources tax. Annual road use tax. Company light vehicle tax. Other taxes. | 4 | 3 | 1 |
| 52. | 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 |

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 |
| 53. | Introducing oneself. CV. Motivational letter | 6 | | |
| 54. | Business travel. | 4 | | |
| 55. | People and organizations. Types of organizations and management styles. Career opportunities | 4 | | |
| 56. | Human Resources: recruitment and management | 4 | | |
| 57. | Intercultural and interpersonal communication. Communication management. Negotiating | 6 | | |
| 58. | Advertising and brands | 4 | | |
| 59. | 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 |
| 60. | Money and finance | 6 | | |
| 61. | International markets, production and trade | 6 | | |
| 62. | Business ethics and cultures | 4 | | |
| 63. | Management and leadership | 4 | | |
| 64. | Effective business communication: oral and written (telephoning, letter and email writing, formal presentations), incl., grammar issues | 6 | | |
| 65. | Student presentations | 4 | | |
| 66. | 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 | | | | | | | |
|--|--|--|--|--|--|--|--|

The evaluation of the study course learning outcomes:

Students shall:

- attend at least 70% of contact classes and take an active participation in classroom activities;
- complete successfully 4 independent work assignments (see *Independent work description* table) meeting the requirements for B2 level;
- deliver a successful presentation on one of the topics of this course (see *Independent work description* table for general requirements for the presentation) and participate in a discussion meeting the requirements for B2 level;
- pass interim test and final test.

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.

| 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

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: | |
| Management, Informatics at secondary school level | |
| Study course aim: | |
| Ensure that students acquire the necessary knowledge, skills and competences in management information systems | |
| Study course learning outcomes (Knowledge, Skills, Competencies): | |
| 1.Understand and articulate fundamental concepts of management information systems.Understand the role of management information systems in organizations. | |
| 2.Know the components of information systems and the types of information systems. | |
| 3.Understand the ethical aspects relating to the management information systems use in organizations,issues related to the security of information systems and data protection. | |
| 4.Know and understandfundamental concepts of cloud computing and its role in management processes. | |
| 5.Understand the role of e-commerce. | |
| 6. Able to work with electronic documents. | |
| 7. Assess and apply IT to solve common business problems. | |
| 8. Be abletoindependentlyfindthenecessaryinformation,processit,analyse,reflectandevaluateit. | |
| 9. Able to collect and present the results. | |
| Study course thematic plan: | |
| 1. | Fundamental concepts of management information systems. The role of management information systems in organizations. |
| 2. | The components of information systems and the types of information systems. |
| 3. | The ethical aspects relating to the management information systems use in organizations, issues related to the security of information systems and data protection. |
| 4. | The role of cloud computing in management processes. |
| 5. | The use of information technology in management processes. |
| 6. | E-commerce. |
| 7. | Searching, evaluating and transmitting information. |
| 8. | Aggregating and processing information. |
| 9. | Analysis of information. |
| 10. | Presentation of information. |
| 11. | Preparation of electronic documents. E-signed and e-identity. |

| Study course calendar plan: | | | | |
|------------------------------------|--|--|-------------------|--|
| | | | | |
| No. | Topic | Lecture contacthours (incl. seminars, discussions) | | |
| | | full-time studies | part-time studies | part-time studies with e - learning elements |
| 67. | Fundamental concepts of management information systems. The role of management information systems in organizations. | 2 | 1 | |
| 68. | The components of information systems and the types of information systems. | 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 |
| 69. | The ethical aspects relating to the management information systems use in organizations, issues related to the security of information systems and data protection. | 3 | 2 | |
| 70. | The role of cloud computing in management processes. | 3 | 2 | |
| 71. | The use of information technology in management processes. | 4 | 2 | |
| 72. | E-commerce. | 2 | 1 | |
| 73. | Searching, evaluating and transmitting information. | 4 | 2 | |
| 74. | Aggregating and processing information: <ul style="list-style-type: none"> • Microsoft Excel • Microsoft Access | 6 5 | 3 2 | |
| 75. | Analysis of information: <ul style="list-style-type: none"> • Microsoft Excel • Microsoft Access | 4 4 | 1 2 | |
| 76. | Presentation of information. | 4 | 2 | |
| 77. | Preparation of electronic documents. E-signed and e-identity. | 4 | 2 | |
| Total: | | 48 | 24 | |

| 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 the appropriate computer programs and relevant tools, 3. Searching, collecting, and reflecting information. 4. Self - test. | 3. independent works. Test. |
| | Study 1, 2 and 3 source of literature and information sources | |
| part-time studies | Description of the independent works: 1. Study and description of the management information system. 2. Data processing and analysis using the appropriate computer programs and relevant tools, 3. Searching, collecting, and reflecting information. 4. Self - test. | 3. independent works. Test. |
| | Study 1, 2 and 3 source of literature and information sources | |
| part-time studies with e - learning elements | | |

| Structure of the study course: | | | | | | | |
|--|--|--|--------------------------------|--------------|--------------------------------|---|---------------------------|
| <i>Study form</i> | Contact hours | | | | <i>Individual work (hours)</i> | Compulsory reading and/or audio and video material listening/watching | Total course credit hours |
| | Lecture contact hours (incl. seminars, discussions etc.) | Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc. | Final evaluation in the course | Total | | | |
| full-time studies | 48 | 12 | 4 | 64 | 64 | 32 | 160 |
| part-time studies | 24 | 18 | 6 | 48 | 64 | 48 | 160 |
| 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. | <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 and articulate fundamental concepts of management information systems. Understand the role of management information systems in organizations | 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. | Know the components of information systems and the types 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 |
| 3. | Understand the ethical aspects relating to the management information systems use in organizations, issues related to the security of information systems and data protection | Test. 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 |
| 4. | Know and understand fundamental concepts of cloud computing and its role in management processes | Test. 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 |
| 5. | Understand the role 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 |
| 6. | Able to work with electronic documents | 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 |
| 7. | Assess and apply IT to solve common business problems | Practical works. Independent works | 40-64% of the tasks have been completed | 65-84% of the tasks have been completed | 85-94% of the tasks have been completed | 95-100% of the tasks have been completed |

| | | | | | | |
|----|--|------------------------------------|---|---|---|--|
| | | | correctly | correctly | correctly | correctly |
| 8. | Be able to independently find the necessary information, process it, analyse, reflect and evaluate it. | Practical works. Independent works | 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 |
| 9. | Able to collect and present the results. | 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 |

Literature and information sources:

Compulsory literature and information sources

1. Kroenke, D. (1989). *Managementinformationsystems*. Santa Cruz, Mitchell.
2. Kenneth, C.L., Laudon, J.P. (2012). *ManagementInformationSystemsManagingtheDigitalFirm*, 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). *ManagingInformationTechnology*, 7th edition. [viewed 30.11.2018]. Available: <https://bayanbox.ir/view/1605660057609727211/Brown-2012-Managing-information-technology.pdf>

Additional literature and information sources

1. Rainer, K.R., Cegielski, C.G. (2011). *Introduction to InformationSystems*, 3rd Edition. Jon WilleyandSons. [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
2. GCFLearnFree.org (2018). [viewed 30.11.2018]. Available: <https://edu.gcfglobal.org/en/>.
3. 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/>

LABOUR LAW

| | |
|--------------------------|------------------------------|
| Study course | Labour and Social Law |
| Credits (Latvian) | 2 |
| ECTS credits | 3 |
| Study direction | Law |

| | |
|--------------------------------|--|
| Responsible instructor: | |
| | |
| Instructor/s | |
| | |

| | |
|-----------------------------------|--|
| Study course prerequisites | |
|-----------------------------------|--|

Study course abstract: Labour and social law is a mandatory course in many education programmes in economics and business management. Such a course is necessary because basic knowledge in labour and social law, particularly on economic activities, and the ability to work with the legislation is a part of the occupational standard. This means that young professionals need to be aware of the professional terminology, and be able to work independently with the laws that are related to the field concerned. The understanding of the civil law design and operation principles will enhance the competitiveness, enabling timely identification of legal risks and helps to mistakes. The course is built to develop students' skills to collect, summarise and analyse information, as well as the ability to find solutions to problem situations in a specific area.

Study course aim and tasks:

The aim of the course: To provide the students the necessary knowledge, skills and competence in property law.

The tasks of the course:

10. To give students knowledge about the nature, principles and methods of labour law.
11. To give the student knowledge about employment contracts and labour law documents preparation.
12. To give the student knowledge of legal risk assessment in employment relationship.
13. To give the student knowledge about laws regulating employment relationship.
14. To develop student's skills to collect, compile and analyse information related to employment relationship, see the differences in contracts with the civil contracts.
15. Develop the student's practical skills to plan investment indicators for evaluating the effectiveness, possible risks under competitive conditions.
16. To develop student's skills to argue and present their views.

Study course thematic plan

| No. | Topic | Lecture hours (incl. seminars, discussion) | | |
|---------------|---|--|-------------------|---|
| | | full-time studies | part-time studies | part-time studies with e-learning elements* |
| 78. | General labour law provisions and the system. Human biological capabilities; job rationing. Working time. Classification of professions, relation to education. Regulated professions. Difference of employment contract and company, transport, author contracts, etc. | 4 | 4 | 2 |
| 79. | Prohibition of differential treatment and prohibition of discrimination. Compensation for moral harm, settlement in court. | 2 | 2 | 1 |
| 80. | Notice of termination of the employment contract. Employee's notice of termination of the employment agreement. Employer's notice of termination of the employment agreement. Agreement. | 4 | 2 | 1 |
| 81. | Employee's responsibilities. Transfer to another position. Internal procedure. Collective negotiations. Collective labour contract. Trade unions. Strikes. National employment policy. Tripartite negotiations. | 4 | 2 | 1 |
| 82. | Recruitment. Interview. Conclusion of the employment contract. Probation period. Labour protection Night work and overtime. | 6 | 4 | 2 |
| 83. | Salary. Calculation of the salary. Average earnings. Deductions from salary. Taxes. Insurance. Vacation. Mother and child protection. | 4 | 2 | 1 |
| 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:

- to do successfully two practical tasks during lectures;
- 50% lecture attendance;
- to do successfully three independent work assignments;
- draw up an employment contract, notice of termination, prepare pleadings for legal proceeding and explanations to the court;
- to successfully present one of independent 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 work assignments;
- 50% lecture attendance;
- to establish a company in the chosen field; draw up a contract, notice of termination, application and explanation to the court;
- to successfully present one of independent assignments.

Study course structure

| Study form | Contact hours | | Individual work hours | Compulsory reading and/or <u>audio and video material listening/watching</u> | Total course credit hours |
|---|--|---|-----------------------|--|---------------------------|
| | Lecture hours (incl. seminars, discussion) | Tutorials, final evaluation in the course | | | |
| Full-time | 24 | 6 | 24 | 26 | 80 |
| Part-time | 16 | 3 | | 37 | |
| Part-time studies with e-learning elements* | 8 | 3 | | 45 | |

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 essence and concepts of civil law | Practical assignment | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Knows the topicality of property rights in the field | Independent work | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Knowledge of the stages in preparation and execution of employment agreement and notice of termination | Group work, test | Is competent in 40-69% of employment agreement, termination notification preparation and implementation stages | Is competent in 70-89% of employment agreement, termination notification preparation and implementation stages | Is competent in 90-100% of employment agreement, termination notification preparation and implementation stages |
| SKILLS (the ability to apply knowledge, communication skills, general skills) | | | | |
| Can demonstrate the understanding of the key concepts and regularities | Classroom discussion | Lacks the understanding about the key concepts and regularities | Understands the key concepts, however, faces difficulties with the recognition of regularities | Understands the key concepts and regularities |
| Can discuss about topical issues concerning LEA providing arguments | 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 |
| Able to prepare an employment contract, notice of termination following the specific structures, as well as the ability to enter into this | Test | 40-69% of contract, notice is drawn correctly | 70-89% of contract, notice is drawn correctly | 90-100% of the contract, the notice has been prepared correctly |

| Learning outcomes | Evaluation method | Evaluation criteria | | |
|---|---|---|---|---|
| | | 40-69% | 70-89% | 90-100% |
| agreement | | | | |
| Can investigate the historic background for the adoption of a rule of law, identify the objective and the place of the rule of law within the legal system (the ability to interpret the rules of law). | Practical work, exam | 40-69% of tasks completed correctly | 70-89% of tasks completed correctly | 90-100% of tasks completed correctly |
| Can present the results of one's own work | Presentation of the results of practical task and examination | Has difficulties to summarise the results of work and present them to others | Can present the results of one's own work, however, it is difficult to do it in a manner understandable to others | Can present the results of one's own work |
| COMPETENCE (analysis, synthesis, evaluation) | | | | |
| Can methodologically correctly find the required information and analyse in order to draw theoretical findings about a particular topic in the area of civil law | 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 analyse the case related to LEA on the bases on publicly available information and using research methods, as well as can independently identify problems | Independent work | Insufficient understanding of the situation under question and difficulties in the use of research methods, as well as in the identification of the problem | Can analyse the case independently using research methods, can identify problems, however, lacks a deep understanding of the situation and problems | Can analyse the case independently using research methods and can identify the problems |
| Can find a solution for a specific problem concerning a labour dispute, prepare the required materials for its resolution | Examination | Has difficulties to offer a solution to an identified problem, lacks the understanding of resolving a dispute | Can offer a solution to an identified problem, but has difficulties to prepare materials for resolving the dispute | Can offer a solution to an identified problem and can prepare materials for resolving the dispute |

BRAND MANAGEMENT

| | |
|---|--|
| Study course author: | |
| Dr.phil., professor Velga Vēvere | |
| Credits: | ECTS credits: |
| 2 | 3 |
| Form of testing: | |
| Examination | |
| Preliminary knowledge: | |
| Management; Marketing | |
| Aim of the study course: | |
| Ensure necessary knowledge, skills and competences in the field of brand management | |
| Study course tasks (knowledge, skills, competences): | |
| <ol style="list-style-type: none"> 1. Provide students with knowledge on the essence of branding, its principles and methods 2. Provide students with knowledge on the strategic planning and plan implementation 3. Provide students with knowledge on brand evaluation 4. Develop students' skills in gathering and processing information for creating and sustaining brand capital 5. Develop students' competences in independent learning, discussing results and presentation | |
| Content of the study course (thematical plan): | |
| 1. | Essence and significance of brand management in company (organization) |
| 2. | Development of brand management (history and schools) |
| 3. | Brand management in different spheres |
| 4. | External identifiers of brand (name, logotype, slogan, packaging) |
| 5. | Brand development, strategic, operative and administrative management of a brand |
| 6. | Brand portfolio management |
| 7. | Place branding |
| 8. | Brand promotion |

| Calendar plan of the course: | | | | |
|-------------------------------------|--|---|-------------------|--|
| Nr. | Theme | Number of contact hours (lectures, seminars, discussions) | | |
| | | Full time studies | Part time studies | Part-time studies with e-study elements* |
| 84. | Essence and significance of brand management in company (organization): <ul style="list-style-type: none"> • Definitions of a brand • Branded products and generic products • Brand analysis models | 2 | | |
| 85. | Development of brand management (history and schools): <ul style="list-style-type: none"> • The birth of brand, historical perception of brand • Stages in brand management development | 2 | | |
| 3. | Brand management in different spheres: <ul style="list-style-type: none"> • Producer's brand • Service brand • Co-branding • Private labels (brands in retailing) | 4 | | |
| 87. | External identifiers of brand: <ul style="list-style-type: none"> • Brand name • Logotype • Slogan • Packaging | 2 | | |
| 88. | Brand development: <ul style="list-style-type: none"> • Strategic • Operative • Administrative management of a brand | 4 | | |
| 89. | Brand portfolio management: <ul style="list-style-type: none"> • Notion of brand portfolio • Brand extension and expansion • Segmentation and positioning | 4 | | |

| Calendar plan of the course: | | | | |
|------------------------------|--|---|-------------------|--|
| Nr. | Theme | Number of contact hours (lectures, seminars, discussions) | | |
| | | Full time studies | Part time studies | Part-time studies with e-study elements* |
| 90. | Place branding: <ul style="list-style-type: none"> • Concept of place branding • Nation branding • City branding | 2 | | |
| 91. | Brand promotion: <ul style="list-style-type: none"> • Marketing communications and brand promotion • Creating brand promotion strategy | 4 | | |
| In sum: | | 24 | | |

* Ja programmā šis kurss nav pieejams šādā formā, tad šīs ailes ir jāaizkrāso ar gaiši pelēko krāsu

| Type of independent work | Control form |
|--|--------------------------|
| <i>Brief description of the independent work:</i> 1. Read scientific articles and be able to discuss the concept of „brand”, as well as the latest trends in brand management <i>Compulsory reading:</i> Sources: 6, 7 (compulsory literature) | Essay, seminar |
| 2. Prepare analysis of a brand <i>Compulsory reading:</i> Sources: 2, 4, 5 (compulsory literature) | Presentation, discussion |

| Organization and volume of a study course: | | | | | | | |
|--|--|---|---|--------|--------------------------|--|-------------------------------------|
| Study form | Contact hours | | | | Hours of individual work | Compulsory reading and/or watching/listening of audio/video material | In sum Hours in the study course |
| | Contact hours of lectures, seminars, discussions | Consultations, guest lecturers, conferences, study excursions, business games, etc. | Final test (examination, test, defence) | In sum | | | |
| <i>Pilna laika</i> | 24 | 6 | 2 | 32 | 32 | 16 | 80 |
| <i>Part time</i> | | | | | | | |
| <i>Part time with e-study elements</i> | | | | | | | |

| Course requirements and result evaluation: | | | | | | |
|--|--|--------------------------------|---------------------------------------|--|---|--|
| Within the course students have to prepare two independent tasks and participate in 1 seminar, as well as they have to attend not less than 50% of lectures and pass the written examination. The final grade consists of the mean of all evaluations (2 independent tasks + exam) | | | | | | |
| Nr. | Course result | Evaluation method(s) | Evaluation criteria | | | |
| | | | Minimal level (from 40% to 64%) | Medium level (from 65% to 84%) | High level (from 85% to 94%) | Excellent (from 95% to 100%) |
| 1. | Knowledge on the essence of branding, its principles and methods | Seminar, Discussion exam | Understands the basic notions | Understands the basic notions and is able to characterize brand types | High level of brand notion comprehension, ability to give description of brand typology | Free use of brand terminology, ability to analyze, discuss the trends |
| 2. | Knowledge on the strategic planning and plan implementation | Class activity Discussion Exam | Understands the structure of the plan | Understands the structure of the plan and is able to draw a plan outline | Understands the planning process on the strategical level | Understands the planning process and is able to draw up the brand development strategy |
| 3. | Knowledge on brand equity evaluation | Presentation Discussion | Knows the brand | Knows the brand structure and is | Knows the brand evaluation | Can evaluate the brand and |

| | | | | | | |
|----|--|-----------------------|---|--|--|--|
| | | | structure and is able to characterize it | able to analyze each particular elements | methods and can apply them in practice | create the equity model |
| 4. | Skills in gathering and processing information for creating and sustaining brand capital | Essay Discussion Exam | Has basic skills to gather information from different sources | Can evaluate information critically, still has some problems in formulation questions | Has very good skills in finding and processing necessary information, can formulate the research problem | Has excellent skills in information gathering and processing and in formulating research problem |
| 6. | Competence in problem discussing, problem solving and presenting | Case study Discussion | Can identify basic problems with brand and present results | Can identify problems with brand and present results, still lack some problem solving skills | Can identify and formulate problems with brand, offer problem solving ways and present results | Can identify and formulate problems with brand, design a problem solving model and present findings on the excellent level |

| Literature and other information sources: | |
|--|---|
| Compulsory literature and information sources | |
| 1. | Elliot R.,Percy L. (2007). Strategic brand management. Oxford: Oxford University Press. |
| 2. | Keller K. L. (2013). Strategic Brand Management Building, Measuring, and Managing Brand Equity. Boston: Pearson. |
| 3. | Kapferer J. N. (2012). The new strategic brand management :advanced insights and strategic thinking. Philadelphia: Kogan Page. |
| 4. | Ghernev A. (2018). Strategic Brand Management, 2nd Edition. Northwestern University. |
| 5. | Rosenbaum-Elliott, R., Percy, L., Pervan, S. (2018). Strategic brand management. Oxford: Oxford University Press. |
| 6. | Balmer J. M. T., Abratt, R. (2016). Corporate brands and corporate marketing: emerging trends in the big five eco-system. Journal of brand management, 1. Available at: https://www.researchgate.net/publication/283720522_Corporate_brands_and_corporate_marketing_Emerging_trends_in_the_big_five_eco-system |
| 7. | Grubor, A. Milovano, O. (2017). Brand Strategies in the Era of Sustainability. Interdisciplinary Description of Complex Systems 15(1), 78-88. Available at https://hrcak.srce.hr/file/259878 |
| Additional literature | |
| 1. | Anholt, S. Competitive Identity. (2007). The New Brand Management for Nations, Cities and Regions. London: Palgrave Macmillan. |
| 2. | Kornberger, M. (2010).Brand Society. How Brands Transform Management and Life-style. Cambridge: Cambridge University Press. |
| 3. | Cocoran I. (2007). The Art of Digital Branding. New York: Allworth Press. |
| 4. | Tilde H. (2016). Brand management : research, theory and practice. London ;New York : Routledge, 2016. |
| 5. | Brand Valuation. (2018).London ;New York : Routledge, Taylor & Francis Group. |
| 6. | Glanfield K. (2018). Brand transformation : transforming firm performance by disruptive, pragmatic and achievable brand. London ;New York, NY : Routledge, Taylor & Francis Group. |
| 7. | Barnett D.N. (2017). Brand protection in the online world : a comprehensive guide. New York, NY : Kogan Page. |
| 8. | Anholt S. (2010). Places : identity, image and reputation / Simon Anholt. Basingstoke ;New York : Palgrave Macmillan. |
| Other information sources | |
| 1. | https://www.adweek.com/brand-marketing/ |
| 2. | https://brandstruck.co/blog/ |
| 3. | https://identitydesigned.com/ |
| 4. | https://www.thebrandingjournal.com/ |
| 5. | https://www.brandingstrategyinsider.com/ |

MANAGEMENT ACCOUNTING

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

Author: Dr.oec., as.prof.S.Keišs
Dr.oec., docent E. Voļskis

Course abstract: Course is devised for students to familiarize themselves with cost accounting, calculation of actual costs, and valuation of reserves, enterprise budget planning, control and decision taking.

Course outcomes: During the course students will develop skills to implement analysis of theoretical issues and their application in practical situations, they will acquire understanding about the role of management accounting in the decision taking process of operative and long term decisions of a company in the steady growing competition circumstances, management accounting importance in the consolidation of company's organizational system and providing of formal communication system.

Course outline:

1. Management accounting objectives and general conception of cost accounting.
2. Review of calculated costs types.
3. Costs classification in calculation of actual cost.
4. Expenses of gross production actual costs calculation.
5. Total costs savings or overexpenditure.
6. Calculation of variable expenses actual costs and compensation sum.
7. Principles for calculation of variable expenses actual costs.
8. Profit.
9. Reserves.
10. Reserves valuation and profit scale, reserves control.
11. Objective and process of enterprise budget planning.
12. Enterprise total or general budget, its structure.

Requirements for credits: 2 tests and 2 individual assignments (40%), exam (60%).

LOGISTICS

| | |
|---|----------|
| Credits | 2 |
| ECTS Credits | 3 |
| Student work load (academic hours) | |

Author:

Course abstract: The course is about logistics problems & solution within business environment.

The course includes following topics:

I The role of logistics within business environment. Development of logistics within business environment; the role of logistics for enterprises (goals of logistics, types of logistics, logistics flow, logistics channel); logistics grouping methods.

II Logistic objects' location.

Logistic objects (manufactures, warehouses, depots, distribution centers, terminals) location problem for the particular city, country or region; the most important factors, influenced location problem; location logistic methods, situations' analysis..

III Transport process optimization and Entrepreneurship logistics.

Transport system efficiency evaluation; transport planning; international transportation route planning; local transportation route planning; route planning methods; route planning methods' usability and problems; micro-elements method for route planning; alternative transport mode and vehicle's choice depending on types of cargo, retail management and its tasks; own resources planning;

IV Warehouse system operation optimization.

Warehouse system as a part of the logistic chain; logistics process within a warehouse; optimization methods; goods location and handling problems;.

V Inventory planning system improvement into entrepreneurship.

The role of inventories for business; inventory grouping depending on the intensity of demand; inventory planning and control methods; inventory management during crisis period;.

VI Logistics service improvement within business environment.

INTEGRATED MANAGEMENT SYSTEMS

| | |
|--------------------------|--|
| Study course | <i>Integrated Management Systems</i> |
| Credits (Latvian) | 4 |
| ECTS | 6 |
| Field of study | <i>Management, administration and real estate management.</i> |

| | |
|--------------------------------|--|
| Responsible instructor: | <i>Oksana Lentjušenkova</i> |
| degree, position | <i>Mg.oec., Assistant Professor</i> |
| | <i>Edgars Čerkovskis</i> |
| | <i>Mg.sc.soc., Lecturer</i> |

| | |
|------------------------------------|---|
| Study course prerequisites: | <i>Quality management, human resources management, management theory</i> |
|------------------------------------|---|

Study course annotation: Course object is a modern quality management system and their application in the organization's activities increased efficiency. The course includes quality management organization. During the course students will complement the theoretical skills with practical examples of the quality management system integration.

Study course aim and tasks:

The aim of the course is to provide students with knowledge, skills and competences in the field of integrated management systems.

The tasks of the course:

1. Provide students knowledge about modern trends and topical issues of quality management and integrated management systems.
2. Acquaint students with quality management and integrated management systems.
3. Provide students with knowledge of the quality management system of indicators characterizing.
4. Provide students with knowledge of the quality management system analysis methods and management models.
5. To develop the students' ability to carry out the quality management system performance analysis and independently to detect problems in the quality management systems.
6. To develop students' practical skills in the application of quality management systems.
7. To develop the students' ability to perform various system integration in a single control system.

Study course thematic plan

| No. | THEME | Lecture hours (incl. seminars, discussions) | | |
|------|--|---|-------------------|--|
| | | full-time studies | part-time studies | part-time studies with e - learning elements * |
| 92. | Integrated Management Systems concept and essence. Integration levels and grades. | 4 | | |
| 93. | Integrated Management System Application Strategy | 4 | | |
| 94. | Introduction of quality management systems | 4 | | |
| 95. | CAF self-assessment system | 4 | | |
| 96. | ISO 9001 and ISO 14001 standard explanation | 8 | | |
| 97. | OHSAS 18001 Work safety standard | 4 | | |
| 98. | EFQM excellence model | 4 | | |
| 99. | 6 Sigma method | 4 | | |
| 100. | Hazard Analysis (HACCP) | 4 | | |
| 101. | LEAN method | 4 | | |
| 102. | Quality management system audit | 4 | | |
| 103. | Aspects of sustainability and standardized access to integrated management system. | 4 | | |
| | Total: | 48 | | |

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 quality management system integration model. Using the Deming circle (PDAC) | Independent work |
| Prepare a presentation of the model developed. | Presentation |
| Prepare one or two processes involved in the company, describe its shortcomings, offer solutions through an integrated management approach. | Seminar |

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 hours (including seminars, discussions) | Consultations, final evaluation in the course | | | |
| Full-time | 48 | 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 IMS | 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 IMS | 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 IMS 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 it | 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 IMS valuation 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 business value affecting factors, applying appropriate 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 value IMS | 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 a company/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 | Independent work | Is not able to provide a solution | Is able to provide a solution, but cannot | Is able to provide a substantiated |

| | | | | |
|---|--|--|-----------------|----------|
| in the field of value IMS at the company/sector level | | | substantiate it | solution |
|---|--|--|-----------------|----------|

Literature (01 – textbooks):

1. Asif, M., de Bruijn, E.J., Fisscher, O.A.M., Searcy, C. and Steenhuis H. J. (2009), "Process embedded design of integrated management systems", *International Journal of Quality & Reliability Management*, Vol. 26 No. 3, pp. 261-282.
2. Asif, M., Fisscher, O.A.M., de Bruijn, E.J. and Pagell, M. (2010), "An examination of strategies employed for the integration of management systems", *The TQM Journal*, Vol. 22 No 6, pp.648-669.
3. Asif, M., Searcy, C., Zutshi, A. and Ahmad, N. (2011), "An integrated management systems approach to corporate sustainability", *European Business Review*, Vol. 23 No. 4, pp. 353-367.
4. Asif, M., Searcy, C., Zutshi, A. and Fisscher, O.A.M. (2013), "An integrated management systems approach to corporate social responsibility", *Journal of Cleaner Production*, Vol. 56, pp. 7-17.
5. Dāvidsone, G. (2008), *Organizāciju efektivitātes modelis*. Rīga: Organization Development Academy.
6. George, M., Maxey, J., Rowlands, D., Proce, M. (2004), *The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 100 Tools for Improving Quality and Speed*. Columbus: McGraw-Hill Education.
7. Jiju, A. (2002), *Understanding, managing and implementing quality*. London: Routledge.
8. Karapetrovic, S. (2002), "Strategies for the integration of management systems and standards", *The TQM Magazine*, Vol.1 4 No. 1., pp. 61-67.
9. Liker, J., (2003), *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*. Columbus: McGraw-Hill Education.
10. Regan, M. (2000), *The Kaizen Revolution*. London: Routledge.

Literature (02-additional literature):

1. Karapetrovic, S. (2003), "Misings on integrated management", *Measuring Business Excellence*, Vol. 7 No. 1, pp. 4-13.
2. Karapetrovic, S. and Jonker, J. (2003), "Integration of standartized management systems: searching recipe and ingredients", *Total Quality Management*, Vol. 14 No. 4, pp. 451-459.
3. Karapetrovic, S. and Willborn, W. (1998), "Integration of quality and environmental management systems", *The TQM Magazine*, Vol. 10 No. 3, pp. 204-213.
4. Zutshi, A. And Sohal, A.S. (2005), "Integrated management system: the experiences of three Australian organizations", *Journal of Manufacturing Technology management*, Vol. 16 No. 2, pp. 211-232.
5. Foster, T. (2004), *Managing Quality*. Newdžepcy: Parson Education.
6. David, L., Goetsc Stanley, B. (2004), *Total Quality Handbook*. Ohio: New Jersey Columbus.
7. Cianfrani, A., Tsiakals, J., West, E. (2001), *ISO 9001:2000. Explained. Second Edition*. ASQ.
8. Forands, I. (2000), *Stratēģija. Kvalitāte: analīze, plānošana, vadība*. Rīga: Latvijas Izglītības fonds.

Literature (03 – recommended periodical and Internet resources):

1. www.iso.org – International Organization for Standardization
2. www.lka.lv – Latvian Quality Association
3. <http://www.efqm.com> – EFQM Excellence homepage
4. <https://www.ohsas-18001-occupational-health-and-safety.com> – OHSAS 18001 homepage

INTELLECTUAL CAPITAL MANAGEMENT

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

| Study course calendar plan: | | | | |
|--|---|---|-------------------|--|
| <i>The number of contact hours could be changed due to students prerequisites, interests and needs</i> | | | | |
| No. | Topic | Lecture contact hours (incl. seminars, discussions) | | |
| | | full-time studies | part-time studies | part-time studies with e - learning elements |
| 104. | The concept of intellectual capital <ul style="list-style-type: none"> • The formation and development of the concept of intellectual capital • Related concepts and theories to intellectual capital • Intellectual capital in modern management theory • The structure of intellectual capital | 12 | | |
| 105. | Intellectual capital management <ul style="list-style-type: none"> • The concept of intellectual capital management • Intellectual capital management strategies • The concept of intellectual capital investments • Classification of intellectual capital investments • Factors influencing intellectual capital in enterprises | 12 | | |
| 106. | Intellectual capital influence on entrepreneurship and economic performance <ul style="list-style-type: none"> • Necessary amount of intellectual capital in enterprise • Predicted outcomes form intellectual capital investments: financial and non - financial outcomes. • The global trends of intellectual capital from macroeconomic perspective | 12 | | |
| 107. | Return on the intellectual capital investments <ul style="list-style-type: none"> • Methods of return from the intellectual capital investments calculation • Financial return on the investments • Non – financial return on the investments | 12 | | |
| Total: | | 48 | | |

Independent work description:

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

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:

Students have to attend 50% of online lectures, 2 seminars, 1 workshop and prepare 3 tasks according requirements. The final mark consists of: student's activity during the lectures and seminars, marks for tasks and final exam.

| No. | Learning outcome | Evaluation method/-s | Evaluation criteria | | | |
|-----|---|----------------------------|--|--|--|---|
| | | | Minimum level (40% till 64%) | Average level (65% till 84%) | High level (85% till 94%) | Excellent level (95% till 100%) |
| 1. | Understands the concept of intellectual capital and related concepts. | Essay, seminar, exam | Understands of main concepts | Understands main concepts, but has difficulties with understanding of relationships among different concepts | Understands main concepts and relationships among them | Could explain and analyze relationships among concepts |
| 2. | Understands the principles of the intellectual capital management. | Presentation seminar, exam | Understands of main principles | Understands main principles, but has difficulties with understanding of relationships among different concepts | Understands main Principles and relationships among them | Could explain and analyze relationships among principles |
| 3. | Is able to define main directions of the intellectual capital development strategy in enterprise. | Presentation seminar | Is able to define main directions of intellectual capital development | Is able to define strategic directions, but has difficulties with definition of the predicted outcomes | Is able to define strategic directions and predicted outcomes | Is able to prepare intellectual capital development strategy |
| 4. | Is able to calculate return on the intellectual capital investments. | Workshop, exam | Is able to calculate return on investments, but has difficulties with definition of predicted outcomes and | Is able to define some outcomes and calculate return on investments | Is able to calculate return on investments using certain methods and to define predicted | Is able to calculate return on investments, to define predicted outcomes and to analyze |

| | | | usage of methods | | outcomes | results |
|----|--|------------|--|---|---|---|
| 5. | Is able to analyze situation, based on available information and using research methods, and to define problems. | Discussion | Is able to analyze information, but has difficulties with application of research methods and problem definition | Is able to analyze information, to apply research methods, but has difficulties with problem definition | Is able to analyze information and define problems | Is able to analyze information and to define problems and propose solutions |
| 6. | Is able to discuss about certain questions in the field of intellectual capital management. | Discussion | Can discuss about actualities, but cannot argue own opinion | Can discuss about actualities, but has difficulties with reasoning | Can discuss about actualities and argue own opinion | Excellent rhetoric skills |

Literature and information sources:

Compulsory literature and information sources

1. Andriessen, D. (2006). On the Metaphorical Nature of Intellectual Capital: a Textual Analysis. *Journal of Intellectual Capital*, 7 (1), 93-109.
2. Canibano, L., Sánchez, M. P., García-Ayuso, M. and Chaminade, C. (2002). Guidelines for Managing and Reporting on Intangibles: Intellectual Capital Report [skatīts 20.02.2018.]. Pieejams: http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf
3. Dumay, J., Garanina, T. (2013). Intellectual Capital Research: a Critical Examination of the Third Stage. *Journal of Intellectual Capital*, 14 (1), 10-25.
4. Edvinsson, L. (2013). IC 21: Reflections from 21 Years of IC Practice and Theory. *Journal of Intellectual Capital*, 14 (1), 163-172.
5. Inkinen, H., Kianto, A., Vahala, M., Ritala, P. (2017). Structure of Intellectual Capital an International Comparision. *Accounting, Auditing&Accountability Journal*, 30 (5), 1160 – 1183.
6. Lentjušenkova, O., Lapiņa, I. (2014). Intellectual Capital Investments Influence on Entrepreneurship and Economics Performance. In: *Business and Management: 8th International Scientific Conference*, Lithuania, Vilnius, 15-16 May, 2014. Conference Proceedings, 93-100.
7. Lentjušenkova, O., Lapiņa, I. (2015). Factors Influencing Investments in Intellectual Capital: Case of Latvia. In: *Proceedings of the 19th World Multi-Conference on Systemics, Cybernetics and Informatics (WMSCI 2015)*, Vol. 1, United States of America, Orlando, 12–15 July, 2015. Conference Proceedings, 82–87.
8. Lentjušenkova, O., Titko, J., Lapiņa, I. (2016). Intellectual Capital Investments: Analysis of the Predicted Outcomes. In: *21st International Scientific Conference, Economics and Management 2016 (ICEM 2016) "SMART and Efficient Economy: Preparation for the Future Innovative Economy"* Proceedings, Czech Republic, Brno, May 19-20. Conference proceeding, 94-101.
9. Ordonez de Pablos, P., Edvinsson, L. (2018). *Intellectual Capital in Organizations: Non-Financial Reports and Accounts*. New York: Routledge.
10. Roos, G., Pike, S. (2018). *Strategic Management of Intellectual Capital. 2nd Edition*. New York: Routledge.

Additional literature and information sources

1. Asiaei, K., Jusoh, R., Bontis, N. (2018). Intellectual capital and performance measurement systems in Iran. *Journal of Intellectual Capital*, 19 (2), 294-320.
2. Dumay, J. (2009). Intellectual capital measurement: a critical approach. *Journal of Intellectual Capital*, 10 (2), 190–210.
3. Dumay, J. (2012). Grand theories as barriers to using IC concepts. *Journal of Intellectual Capital*, 13 (1), 4-15.
4. Gogan, L.M., Rennung, F., Istis, G., Drahici, A. (2014). A proposed tool for managing intellectual capital in small and medium size enterprises. *Procedia Technology*, 16, 728-736.
5. Jordão, R. V. D., Novas, J. C. (2017). Knowledge management and intellectual capital in networks of small and medium-sized enterprises. *Journal of Intellectual Capital*, 18 (3), 667-692.
6. Kianto, A., Andreeva, T., Pavlov J. (2013). The impact of intellectual capital management on company competitiveness and financial performance. *Knowledge Management Research and Practice*, 11, 12-22.
7. Lapiņa I., Borkus I., Stariņeca O. (2012). Corporate Social Responsibility and Creating Shared Value: Case of Latvia. *World Academy of Science, Engineering and Technology: Special International Journal Issues*, 68, 1886-1892.
8. Lentjušenkova, O., Lapina, I. (2016). The transformation of the organization's intellectual capital: from resource to capital. *Journal of Intellectual Capital*, 17 (4), 610-631.
9. Lentjušenkova, O., Lapiņa, I. (2015). Intellectual Capital Investments: Company's Additional Expenditures or Creating Shared Value? In: *Perspectives of Business and Entrepreneurship Development: Economic, Management, Finance and System Engineering from the Academic and Practioners Views: Proceedings of Selected Papers*, Czech Republic, Brno, 28-29 May, 2015. Conference Proceeding, 207-216.
10. Petty, R., Guthrie, J. (2000). Intellectual capital literature review: measurement, reporting and management. *Journal of Intellectual Capital*, 1 (2), 155-176.
11. Piekkola, H. (2011). Intangible capital: The key to growth in Europe. *Intereconomics*, 4 (4), 222-228.
12. Zéghal, D., Maaloul, A. (2011). The accounting treatment of intangibles – A critical review of the literature. *Accounting Forum*, 35, 262–274.
13. Zéghal, D., Maaloul, A. (2010). Analyzing value added as an indicator of intellectual capital and its consequences on company performance. *Journal of Intellectual Capital*, 11 (1), 39 – 60.

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|----------------------------------|--|
| 14. | Viedma, J.M. (2001). ICBS Intellectual Capital Benchmarking System. <i>Journal of Intellectual Capital</i> , 2 (2), 148-164. |
| Other information sources | |
| 1. | Confédération Européenne des Associations de Petites et Moyennes Entreprises (CEA-PME), Fraunhofer Institut für Produktionsanlagen und Konstruktionstechnik (Fraunhofer IPK), London School of Economics and Political Sciences (LSE) (2007). Intellectual capital statement - Made in Europe (InCaS). [skatīts 12.01.2019.] Pieejams: http://www.psych.lse.ac.uk/incas/page114/files/page114_1.pdf |
| 2. | OECD (2013). Supporting Investment in Knowledge Capital, Growth and Innovation. [skatīts 12.01.2019.]. Pieejams: doi:10.1787/9789264193307-ne |
| 3. | Social Value UK (2012). A Guide to Social Return on Investment. [skatīts 12.01.2019.]. Pieejams: http://www.socialvalueuk.org/resources/sroi-guide/ |
| 4. | Sveiby, K.E. (2001b). Methods for Measuring Intangible Assets. [Skatīts 12.01.2019]. Pieejams: http://www.sveiby.com/articles/InvisibleBalance.html |

HUMAN RESOURCES AND LEADERSHIP

| | |
|--|--|
| Author/s of the study course: | |
| Mag. soc. pol. I. Āboliņa | |
| Credits (Latvian): | ECTS: |
| 4 | 6 |
| Final evaluation form: | |
| Exam | |
| Study course prerequisites: | |
| Not needed | |
| Study course aim: | |
| Provide knowledge and understanding of human resource management, its functions and leadership within an organization and raise awareness of systemic, coordinated and targeted approaches to human resource management and leadership. | |
| Study course learning outcomes (Knowledge, Skills, Competencies): | |
| 1. Know Human Resource management models, functions and their implementation in organizations. 2. Evaluate the efficiency of Human Resource management in the company by determining its improvement possibilities according to the needs of the company. 3. Can choose and use different methods of Human Resource planning, selection, work analysis, motivation and evaluation. 4. Leadership skills and competencies. | |
| Study course thematic plan: | |
| 1. | Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management. |
| 2. | Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation. |
| 3. | Development of employee motivation and remuneration system. |
| 4. | Employee evaluation, its role in ensuring the competitiveness of the company. |
| 5. | Human resource development and process management. Leadership. Leadership skills and competences. |

| 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. | Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management. | 10 | 6 | |
| 109. | Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation. | 8 | 4 | |
| 110. | Development of employee motivation and remuneration system. | 10 | 6 | |

| <i>Study course calendar plan:</i> | | | | |
|------------------------------------|--|---|-------------------|--|
| | | | | |
| No. | Topic | Lecture contact hours (incl. seminars, discussions) | | |
| | | full-time studies | part-time studies | part-time studies with e - learning elements |
| 111. | Employee evaluation, its role in ensuring the competitiveness of the company. | 10 | 8 | |
| 112. | Human resource development and process management. Leadership. Leadership skills and competences. | 10 | 8 | |
| Total: | | 48 | 32 | |

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

| <i>Structure of the study course:</i> | | | | | | | |
|---------------------------------------|--|--|--------------------------------|--------------|-------------------------|---|---------------------------|
| Study form | Contact hours | | | | Individual work (hours) | Compulsory reading and/or audio and video material listening/watching | Total course credit hours |
| | Lecture contact hours (incl. seminars, discussions etc.) | Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc. | Final evaluation in the course | Total | | | |
| full-time studies | 48 | 12 | 4 | 64 | 64 | 32 | 160 |
| part-time studies | 32 | 12 | 4 | 48 | 64 | 52 | 160 |

| <i>The evaluation of the study course learning outcomes:</i> | | | | | | |
|--|--|---------------------------------|--|---|---|---|
| 15% Attendance at classes 35% Presentation on the topic: Different aspects of human resource management 35% Seminars: case study evaluation and analysis 15% Exam | | | | | | |
| No. | Learning outcome | Evaluation method/-s | Evaluation criteria | | | |
| | | | Minimum level (40% till 64%) | Average level (65% till 84%) | High level (85% till 94%) | Excellent level (95% till 100%) |
| 1. | Knows Human Resource management models, functions and their implementation in organizations. | Discussion of QA, case analysis | Insufficient understanding of the most important components of Human Resource management | Understands Human Resource management, however, there are difficulties with the | Understands the most important Human Resource management theories and can formulate | In addition, activities have been performed to create |

| | | | theories | formulation of the theory | the achievement of the result | excellence in the theory cognition |
|----|---|--------------|--|--|---|--|
| 2. | Can evaluate the efficiency of Human Resource management in the company by determining its improvement possibilities according to the needs of the company. | Presentation | The presentation does not reflect the understanding about the effectiveness of Human Resource management in the company | During the presentation, student understands the information obtained, but there are difficulties with the formulation | During the presentation, student understands the information obtained and the determination of the efficiency of Human Resource management | In addition, activities have been presented by interpretation of research data and the creation of a presentation for excellence |
| 3. | Can choose and use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation. | Discussion | Insufficient understanding of key Human Resource planning, search, selection, job analysis, motivation, and evaluation methods | Can choose but is not able to use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation. | Understands how to choose and use different methods of Human Resource planning, search, selection, job analysis, motivation and evaluation. | In addition, explanations for excellence have been made |
| 4. | Have developed leadership skills and competences. | Discussion | Insufficient understanding of the development of leadership skills and competences | Understands how the result should be obtained, but there is a difficulty in practicing leadership skills and competences | Understands the most important leadership skills and competences and can show them in practice | In addition, outstanding leadership skills and competences have been recognized in practice |

Literature and information sources:

Compulsory literature and information sources

1. Navin, P. (2018). The CMO of People: Manage Employees Like Customers with an Immersive Predictable Experience that Drives Productivity and Performance. De|G Press
2. Snell, S. (2015). Managing Human Resources. Cengage Learning; 17 edition.
3. Robbins, S. P. (2014). Organizational Behavior. Pearson; 16 edition.

Additional literature and information sources

1. Kellerman, B. (2012). The End of Leadership. Harper Collins Publishers.
2. Wilton, N. (2011). An introduction to Human Resource Management. London, Sage.
3. Keohane, N. & Keohane, R. (2010). Thinking about Leadership. Princeton University Press.

Other information sources

1. Journal of Occupational and Organizational Psychology.
2. Journal of Organizational Behavior.
3. European Association for People Management, <http://www.eapm.org/>

STRATEGIC AND CHANGE MANAGEMENT

| | |
|--------------------------|--|
| Study Course | <i>Strategic and Change Management</i> |
| Credits (Latvian) | 4 |
| ECTS | 6 |
| Study Direction | <i>Management, administration and real estate management</i> |

| | |
|--------------------------------|---------------------------|
| Responsible instructor: | |
| MSc. guest lecturer | <i>Kaspars Steinbergs</i> |

| | |
|------------------------------------|-------------------------------------|
| Study course prerequisites: | <i>Management, Business English</i> |
|------------------------------------|-------------------------------------|

Study course annotation: The study course has been developed in accordance with the objectives of the study programme "Business Management": to provide students with theoretical knowledge, research and practical skills in the field of management science. The study course covers classical and temporary theoretical approaches of strategic and change management, provides practical skills in the formulation, evaluation of strategy and the change process, develops in-depth research skills in strategic and change management aspects.

Study course aim and tasks:

Study course aim: to ensure that study course results are achieved, which involves an acquisition of in-depth knowledge and the development of research capabilities in the field of strategic and change management.

Study course tasks:

1. To provide students with the knowledge of the formulation of strategic direction and its elements.
2. To provide students with the knowledge of the internal environment of the company and methods for its analysis.
3. To provide students with the knowledge of the industry's environment and macro-environment.
4. To provide students with the knowledge of organisation strategies, their types and practical feasibility.
5. To provide students with the knowledge on the change process, its phases and the reasons behind the resistance from the employees.
6. To provide knowledge of change management and communication.
7. To develop students' abilities to analyse strategic direction of organisations, as well as their internal and external aspects.
8. To develop students' skills to analyse change process and its management within the company.
9. To develop students' abilities to critically analyse scientific publications and research in strategic and change management.

Study course thematic plan

| No. | Topic | Lecture hours (incl. seminars, discussions) | | |
|---------------|---|---|-------------------|--|
| | | Full-time studies | Part-time studies | Part-time studies with e-learning elements * |
| 113. | Strategy. Strategic direction. | 4 | 2 | |
| 114. | Internal Environment | 10 | 6 | |
| 115. | Industry environment. Macroenvironment. | 10 | 6 | |
| 116. | Strategy types, implementation and control. | 8 | 2 | |
| 117. | Change process, its stages | 4 | 2 | |
| 118. | Reasons of change and change types | 4 | 2 | |
| 119. | Employees resistance to change | 4 | 2 | |
| 120. | Change management and communication | 4 | 2 | |
| Total: | | 48 | 24 | |

The study course schedule

The study course schedule is available in the university online environment

The study course requirements

For full-time students study course requirements are as follows:

- Satisfactory completion of 4 assignments (represents 80% of the final mark).
- Satisfactory passing of 2 tests (10% of the final mark).
- Satisfactory passing of the exam (10% of the final mark).

For part-time students study course requirements are as follows:

- Satisfactory completion of 4 assignments (represents 80% of the final mark).
- Satisfactory completion of the exam (represents 20% of the final mark).

Independent work description:

| Type of independent work | Form of control |
|---|----------------------|
| To become acquainted with an academic publication on the topic of strategic and change management, to prepare a review and present it | Review, presentation |
| To familiarize oneself with the review done by a fellow student and to evaluate it | Seminar |

| Type of independent work | Form of control |
|--|-----------------------|
| To perform an analysis of the strategy of the company and its management | Presentation, seminar |
| To provide an analysis of the change management in a company | Presentation, seminar |
| To familiarize oneself with the management aspects of change | Presentation |
| To develop an individual "hedgehog strategy" | Presentation, exam |

Structure of the study course

| Study form | Contact hours | | Individual work hours | Compulsory reading and/or audio and video material listening/ watching | Total |
|-----------------------------------|---|---|-----------------------|--|-------|
| | Lecture hours (including seminars, discussions) | Consultations, final evaluation in the course | | | |
| Full-time | 48 | 8 | 48 | 56 | 160 |
| Part-time | 24 | 8 | 64 | 64 | |
| Part-time studies with e-learning | | | | | |

The study course result evaluation

| Learning outcomes | Evaluation method | Evaluation criteria | | |
|--|------------------------------|--|---|---|
| | | 40-69% | 70-89% | 90-100% |
| KNOWLEDGE AND UNDERSTANDING | | | | |
| Has the knowledge and understanding of the essence of the strategic direction and its elements | Presentation, seminar, tests | Demonstrates an understanding of strategic and change management theoretical guidelines and definitions, and is able to appraise gaps in the knowledge | Demonstrates an understanding of strategic and change management theoretical guidelines and definitions, and understands their correlations in a wider context | Demonstrates an in-depth understanding of strategic and change management theoretical guidelines and definitions. Has an understanding of its historical development and its contemporary trends |
| Understands and has the knowledge of internal environmental factors of the organisation | | | | |
| Understands and has the knowledge of the external environmental factors of the organisation | | | | |
| Has a good knowledge of the change reasons, its types and phases | | | | |
| Has a good knowledge of crisis management and communication guidelines | | | | |
| SKILLS (ability to apply knowledge, communication, general skills) | | | | |
| Has the ability to carry out an analysis of company strategy and its management | Presentation, seminar | An analysis has been carried out with all the set conditions being observed and the information provided being used. The results of the analysis are provided in a structured presentation. The student is able to perform the necessary calculations, draw conclusions, and propose practical solutions | An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The results of the analysis are provided in a comprehensive and reasoned presentation. The student has the ability to provide detailed calculations, draw conclusions, make practical | An in-depth analysis is performed with all of the conditions being complied with and the available information widely used. The analysis is based on the research and its results are provided in a detailed and reasoned presentation. The student has the ability to perform detailed calculations, draw conclusions, make practical propositions |
| The student is able to provide an analysis of the internal environment of the company | | | | |
| The student is able to provide an analysis of the external environment of the company | | | | |
| The student has the ability to provide an analysis of the | | | | |

| Learning outcomes | Evaluation method | Evaluation criteria | | |
|--|-----------------------|---|---|--|
| | | 40-69% | 70-89% | 90-100% |
| change and change management of the company | | | propositions, base them on justified grounds, and to clarify them when necessary | and base them on justified grounds, and to clarify them when necessary |
| COMPETENCES (analysis, synthesis, evaluation) | | | | |
| Has the ability to conduct scientific literature research on subjects of strategic and change management | Review, seminar | The review is rather descriptive and the presentation contains little substance. The information analysis is sufficient, but not always critical and reasoned | The review is analytical and in presentation the student shows an in-depth knowledge. Information analysis provided is reasoned and comparative | The review is analytical and its presentation reflects a wide view. The information analysis carried out is reasoned and critical |
| Is able to analyse a review and presentation prepared by a fellow student and perform its evaluation | Presentation, seminar | The analysis provided is general in nature, lacking solidity. Insufficient attention and knowledge synthesis | The analysis is detailed, reasoned and critical. The student uses knowledge and information acquired | The analysis is detailed, reasoned and critical. The knowledge acquired and professional experience are applied. The evaluation given by student is reasonable |
| The ability to adapt different strategies and change management guidelines in the decision-making and analysis process | Exam | The information prepared and decisions made are superficial and lacking an in-depth reasoning | The information prepared and decisions made are well-reasoned and substantiated | The information prepared and decisions made are well-reasoned and substantiated, and based on student's professional experience and theoretical knowledge |

Literature (01 – textbooks):

1. Hill, C.W.L., Jones, G.L. (2012) Strategic Management: An Integrated Approach. 10th Edition. Manson, OH: South-Western. 960 p.
2. Harris, J.D., Lenox, M.J. (2013) The Strategist's Toolkit. Charlottesville, VA: Darden Business Publishing. 132 p.
3. Carnall, C. A. (2007). Managing change in organizations. Pearson Education.

Literature (02-additional literature):

1. Kim, W.C., & Mauborgne, R. (2014). Blue ocean strategy, expanded edition: How to create uncontested market space and make the competition irrelevant. Harvard business review Press.
2. Pitt, M. R., & Koufopoulos, D. (2012). Essentials of strategic management. Sage.
3. Lasserre, P. (2012). Global strategic management. Palgrave Macmillan.
4. Alan M. Rugman, & Hodgetts, R. M. (2000). International Business: A Strategic Management Approach. Financial Times/ Prentice Hall.
5. Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G., & Kim, B. (2012). Strategic Management: Text and Cases, Six Edition (Global Edition).
6. Jones, G. R. (2010). Organizational theory, design, and change.
7. Porter, M.E. (1996) What is Strategy. Harvard Business Review. Pieejams<http://prof.usb.ve/nbaquero/01%20-%20Porter%20-%20What%20is%20Strategy%20-%20HBR.pdf>

Literature (03 – recommended periodical and Internet resources):

1. <http://blogs.darden.virginia.edu/strategiststoolkit/resources/>
2. <https://hbr.org/>
3. <http://www.hbs.edu/faculty/Pages/search.aspx?page=1&qt=strategy&click=tagcloud>
4. <https://learn.saylor.org/course/bus501>
5. Journal of Competitiveness
6. Baltic Journal of Management

MANAGEMENT THEORIES

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

| 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 |
| 121. | Management | | | 4 |
| 122. | Management theory deveopment directions | | | 4 |

| <i>Study course calendar plan:</i> | | | | |
|------------------------------------|---|---|-------------------|--|
| | | | | |
| No. | Topic | Lecture contact hours (incl. seminars, discussions) | | |
| | | full-time studies | part-time studies | part-time studies with e - learning elements |
| 123. | System management approach | | | 2 |
| 124. | Process management approach | | | 2 |
| 125. | Management culture and art | | | 2 |
| 126. | Management system research | | | 4 |
| 127. | Management levels | | | 2 |
| 128. | Management styles, management tools | | | 4 |
| 129. | Decisions, decision-making process | | | 4 |
| 130. | Management functions: planning, organization, motivation, control | | | 8 |
| 131. | Manager | | | 2 |
| 132. | Psychology of organizations | | | 2 |
| 133. | Information management process | | | 4 |
| 134. | Conflict management | | | 4 |
| Total: | | | | 48 |

| <i>Independent work description:</i> | | |
|---|---|------------------------------------|
| Study form | Type of independent work | Form of control |
| full-time studies | | |
| part-time studies | | |
| part-time studies with e -learning elements | Information collection and analysis Case studies Problem assessment | In-class discussion Assignments |

| <i>Structure of the study course:</i> | | | | | | | |
|---|--|--|--------------------------------|-----------|-------------------------|---|---------------------------|
| Study form | Contact hours | | | | Individual work (hours) | Compulsory reading and/or audio and video material listening/watching | Total course credit hours |
| | Lecture contact hours (incl. seminars, discussions etc.) | Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc. | Final evaluation in the course | Total | | | |
| full-time studies | | | | | | | |
| part-time studies | | | | | | | |
| part-time studies with e -learning elements | 48 | | 4 | 52 | | | |

| <i>The evaluation of the study course learning outcomes:</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. | Knowledge of contemporary management theories and approaches | Practical work | 40-64% of tasks are fulfilled correctly | 65-84% of tasks are fulfilled correctly | 85-94% of tasks are fulfilled correctly | 95-100% of tasks are fulfilled correctly |
| 2. | Knowledge of the limitations for management theories implementation in practice of management | Independent work | 40-64% of tasks are fulfilled correctly | 65-84% of tasks are fulfilled correctly | 85-94% of tasks are fulfilled correctly | 95-100% of tasks are fulfilled |

| | | | | | | |
|----|---|----------------------------|---|--|---|--|
| | | | | | | correctly |
| 3. | Ability to distinguish system and process management approaches | Case study evaluation | Lack of the understanding of more than 64% of system and process management tools | Lack of the understanding of more than 65-84% of system and process management tools | Understanding of 85-94% of system and process management tools | Understanding of 95% or more of system and process management tools |
| 4. | Ability to assess managerial decisions on the basis of management theories | Discussion at the lecture | Lack of skills to discuss current management theories, unable to argue own views | Lack of skills to discuss current management theories, but is able to argue own views | Able to discuss current management theories, but there are difficulties in arguing own views | Able to provide arguments when discussing current management theories, formulate and justify own views |
| 5. | Ability to implement decision-making algorithm | Practical work | Lack of skills to implement decision-making algorithm | Able to implement decision-making algorithm, but is not able to justify priority approach to make decisions in exact situation | Able to implement decision-making algorithm, but has difficulty justifying priority approach to make decisions in exact situation | Able to implement decision-making algorithm, and to justify priority approach to make decisions in exact situation |
| 6. | Ability to assess the quality of management functions performance | Practical work, case study | Lack of the understanding of more than 64% of management functions quality evaluation instruments | Lack of the understanding of more than 65-84% of management functions quality evaluation instruments | Understanding of 85-94% of management functions quality evaluation instruments | Understanding of 95% or more of management functions quality evaluation instruments |
| 7. | Ability to assess managerial situation and define key factors | Practical work, case study | Able to assess 40-64% of factors relevant to managerial situation | Able to assess 65-84% of factors relevant to managerial situation and define the most significant ones | Able to assess 85-94% of factors relevant to managerial situation and define the most significant ones | Able to assess more than 95% of factors relevant to managerial situation and define the most significant ones |
| 8. | Competence to independently define the core research question in management research, and to acquired and evaluate relevant information | Independent work | Noticeable difficulty in independent defining necessary information and in analyzing it | Some difficulty in independent defining necessary information and in analyzing it | Able to define and find the necessary information, but there are difficulties in analyzing it | Able to define and find the necessary information and analyze it |

| | | | | | | |
|-----|---|----------------------------|---|---|--|---|
| 9. | Competence in managerial situation analysis and tactics/strategy creation on the basis of factor evaluation | Practical work, case study | Able to analyze certain management situation, but is not able to assess decision making process and evaluating organizational specific features, unable to suggest a solution | Able to analyze certain management situation, has difficulties in assessing decision making process and evaluating organizational specific features, unable to suggest a solution | Able to analyze certain management situation, assess decision making process and evaluate organizational specific features, but has difficulties to suggest a solution | Able to analyze certain management situation, assess decision making process and evaluate organizational specific features, and to suggest a solution |
| 10. | Competence in choosing appropriate management style and tools | Practical work, case study | Is unable to choose and implement appropriate management style in certain management situation, but has the ability to assess possible tools | Has difficulties in choosing and implementing appropriate management style in certain management situation | Able to choose and implement appropriate management style in certain management situation, but has difficulty justifying the proposed solution | Able to choose and implement appropriate management style in certain management situation, can justify the proposed solution |

Literature and information sources:

Compulsory literature and information sources

1. Hitt Michael , Black Stewart ,Porter Lyman. Management. Pearson Prentice Hall. Upper Saddle River, NJ, 2005.
2. Stoner James , Freeman Edward , Gilbert Daniel. Management. Prentice-Hall. Englewood Cliffs, 1995
3. Michel L., Management design. LID Publishing Ltd. London, New York, 2015.

Additional literature and information sources

1. Clegg Stewart R., Managing & organizations :an introduction to theory & practice. Thousand Oaks, CA. SAGE Publications, 2011.
2. Scott, Jonathan. he concise handbook of management :a practitioner's approach. Haworth Business Press. Binghamton, NY, 2005.
3. Academy of Management Journal
4. Academy of Management Perspectives
5. Academy of Management Annals

Other information sources

1. <http://www.journals.elsevier.com/industrial-marketing-management/open-access-articles/>
2. <http://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/open-access-articles>
3. <http://www.journals.elsevier.com/human-resource-management-review/open-access-articles>
4. <http://link.springer.com/journal/40685>