

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

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

**Academic year 2019/2020, Spring semester 2020**

Dear incoming Erasmus+ students,

Below you will find a list of courses offered for international students in the English language. As in our University the language of instruction is mainly Latvian (except the courses provided for Management and MBA(Master) programmes), we offer some courses only for international students in English in the form of individual tutoring/ consultations. The only provision is that there should be at least 3 international (ERASMUS+) students per course.

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

If you have any questions, please do not hesitate to contact me at [erasmus@eka.edu.lv](mailto:erasmus@eka.edu.lv) .

Kind regards,

Marina Tihomirova  
EKA University of Applied Sciences  
Institutional Erasmus+ coordinator

**Spring Semester 03.02.2020-21.06.2020**

**Exam period – June, 2020**

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

	<b>KP</b>	<b>ECTS</b>
Marketing	4	6
International Business	4	6

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

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

**Management second**

Sales Management	4	6
Human Resources Management	4	6
Statistics	4	6
Business Economics and Planning	6	9

**Management third**

Quality Management	2	3
Project Management	4	6
Document Management	2	3

**Online courses with MBA Master students**

Business Risk Management	4	6
Intellectual Property Protection	4	6
Business Value Management	4	6
Corporate Finance Management	8	12

## PROJECT MANAGEMENT

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

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

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

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

### **Course outline:**

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

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

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

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

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

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

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

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

## INTERNATIONAL BUSINESS

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

**Author:** Dr.oec., as.prof. Ainārs Roze

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

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

### **Course outline:**

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

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

### **Literature (01 – main):**

1. International Business Economics. A European Perspective. Edited by Judith Piggott and Mark Cook. – N.Y.: Palgrave Macmillan, 2006 – 391 p.
2. International scientific conference "International business development : globalization, opportunities, challenges". International business development : globalization, opportunities, challenges : international scientific conference, 15-16 of May 2008, Vilnius, Lithuania : collection of articles. Vilnius : International Business School at Vilnius University, 2008. 459 p. : ill. (some col.) ; 24 cm. ISBN 9789955879060.
3. Negotiating International Business. The Negotiator's Reference Guide to 50 Countries around the World. By Lothar Katz. - N.Y.: 2008.
4. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm. ISBN 9781412949064 (pbk.).
5. Thill, John V. Excellence in business communication / John V. Thill, Courtland L. Bovée. 6th ed. Upper Saddle River, N.J.: Pearson/Prentice Hall, 2005. xxv, 546, [81] lpp. (dal. pag.) : il., diagr. ISBN 0131273213.
6. Trompenaars, Fons. Riding the waves of culture : understanding cultural diversity in global business / Fons Trompenaars and Charles Hampden-Turner. 2nd ed. New York : McGraw Hill, c1998. xi, 274 p. : ill. ; 24 cm.
7. Shenkar, Oded. International business / Oded Shenkar, Yadong Luo. 2nd ed. London : SAGE, c2008. xvi, 599 p. : ill., maps ; 28 cm.
8. Krugman, Paul R., International economics : theory and policy / Paul R. Krugman, Maurice Obstfeld. 7th ed. Boston [etc.] : Pearson/Addison-Wesley, c2006. xxvii, 680 lpp. : il., tab., diagr. (The Addison-Wesley series in economics) .
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.: Mc Graw-Hill, 1995.
2. Ball D., McCulloch W. International Business. - Boston: Irvin, 1990. - 774p.
3. Bolt J.F. Global competitors: some criteria for success. // Thompson A.A., Fulmer W.E., Strickland A.J. Reading in Strategic Management. Third Edition. - Homewood: BPI, IRWIN, 1990, p. 282 – 293.
4. Globalization and management. // Stoner J. A.F., Freeman A.E., Gilbert D.B. Management. -. Englewood Cliff: Prentice-Hall International, 1995, p.125 – 154.
5. Grosse R., Kujawa D. International Business. - Boston: Irvin, 1992. - 733p.
6. International selling. // Jobber D., Lancaster G. Selling and Sales Management. – Harlow: Prentice Hall, 2003, p. 287 – 327.
7. Parviz Asheghian, Bahman Ebrahimi. International Business. – N.Y.: Harper Collins, 1990. – 789p.

***Literature (03 – supplementary):***

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

***Possible themes of International business's individual paper:***

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

## MARKETING

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

**Author:** Dr.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

## BRAND MANAGEMENT

<b>Study course author:</b>	
<b>Dr.phil., professor Velga Vēvere</b>	
<b>Credits:</b>	<b>ECTS credits:</b>
<b>2</b>	<b>3</b>
<b>Form of testing:</b>	
<b>Examination</b>	
<b>Preliminary knowledge:</b>	
Management; Marketing	
<b>Aim of the study course:</b>	
Ensure necessary knowledge, skills and competences in the field of brand management	
<b>Study course tasks ( knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Provide students with knowledge on the essence of branding, its principles and methods</li> <li>2. Provide students with knowledge on the strategic planning and plan implementation</li> <li>3. Provide students with knowledge on brand evaluation</li> <li>4. Develop students' skills in gathering and processing information for creating and sustaining brand capital</li> <li>5. Develop students' competences in independent learning, discussing results and presentation</li> </ol>	
<b>Content of the study course (thematical plan):</b>	
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

<b>Calendar plan of the course:</b>				
Nr.	Theme	Number of contact hours (lectures, seminars, discussions)		
		Full time studies	Part time studies	Part-time studies with e-study elements*
1.	Essence and significance of brand management in company (organization): <ul style="list-style-type: none"> <li>• Definitions of a brand</li> <li>• Branded products and generic products</li> <li>• Brand analysis models</li> </ul>	2		
2.	Development of brand management (history and schools): <ul style="list-style-type: none"> <li>• The birth of brand, historical perception of brand</li> <li>• Stages in brand management development</li> </ul>	2		
3.	Brand management in different spheres: <ul style="list-style-type: none"> <li>• Producer's brand</li> <li>• Service brand</li> <li>• Co-branding</li> <li>• Private labels (brands in retailing)</li> </ul>	4		
4.	External identifiers of brand: <ul style="list-style-type: none"> <li>• Brand name</li> <li>• Logotype</li> <li>• Slogan</li> <li>• Packaging</li> </ul>	2		
5.	Brand development: <ul style="list-style-type: none"> <li>• Strategic</li> <li>• Operative</li> <li>• Administrative management of a brand</li> </ul>	4		
6.	Brand portfolio management: <ul style="list-style-type: none"> <li>• Notion of brand portfolio</li> <li>• Brand extension and expansion</li> <li>• Segmentation and positioning</li> </ul>	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*
7.	Place branding: <ul style="list-style-type: none"> <li>• Concept of place branding</li> <li>• Nation branding</li> <li>• City branding</li> </ul>	2		
8.	Brand promotion: <ul style="list-style-type: none"> <li>• Marketing communications and brand promotion</li> <li>• Creating brand promotion strategy</li> </ul>	4		
<b>In sum:</b>		<b>24</b>		

\* 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

<b>Literature and other information sources:</b>	
<b>Compulsory literature and information sources</b>	
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: <a href="https://www.researchgate.net/publication/283720522_Corporate_brands_and_corporate_marketing_Emerging_trends_in_the_big_five_eco-system">https://www.researchgate.net/publication/283720522_Corporate_brands_and_corporate_marketing_Emerging_trends_in_the_big_five_eco-system</a>
7.	Grubor, A. Milovano, O. (2017). Brand Strategies in the Era of Sustainability. Interdisciplinary Description of Complex Systems 15(1), 78-88. Available at <a href="https://hrcak.srce.hr/file/259878">https://hrcak.srce.hr/file/259878</a>
<b>Additional literature</b>	
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.
<b>Other information sources</b>	
1.	<a href="https://www.adweek.com/brand-marketing/">https://www.adweek.com/brand-marketing/</a>
2.	<a href="https://brandstruck.co/blog/">https://brandstruck.co/blog/</a>
3.	<a href="https://identitydesigned.com/">https://identitydesigned.com/</a>
4.	<a href="https://www.thebrandingjournal.com/">https://www.thebrandingjournal.com/</a>
5.	<a href="https://www.brandingstrategyinsider.com/">https://www.brandingstrategyinsider.com/</a>

## LOGISTICS

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

**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.

## LATVIAN LANGUAGE

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

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
9.	Greeting and addressing. Introducing yourself. Contact details (Alphabet. Verbs <i>būt, nebūt</i> . Numbers 1-20. Pronouns.)	4		
10.	People, countries, languages and nationalities (Verbs <i>dzīvot, runāt, strādāt, studēt</i> .)	4		
11.	In a town and in the country (Verbs <i>redzēt, apmeklēt</i> + nouns in the relevant case.)	4		
12.	My home and my family (Verbs <i>dzīvot, irēt</i> + nouns in the relevant case.)	4		
13.	Travelling and transport (Verbs <i>iet, braukt, lidot</i> + nouns in the relevant case.)	4		
14.	Daily routines (Times of the day, verbs <i>ēst, dzert, lasīt, gulēt, darīt</i> + nouns in the relevant case.)	4		
15.	In a shop and bank (Verbs <i>pirkt, pārdot, maksāt</i> + nouns in the relevant case.)	4		
16.	Food and meals (Verbs <i>cept, vārīt, garšot, negaršot</i> + nouns in the relevant case.)	4		
<b>Total:</b>		<b>32</b>		

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

<b>Structure of the study course:</b>							
Study form	Contact hours				Individual work (hours)	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture contact hours (incl. seminars, discussions etc.)	Consultations, guest lectures, conferences, study visits, workshops, business games and simulations etc.	Final evaluation in the course	Total			
full-time studies	32	6	2	40	24	16	80
part-time studies							
part-time studies with e-learning elements							

<b>The evaluation of the study course learning outcomes:</b>						
<p><i>Students shall:</i></p> <ul style="list-style-type: none"> <li>- attend at least 70% of contact classes and take an active participation in classroom activities;</li> <li>- complete successfully 2 independent work assignments (see <i>Independent work description</i> table) meeting the requirements for A1 level;</li> <li>- pass final test (consisting of oral and written part).</li> </ul> <p>The final grade for the course is formed by successful completion of the 3 above mentioned requirements, i.e. active participation in classroom activities (20%), 2 independent work assignments (30%) and final test (50%).</p>						
No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Students can recognise familiar words and very basic phrases concerning oneself, one's family and immediate concrete surroundings when people speak slowly and clearly.	Practical reading exercises and listening tasks, question – answer sessions	Students can recognise 40%-64% of familiar words and very basic phrases	Students can recognise 65%-84% of familiar words and very basic phrases	Students can recognise 85%-94% of familiar words and very basic phrases	Students can recognise 95%-100% of familiar words and very basic phrases
2.	Students can understand familiar names, words and very simple sentences.	Practical reading exercises and listening tasks, individual and pair work, question – answer sessions	Students can understand 40%-64% of familiar names, words and very simple sentences	Students can understand 65%-84% of familiar names, words and very simple sentences	Students can understand 85%-94% of familiar names, words and very simple sentences	Students can understand 95%-100% of familiar names, words and very simple sentences

3.	Students can interact in a simple way provided the other person is prepared to repeat or rephrase things at a slower rate of speech and help them formulate what they are trying to say. They can ask and answer simple questions in areas of immediate need or on very familiar topics.	Practical speaking and listening tasks in pairs and groups, presentation	Students can ask simple questions, partially understand what is said/asked, but have difficulties with providing answers	Students can ask simple questions, fully understand what is said/asked, but have difficulties with providing relevant answers due to grammatical or vocabulary issues	Students can interact asking simple questions and providing simple answers, but there are minor vocabulary and grammar issues	Students can freely interact asking simple questions and providing simple answers
4.	Students can write a short, simple text and fill in forms with personal details, for example, entering their name, nationality and address on a registration form.	Written tasks (individual work), examination	40%-64% of tasks completed correctly	65%-84% of tasks completed correctly	85%-94% of tasks completed correctly	95%-100% of tasks completed correctly

#### Literature and information sources:

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

1. Auziņa, I. et.al. (2014). *A1 Laipa. Latviešu valodas mācību grāmata*. Rīga: Latviešu valodas aģentūra.

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

1. Dumpe, D. (2009). *Latvian in three months*. Rīga: Zvaigzne ABC.
2. Ozola, N. (2005). *Латышский язык за три месяца*. Rīga: Zvaigzne ABC.
3. Poikāns, K. (2014). *Es protu latviešu valodu. Testu krājums (A1, A2)*. Rīga: Zvaigzne ABC.
4. Svarinska, A. (2003). *Latviešu valoda. Mācību kurss 25 nodarbībām*. Rīga: Zvaigzne ABC.

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

1. Latvian Academy of Science Terminology Commission. Akadterm. Online dictionary. [Accessed 30.11.2018.] Available at: <http://termini.lza.lv/term.php>
2. European Commission. Eur-lex. Translation corpus. [Accessed 30.11.2018.] Available at: <http://eur-lex.europa.eu>
3. Linguee. Online LV-ENG/ENG-LV dictionary. [Accessed 30.11.2018.] Available at: <http://www.linguee.com/english-latvian/>
4. Sproģe, I., Kaupers, R. Joka pēc alfabēts [Accessed 30.11.2018.] Available at: [https://www.youtube.com/watch?v=W5e9GJfHC4A&index=4&list=PLqJcHm-6n4cGcJ\\_AWZisWAL5FZ53xCsg0](https://www.youtube.com/watch?v=W5e9GJfHC4A&index=4&list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0)
5. Tilde. Letonika. Online dictionary [Accessed 30.11.2018.] Available at: <https://www.letonika.lv/groups/default.aspx?q=2>
6. Tilde. Online LV-ENG/ENG-LV dictionary and translation tool. [Accessed 30.11.2018.] Available at: <https://www.tilde.lv/>
7. Zīle, U. Mācāmies krāsas. [Accessed 30.11.2018.] Available at: [https://www.youtube.com/watch?v=gylq2qAj\\_dE&list=PLqJcHm-6n4cGcJ\\_AWZisWAL5FZ53xCsg0](https://www.youtube.com/watch?v=gylq2qAj_dE&list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0)
8. Zīle, U. Mācāmies skaitīt līdz desmit, mācāmies ciparus. [Accessed 30.11.2018.] Available at: [https://www.youtube.com/watch?v=f4-CcCJ0Ni8&index=2&list=PLqJcHm-6n4cGcJ\\_AWZisWAL5FZ53xCsg0](https://www.youtube.com/watch?v=f4-CcCJ0Ni8&index=2&list=PLqJcHm-6n4cGcJ_AWZisWAL5FZ53xCsg0)

## Accounting

<b>Author/-s of the study course:</b>	
Dr.oec. Vita Zariņa, prof.	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
exam	
<b>Study course prerequisites:</b>	
Microeconomics	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competences in accounting	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Know and understand the main meanings and concepts of accounting 2. Know the latest laws and regulations related to accounting 3. Is familiar with the accounting process and the organization of accounting 4. Able to apply the acquired knowledge in the field of accounting 5. Able to express, justify and defend his or her opinion 6. Able independently provide business transactions, to prepare statements 7. Able to analyze the accounting organization	
<b>Study course thematic plan:</b>	
1.	Accounting, its role and tasks. Accounting requirements. Accounting systems, types and forms
2.	Classification and characteristics of economic resources and their sources in the business
3.	Accounts and double entry system. Balance accounts and operations accounts. Chart of accounts
4.	Accounts and double entry system. Balance accounts and operations accounts. Chart of accounts
5.	Accounting and valuation of balance sheet and profit or loss items
6.	Documentation and Inventorization
7.	Accounting statements. Company Annual Report and its Components
8.	Organization of accounting in the company

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
17.	Accounting, its role and tasks. Accounting requirements. Accounting systems, types and forms	4		
18.	Classification and characteristics of economic resources and their sources in the business	4		
19.	Accounting balance sheet and its characteristics. Changes in balance sheet as a result of business operations	8		
20.	Accounts and double entry system. Balance accounts and operations accounts. Chart of accounts	4		
21.	Accounting and valuation of balance sheet and profit or loss items	20		
22.	Documentation and Inventorization	2		
23.	Accounting statements. Company Annual Report and its Components	4		
24.	Organization of accounting in the company	2		
<b>Total:</b>		<b>48</b>		



<b>Independent work description:</b>		
Study form	Type of independent work	Form of control
full-time studies	Short description of the individual / practical task: 1. Classification of economic resources and their sources, initial balance sheet preparation, accounting of economic operations, accounts, closing of accounts and compilation of the closing balance sheet. 2. A complex task covering all processes of the accounting cycle 3. acquisition of accounting theory questions 4. Acquisition of correspondence on accounts of business operations	2 tests 2 selfstudies tasks seminar
	Brief description of mandatory reading and / or listening to audio and video material: To study literature included in the list of obligatory sources on the subjects to be studied in the study course.	
part-time studies		
part-time studies with e-learning elements		

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

<b>The evaluation of the study course learning outcomes:</b>						
The final evaluation of the study course for full-time students consists of successfully completed two independent works, successfully passed two tests, active participation in discussions (seminar) during the classes and successfully passed the examination in the scope of the study course subjects						
The final evaluation of the study course for part-time students consists of successfully completed two independent works, successfully passed two tests, active participation in discussions (seminar) during the classes and successfully passed the examination in the scope of the study course subjects						
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 and understand the main meanings and concepts of accounting	Selfstudy Discussion test	Familiar with the most important basic concepts, their nature and importance in accounting	Knows the key concepts, nature and importance in accounting	Knows and understands the most important basic concepts, their essence and importance in accounting	Good knowledge and understanding of the nature, meaning and concepts of accounting
2.	Know the latest laws and regulations related to accounting	Discussion test	Knows only minimal requirements of the main accounting normative regulation	Partly familiar with the accounting normative regulation	Knows and is able to explain the requirements of the normative regulation of accounting	Freely orientated to the requirements of accounting legislation



3.	Is familiar with the accounting process and the organization of accounting	Selfstudy Discussion test	Minimum knowledge in accounting organization and accounting work organization	Partly familiar with the accounting process and the organization of accounting work	Knows the accounting process and the organization of accounting work	Knows the accounting process and the organization of accounting work very well
4.	Able to apply the acquired knowledge in the field of accounting	Selfstudy Discussion test	Unable to apply accounting knowledge independently	Is capable of independently applying accounting knowledge	Able to apply the acquired knowledge in the field of accounting, related to accounting	Able to apply the knowledge acquired in the field of accounting in a professional manner in connection with accounting
5.	Able to express, justify and defend his or her opinion	Discussion	Not able to reasonably argue, justify and defend one's opinion	There is a lack of skills to express, justify and defend one's opinion	Able to express their point of view reasonably, but have difficulty arguing for it	Able to express, justify, discuss and defend one's opinion
6.	Able independently provide business transactions, to prepare statements	Selfstudy Discussion	It is difficult to independently carry out accounting work related to accounting of business processes	Is capable of independently carrying out accounting operations related to the accounting of business processes	Able to independently perform accounting processes, but make mistakes in solving individual issues	Ability to independently perform accounting related accounting processes
7.	Able to analyze the accounting organization	Selfstudy Discussion test	Is able to analyze the organization of accounting work, is not able to identify problems and find possible solutions	Ability to independently analyze and evaluate the organization of accounting work, unable to identify problems and find possible solutions	Is able to independently analyze and evaluate the organization of accounting work, identify problems and use different research methods, find possible solutions	Able to independently analyze and evaluate accounting work, see problems and use different research methods to find solutions for improving accounting work

#### **Literature and information sources:**

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

1. Shields, G. (2018) . Accounting Principles. The Ultimate Guide to Basic Accounting Principles, Gaap, Accrual Accounting, Financial statements, Double Entry Bookkeeping and More. Leipzig: Amazon.
2. Maynard, J. (2017). Financial Accounting , Reporting & Analysis. United Kingdom : Oxford University Press.
3. Sangster, A. (2018) . Frank Wood's Business Accounting 1. Harlow: Pearson.

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

1. Financial Accounting and Reporting (IFRS). (2018). Icaew: Partner in Learning.
2. Shields, G. (2017). Bookkeeping and Accountings. The Ultimate Guide to Basic Bookkeeping and Basic Accounting Principles For Small Business. Leipzig: Amazon.
3. Atrill, P., McLaney, E. (2018). Management Accounting for Decision Makers. Harlow: Pearson.
4. Terence, C.M. (2018). Corporate Finance. London and New York: Routledge.

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

1. Accounting , <https://www.investopedia.com/terms/a/accounting.asp>
2. Accounting Basics, <https://www.accountingcoach.com/accounting-basics/explanation>

## PHILOSOPHY

<b>Author/-s of the study course:</b>	
Velga Vēvere, Dr.phil., prof.	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
<b>3</b>	<b>2</b>
<b>Final evaluation form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Secondary school level education in history and culture and literature	
<b>Study course aim:</b>	
To ensure students' gaining the necessary knowledge, skills and competences in the field of philosophy	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Knows and understands the essence of philosophy and its role in society. 2. Knows the historical and contemporary models of philosophical analysis 3. Is able to accomplish philosophical analysis of the actual social economic and cultural problems 4. Knows the basic principle of text analysis 5. Is able to apply the methods of critical thinking 6. Is able to construct an argument and defend the personal position 7. Is able to gather and evaluate information 8. Is able to present results of the research, to write the argumentative essays	
<b>Study course thematic plan:</b>	
1.	Essence of philosophy and its role in society
2.	The European origins of philosophy – mythology, antiquity
3.	The late antiquity and medieval philosophy
4.	Classical philosophical conceptions of modern times
5.	Philosophical approaches of the 19 <sup>th</sup> -21 <sup>st</sup> centuries – existentialism, philosophy of life, pragmatism, psychoanalysis, phenomenology, philosophy of life, hermeneutics
6.	Philosophy of language, analytical philosophy and logical positivism
7.	Philosophy and culture, semiotics of culture
8.	Philosophy of science in the historical and contemporary perspective
9.	Individual and society – social utopias, problem of power
10.	Philosophy and economics, philosophy of money and consumption

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
25.	Essence of philosophy and its role in society	2		
26.	The European origins of philosophy – mythology, antiquity	3		
27.	The late antiquity and medieval philosophy	2		
28.	Classical philosophical conceptions of modern times	3		
29.	Philosophical approaches of the 19 <sup>th</sup> -21 <sup>st</sup> centuries – existentialism, philosophy of life, pragmatism, psychoanalysis, phenomenology, philosophy of life, hermeneutics	4		
30.	Philosophy of language, analytical philosophy and logical positivism	2		

**Study course calendar plan:**

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
31.	Philosophy and culture, semiotics of culture	2		
32.	Philosophy of science in the historical and contemporary perspective	2		
33.	Individual and society – social utopias, problem of power	2		
34.	Philosophy and economics, philosophy of money and consumption	2		
<b>Total:</b>		<b>24</b>		

**Independent work description:**

Study form	Type of independent work	Form of control
full-time studies	1. To analyze philosophical texts supplied by the professor according to the particular scheme: a) the basic idea of the text (with arguments and quotes); b) information about the author; 3) actuality of the problems in the contemporary world 2. To get ready for the test on main directions and concepts of philosophy	Independent work  Test
	<i>Description of mandatory reading:</i> 1. Compulsory source 4, pp. 365-463 2. Additional literature, source 1	
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	<b>Total</b>			
full-time studies	24	6	2	<b>32</b>	32	16	<b>80</b>
part-time studies							
part-time studies with e -learning elements							

**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.	Knows and understands	Independent	Can name	Knows the	Is well familiar	Fully familiar

	the essence of philosophy and its role in society	work, discussion, test	basic philosophical concepts, has some understanding of the role of philosophy in society	basic concepts of philosophy, is able to identify problems and describe them	with the main concepts of philosophy, can independently judge the role of philosophy in society	with the main concepts of philosophy, is able to judge independently the role of philosophy in society and use knowledge in situation analysis.
2.	Knows the historical and contemporary models of philosophical analysis	Independent work, discussion, test	Able to identify the main historical models of philosophical analysis, to describe them superficially	Is able to identify the main historical models of philosophical analysis, to describe them in depth	Is able to identify the main models of philosophical analysis, to characterize them and to analyze them in the modern context	Freely orientates in historical philosophical models of analysis, analyze them in contemporary context, make creative interpretation
3.	Is able to accomplish philosophical analysis of the actual social economic and cultural problems	Independent work, discussion	Able to identify some topical socio-economic and cultural issues, to provide insight into philosophy	Is able to identify topical socio-economic and cultural problems, to make a philosophical description	Is able to identify topical socio-economic and cultural problems, to perform their philosophical analysis	Is able to identify topical socio-economic and cultural problems, critically analyze them and offer possible solutions
4.	Knows the basic principle of text analysis	Discussion, group work	Knows the fundamentals of text analysis, is able to apply at elemental level	Knows the methods of text analysis, is able to apply them in practice	Well oriented in the basic principles of text analysis, is able to independently conduct philosophical research of texts	Fully familiar with the basic principles of text analysis, is able to independently conduct philosophical research
5.	Is able to apply the methods of critical thinking	Discussion, Independent work, test	Able to identify, name and describe thinking mistakes	Able to identify, name and describe thinking mistakes, offer solutions	Able to use critical thinking techniques and techniques in text and situation analysis, to offer solutions	Able to critically analyze information and situations, present their views and find solutions
6.	Is able to construct an argument and defend the personal position	Independent work, discussion, test	Able to form philosophical reasoning according to the proposed models	Able to form philosophical reasoning according to the proposed models, to defend one's opinion	Able to use philosophical argumentation methods creatively, to form counter-arguments, to discuss	Able to use philosophical argumentation methods creatively, to create counter-arguments, to discuss, to conduct discussions
7.	Is able to gather and evaluate information	Independent work, discussion	Is able to find the necessary sources in libraries and online databases with the help of a teacher	Is able to independently find the necessary sources in libraries, online databases, select and evaluate it	Is able to independently find the necessary sources in libraries, online databases, evaluate it and use it for research	Is able to independently find the necessary sources in libraries and online databases, use it creatively in scientific research and make original

						conclusions
8.	Is able to present results of the research, to write the argumentative essays	Independent work	Able to describe the results of the study in the essay	Able to present the results of the study in the essay and present them in the classroom	Is able to present the results of the research in a reasoned essay, justify its conclusions and present the results to the audience	Able to describe the results of the study, to be able to argue its conclusions, to speak in front of the audience, and to conduct student discussions

#### Literature and information sources:

##### Compulsory literature and information sources

1. Cahn, S. (1985). *Classics of Western Philosophy*. Indianapolis: Hackett Publ. Co.
2. Deleuze, G., Guattari, F. (1994). *What is philosophy?* New York : Columbia University Press.
3. *Dilemmas of values and contemporary life-world*. (2007). Riga: FSI.
4. *Great dialogues of Plato*. (2015). New York: Signet Classics.
5. Russell, B. (20024). *History of western philosophy*. London; New York : Routledge.

##### Additional literature and information sources

1. Barthes, R. (2013). *The language of fashion*. New York : Bloomsbury Academic.
2. Baudrillard, J. (2017). *The consumer society : myths and structures*. Thousand Oaks, CA : Sage Ltd.
3. Blackburn, S. (1996). *The Oxford Dictionary of Philosophy*. Oxford : Oxford University Press ; New York, 1996.
4. Burr, J. R. *Philosophy and Contemporary Issues*. (1988). New York : Macmillan Publishing Company.
5. Marshall, M. (2001). *The Medium is the Massage : an inventory of effects*. Corte Madera, CA : Gingko Press.
6. Marshall, M. (2011). *The Gutenberg galaxy : the making of typographic man*. Toronto : University of Toronto Press.

##### Other information sources

1. Stanford Encyclopedia of Philosophy - <https://www.plato.stanford.edu>
2. Routledge Encyclopedia of Philosophy - <https://www.rep.routledge.com>
3. The History of Western Philosophy - <http://www.ntslibrary.com/PDF%20Books/History%20of%20Western%20Philosophy.pdf>

## RESEARCH METHODOLOGY

<b>Author/s of the study course:</b>		
Assist.prof., Mg.Psych. Jekaterina Bierne		
<b>Credits (Latvian):</b>		<b>ECTS:</b>
4		6
<b>Final evaluation form:</b>		
Exam		
<b>Study course prerequisites:</b>		
no		
<b>Study course aim:</b>		
To provide students with the necessary knowledge, skills and competences in the field of research methodology		
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>		
1. Understand the main research methodology concepts and research principles 2. Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables 3. Able to choose data acquisition and analysis procedures appropriate for the purpose of the research 4. Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study 5. Able to statistically process quantitative research data 6. Able to analyze the required information in order to gain understanding of the particular subject of research in the field of management science 7. Able to present the results of the study 8. Able to reasonably discuss the conclusions of the study and application possibilities		
<b>Study course thematic plan:</b>		
1.	Essence of research methodology, principles of the scientific research. The role of researches in the development and improvement of the company performance. General requirements for research work. Research work organization. Stages of research conducting and creating a structure for research paper.	
2.	Research topic, subject, subject, object, aim and tasks. Research question and research hypothesis.	
3.	General scientific methods, data collecting (gathering) methods and data processing techniques in modern research. Specifics of qualitative and quantitative research.	
4.	The essence and structuring of the research theoretical background. Requirements for development and presentation of the research theoretical background. Search and selection of the information sources and analysis of its content according to the research aim.	
5.	Research design (descriptive, experimental, quasi-experimental, data mining schemes).	
6.	Research variables and their measurement scales (data types). Determination of variables according to the aim, question, hypothesis of the research.	
7.	Quality characteristics of the research: reliability, validity, representativeness. Techniques for sample selection.	
8.	The essence of the statistical hypothesis. Types of relationships between variables. Hypotheses about statically significant differences and correlation between variables. Statistical conclusion and its reliability.	
9.	Organization of empirical data collecting and processing (documents analysis, observation, interview, questionnaire, focus group, etc. according to the specifics of the study). Integration of the theoretical constructs of the research into the research methodology.	
10.	Possibilities for statistical analysis of the research data (indicators of descriptive statistics, inferential statistics tools and their correspondence to the research design).	
11.	Introduction to multivariate statistics. Univariate, bivariate and multivariate statistics for different research designs. Possibilities of dispersion analysis, regression analysis, application of factor analysis.	
12.	Formatting and presentation of research results.	

<b>Study course calendar plan:</b>		
No.	Topic	Lecture contacthours (incl. seminars, discussions)

		full-time studies	part-time studies	part-time studies with e - learning elements
35.	Essence of research methodology, principles of the scientific research. The role of researches in the development and improvement of the company performance. General requirements for research work. Research work organization. Stages of research conducting and creating a structure for research paper.	4		
36.	Research topic, subject, object, aim and tasks. Research question and research hypothesis.	4		
37.	General scientific methods, data collecting (gathering) methods and data processing techniques in modern research. Specifics of qualitative and quantitative research.	4		
38.	The essence and structuring of the research theoretical background. Requirements for development and presentation of the research theoretical background. Search and selection of the information sources and analysis of its content according to the research aim.	4		
39.	Research design (descriptive, experimental, quasi-experimental, data mining schemes).	4		
40.	Research variables and their measurement scales (data types). Determination of variables according to the aim, question, hypothesis of the research.	4		
41.	Quality characteristics of the research: reliability, validity, representativeness. Techniques for sample selection.	4		
42.	The essence of the statistical hypothesis. Types of relationships between variables. Hypotheses about statically significant differences and correlation between variables. Statistical conclusion and its reliability.	4		
43.	Organization of empirical data collecting and processing (documents analysis, observation, interview, questionnaire, focus group, etc. according to the specifics of the study). Integration of the theoretical constructs of the research into the research methodology.	4		
44.	Possibilities for statistical analysis of the research data (indicators of descriptive statistics, inferential statistics tools and their correspondence to the research design).	4		
45.	Introduction to multivariate statistics. Univariate bivariate and multivariate statistics for different research designs. Possibilities of dispersion analysis, regression analysis, application of factor analysis.	4		
46.	Formatting and presentation of research results	4		
	<b>Total:</b>	<b>48</b>		

#### Independent work description:

Study form	Type of independent work	Form of control
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full-time studies	1) Creating the Bibliography including at least 15 literature and information sources of different types, in accordance with the Guidelines. 2) Creating the research paper Introductions including research topicality (relevance), aim, tasks, object and subject, data mining and processing methods, research limitations in accordance with the Guidelines. 3) Creating the introduction based research work presentations in accordance with the Guidelines. 4) Analysis of the two different published scientific researches in the field of management, including research question, methodology, validity, findings and significance level.	Written task submission and evaluation  Written task submission and evaluation  Presentation and discussion  Presentation and discussion
	Mandatory reading: 1) 3rd source (full text), 2) 2nd source (section 1.2; pp.64 -84, section 2, pp. 84 -206, section 3.2, pp. 212 – 271, section 5, pp.316 - 352 3) 1st source (section 2; pp.63 – 126)	Control work
part-time studies		
part-time studies with e-learning elements		

**Structure of the study course:**

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

**The evaluation of the study course learning outcomes:**

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

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Understand the main research methodology concepts and research principles	Discussion, control work	Unsufficient understanding of the main research methodology concepts and research principles	Correct understanding of the main research methodology concepts and research principles with some gaps	Correct understanding of and free operating with the main research methodology concepts and research principles	Correct and detailed understanding and reasoning on the research methodology concepts and research principles



2.	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Independent work, discussion, control work	Hardly able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Partially able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently and sophisticatedly formulate the aim and tasks of the research, question and hypothesis, research variables
3.	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Independent work, control work	Hardly able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Partially able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to confidently and sophisticatedly choose data acquisition and analysis procedures appropriate for the purpose of the research
4.	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Discussion, control work	Hardly able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Partially able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately and confidence assess the validity and reliability of the research performed, the amount of the required data (sample) of the study
5.	Able to statistically process quantitative research data	Independent work, control work	Hardly able to statistically process quantitative research data	Partially able to statistically process quantitative research data	Able to statistically process quantitative research data	Able to statistically process quantitative research data with wide variety of tools
6.	Able to analyze the required information in order to gain understanding of the particular subject of research in the field of management science	Independent work, discussion	Hardly able to analyze the required information in order to gain understanding of the particular subject of research in the field of management science	Partially able to analyze the required information in order to gain understanding of the particular subject of research in the field of management science	Able to analyze the required information in order to gain understanding of the particular subject of research in the field of management science	Able to confidently and sophisticatedly analyze the required information in order to gain understanding of the particular subject of research in the field of management science
7.	Able to present the results of the study	Discussion	Hardly able to present the results of the study	Partially and with lack of confidence able to present the results of the study	Able to present the results of the study	Able to confidence and impressively present the results of the study
8.	Able to reasonably discuss the conclusions of the study and	Discussion	Hardly able to reasonably discuss the	Partially and with lack of confidence	Able to reasonably discuss the	Able to reasonably and

	application possibilities		conclusions of the study and application possibilities	able to reasonably discuss the conclusions of the study and application possibilities	conclusions of the study and application possibilities	confidently discuss the conclusions of the study and application possibilities
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<b>Literature and information sources:</b>	
<b><i>Compulsory literature and information sources</i></b>	
1.	Adams, K.A. (2019) <i>Research methods, statistics, and applications</i> . LA: Sage
2.	Fisher, C., Buglear, J. (2010) <i>Researching and writing a dissertation: an essential guide for business students</i> . New York: Financial Times/Prentice Hall.
3.	Guidelines on Preparation and Defense of Research Papers, Project Reports and Theses at the University of Economics and Culture (edited and approved 30.01.2019.) J.Titko, O.Lentjušenkova, S.Keišs u.c. Rīga: Ekonomikas un kultūras augstskola, 2018.
<b><i>Additional literature and information sources</i></b>	
1.	Anderson, D. (2013) <i>Quantitative methods for business</i> .Australia : South-Western, Cengage Learning
2.	Bordens,K.S., Abbott, B. (2018) <i>Research Design and Methods: a Process Approach</i> . 10th ed. Dubuque, IA : McGraw-Hill Education
3.	Bryman, A. (2016) <i>Social Research Methods</i> . UK: Oxford University Press.
4.	Cortina, J.M., Landis, R.L (2013) <i>Modern research methods for the study of behavior in organizations</i> . New York : Brunner-Routledge
5.	Dawson, C. (2009) <i>Introduction to research methods: a practical guide for anyone undertaking a research project</i> . Oxford: How To Books.
6.	Gill, J., Johnson, P. (2010) <i>Research methods for managers</i> . LA: Sage
7.	Moutinho, M. (2013) <i>Quantitative modelling in marketing and management</i> .New Jersey : World Scientific
8.	Verma, J. P. (2012). <i>Data analysis in management with SPSS software</i> . Springer Science & Business Media.
9.	Wilson, J. (2010) <i>Essentials of business research: a guide to doing your research project</i> . LA:Sage Publications.
<b><i>Other information sources</i></b>	
1.	Journal of economics and management research . Vol.4/5 2016 Riga:University of Latvia
2.	EBSCO HOST data base
3.	Google Scholar database
4.	RESEARCHGATE database

## SALES MANAGEMENT

By author - Serge Paramonovs PhD pret, MBA, MA psych.)

4 CR \ 64 HR

11.02.-22.05.2019

Topics/Final exam questions

1. Subject and core definitions (market, sales, trading, management, business model, concurrent advantage, Global niche, Unique Sales Proposition (USP))
2. Types/formats of sales – C2C (D2D, MLM), C2B, B2C, B2B – wholesale vs distributorship; online vs offline, in-store, government contracts (tenders), auctions, Dollar Buy concept
3. History of trade – from ancient to present times – Bali 2 hour market (money than barter)
4. Triangular trade – Europe (arms cloth)-Africa (slaves)-Americas (sugar, cannabis, rum, tobacco)
5. Fair Trade, market regulations, Blood Diamonds
6. Division of labor and globalization
7. Role of technological progress and globalization in evolution of trade
8. International trade law – Roman or private law
9. Notification, certification, licensure, ISO, FDA, cpnp, PrimaKlima, Halal, Kosher, Vegan
10. Money – history, role, security - gold vs money
11. Exchanges trading – stocks, goods, currencies - strategy, tactics - CFD (contract for differences/ futures), One Day Trading, IPO
12. Digital or crypto currencies, ICO
13. Block-chain technology – present and future applications
14. Contemporary online trading platforms – eBay, Amazon, Alibaba, Aliexpress – trading goods one may not have in possession
15. Trading through Instagram, LinkedIn, Facebook
16. Private Equity versus IPO (initial public offering) – ownership swings - FB
17. From company to trading strategy
18. Competitive strategies – Global Niche and Competitive Advantage
19. Sales versus business development
20. Chinese stratagems and its application to trading
21. New business launch in trading – goods' production and sales, offering services, retail store, bazaar kiosk, pizza place or coffee shop
22. New market development - strategy and tactics – analyzing market potential, concept of sales territory
23. Sales channels – online vs offline (FMCG/Cosmo or large retailers, pharma, drogery, traditional trade)
24. FMCG trading – wholesaling versus Retail chain trading (3 store formats – HM, SM, Local M)
25. Assortment matrix management – shelving, merchandizing, products rotation – Carrefour model
26. Category management (CATMAN) – plan, shelving, merchandizing, realization
27. Product portfolio – set-up and analysis
28. Product Life Cycle
29. Pricing
30. Financing startups and mature ventures – business angels, venture capital, credit, leasing
31. Buyer/customer/client – client-centered approach – Client is the Boss
32. Conflict management
33. Marketing department and its role in trading – marketing and trade-marketing (TMA/TMM)
34. Branding and PPPPP (product, positioning, purchaser, promo, price)
35. Sales department routine – structure, goals, operations cycle, discipline, rituals, interaction with other departments (marketing, finance, R&D) – traditional versus matrix (projects) architecture
36. Sales cycle or Pipeline management – Prospecting or Leads generation, Initial contact, Identifying needs, Presenting offer, Managing objections, Closing sales, Repeating sales and Referrals
37. Sales forecasting and targets – planning, Sales Funnel, market reports (AC Nielsen vs Euromonitor)
38. Sales Funnel
39. Motivation of a team and trade partners – bonuses, retro-bonuses, conditioning (B. F. Skinner)
40. HR versus headhunting
41. Direct-sales techniques – scripts and Objection management
42. Tele-sales and tele-marketing
43. TV-sales - QVC (Quality, Value, Convenience)
44. Auto-dealership classical trading model – Rumbula/Bazaar vs Auction vs Dealership
45. Trading in hospitality business – online vs offline - exhibitions, wholesaling, charters, packages, vouchers,
46. Businesses trading versus M&A
47. Luxury trading – high fashion industry
48. Negotiations in trade – local versus international
49. Cultural aspects in local and international sales
50. Criminal schemes – Ponzi / One Day Venture / Win a Tender / \$ Laundering / VAT washing / Double-entry bookkeeping
51. Role of a personality in sales and trading, Bone Tone, Etiquette
52. All time trading classics – Piano seller versus Ford Super-Mobile – Eugen Butman versus Apple
53. Trading City image – Chicago (after riots in 1968), New York (Trump) versus Detroit (present)

Final grade is a cumulative work done as follows:

- 30% Attendance (50% of 100% classes and coursework completed)
- 20% Completion of tasks during seminars and practical work
- 20% Homework assignments completion
  - (1) Example of a pivotal point in a company's life-cycle, what has become possible due to an act of personality on operations – an exceptional sales technique or approach
  - (2) Description and commentaries on one or more Chinese stratagems application in sales
- 10% One product Sales Plan presentation
- 20% Final exam

## HUMAN RESOURCE MANAGEMENT

<b>Author/-s of the study course:</b>		
Docent Mg.Psych. Jekaterina Bierre		
<b>Credits (Latvian):</b>		<b>ECTS:</b>
4		6
<b>Final evaluation form:</b>		
Exam		
<b>Study course prerequisites:</b>		
Management		
<b>Study course aim:</b>		
To provide students with the necessary knowledge, skills and competences in the field of human resource management		
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>		
1. Know the main principles and functions of human resource management 2. Know how to determine the effectiveness of human resource management 3. Able to find information about topical research in human resource management 4. Able to analyze the implementation of various human resource management functions within the company 5. Able to select methods of human resource selection, prevention, motivation and training for the needs of the company 6. Able to independently identify problems in human resource management 7. Able to stand up and develop solutions to troubleshoot identified problems in a team 8. Able to reasonably discuss the topicalities of the company's human resources management, identifying their links with the company's performance		
<b>Study course thematic plan:</b>		
1.	The essence and key concepts of human resource management. The role of human resources in company development. Interaction of interests in effective human resource management implementation. Roles and competencies of HRspecialist.	
2.	Human resource management organizational solutions (models) and key functions in the Company. The role of labor law in the implementation of human resource management functions.	
3.	The essence of human resource management efficiency, its analysis possibilities, quantitative and qualitative indicators. Human resource management audit.	
4.	Human resource management evolution, stages of development and approaches transformation. Major authorities and the main studies in the human resource management field.	
5.	The essence and methods of human resource planning. Staff turnover.	
6.	The essence and methods of job analysis. Development and updating of job descriptions and requirements profiles. Link between job analysis, personnel recruitment, training, and assessment.	
7.	Personnel search opportunities in the labor market. Staff categories and occupational classification.	
8.	Personnel selection process and its organization possibilities. Methods and tools for HR selection. Evaluation of staff selection results.	
9.	HR recruitment and engagement. Technical, organizational and psychological aspects of personnel adaptation.	
10.	HR instructing, training and development. Team building. The essence of career management and its organizational solutions (models).	
11.	The essence and role of HRassessment in company development. Methods of HR evaluation, performance appraisal and its organizational solutions.	
12.	Introduction of motivation system in the company. Methods and tools for motivating human resources. Criteria for effective motivation and its role in company development.	

<b>Study course calendar plan:</b>		
No.	Topic	Lecture contacthours (incl. seminars, discussions)

		full-time studies	part-time studies	part-time studies with e - learning elements
47.	The essence and key concepts of human resource management. The role of human resources in company development. Interaction interests in effective human resource management implementation. Roles and competencies of HR specialist.	4		
48.	Human resource management organizational solutions (models) and key functions in the Company. The role of labor law in the implementation of human resource management functions.	4		
49.	The essence of human resource management efficiency, its analysis possibilities, quantitative and qualitative indicators. Human resource management audit.	4		
50.	Human resource management evolution, stages of development and approaches transformation. Major authorities and the main studies in the human resource management field.	4		
51.	The essence and methods of human resource planning. Staff turnover.	4		
52.	The essence and methods of job analysis. Development and updating of job descriptions and requirements profiles. Link between job analysis, personnel recruitment, training, and assessment.	4		
53.	Personnel search opportunities in the labor market. Staff categories and occupational classification.	4		
54.	Personnel selection process and its organizational possibilities. Methods and tools for HR selection. Evaluation of staff selection results.	4		
55.	HR recruitment and engagement. Technical, organizational and psychological aspects of personnel adaptation.	4		
56.	HR instructing, training and development. Team building. The essence of career management and its organizational solutions (models).	4		
57.	The essence and role of HR assessment in company development. Methods of HR evaluation, performance appraisal and its organizational solutions.	4		
58.	Introduction of motivation system in the company. Methods and tools for motivating human resources. Criteria for effective motivation and its role in company development.	4		
<b>Total:</b>		<b>48</b>		

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control
full-time studies	1) Theoretical analysis of HRM functions 2) HRNM functions audit by predefined parameters (case study) 3) Revision of 2 publications on HRM topical studies (student's choice from databases)	Task submission in written form  Presentation, discussion  Presentation, discussion
	Compulsory reading: 1) 1 source (Part 1, pp.6-22, Part 3, pp.36-48, Part 4, pp.50 – 58, Parts 8-18, pp.95-222) 2) 2 source (Part 3, pp.295-439), 3) 3 source (Part 2, pp.37-74, Part 7, pp.236-276, Part 13, 407 – 457)	
part-time studies		
part-time studies with e - learning elements		

**Structure of the study course:**

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

**The evaluation of the study course learning outcomes:**

**Full time students** are required to submit fully and successfully done 3 classroom tasks, 3 independent tasks, to participate with the presentations in 2 seminars, to attend at least 50% of lectures, to successfully write the exam work. Final grade derives as the average from the auditory tasks average grade, independent tasks average 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 and functions of human resource management	Discussion, classroom task, independent task, exam test	Know the main principles of human resource management in company, with some lacking knowledge on HRM functions	Mostly know the main principles and functions of human resource management	Well know the main principles and functions of human resource management, is able to comment and critically assess them	Profoundly know the main principles and functions of human resource management, understand their interconnections
2.	Know how to determine the effectiveness of human resource management	Discussion, presentation o independent task	Know several ways to determine the effectiveness of human resource management, partly understand their limitations	Mostly know methods to determine the effectiveness of human resource management and their limitations	Mostly know methods to determine the effectiveness of human resource management and their limitations, is able to assess their usage in the company	Know wide variety of methods to determine the effectiveness of human resource management, well understand their peculiarities
3.	Able to find information about topical research in human resource management	Independent task	Able to find superficial information about topical research in the field of human resource management	In general able to find information about topical research in the field of human resource management, partially losing focus	Able to find information about topical research in the field of human resource management	Perfectly able to find information about topical research in the field of human resource

				of the search		management , precisely and deeply following the search aim
4.	Able to analyze the implementation of various human resource management functions within the company	Independent task, discussion	Able to analyze the implementation of some human resource management functions within the company	Able to analyze the implementation of various human resource management functions within the company, but there are problems with formulating conclusions	Able to analyze the implementation of various human resource management functions within the company with grounded conclusions	Able to deeply analyze the implementation of various human resource management functions within the company, clearly formulating conclusions and proposals
5.	Able to select methods of human resource selection, prevention, motivation and training for the needs of the company	Classroom task, discussion, seminar	Able to select methods of human resource selection, prevention, motivation and training from the most available, with no detailed analysis of meeting the true needs of the company	Able to select methods of human resource selection, prevention, motivation and training, which are mostly matching company needs	Able to select methods of human resource selection, prevention, motivation and training for the needs of the company. Without searching for any creative solutions	Able to creatively select and explain methods of human resource selection, prevention, motivation and training for the needs of the company
6.	Able to independently identify problems in human resource management	Independent task, discussion	Partly able to independently identify problems in human resource management, without analyzing their causes	Mostly able to independently identify problems in human resource management, partly analyzing their causes and interconnections with other company activities	Able to independently identify problems in human resource management, partly identifying their causes and solutions	Perfectly able to independently identify problems in human resource management
7.	Able to stand up and develop solutions to troubleshoot identified problems in a team	Classroom task, seminar	Able independently and within the team to develop partial solutions to the identified HRM problems, without analysis of their	Able independently and within the team to develop partially grounded solutions to the identified HRM problems	Able independently and within the team to develop well grounded solutions to the identified HRM problems	Perfectly able independently and within the team to develop detailed solutions to the identified HRM problems



			effectiveness			
8.	Able to reasonably discuss the topicalities of the company's human resources management, identifying their links with the company's performance	Seminar, discussion	Able to discuss the topicalities of HRM of a company, weakly identifying their links with the company's performance	Mostly able to reasonably discuss the topicalities of HRM of a company by identifying their links with the company's performance, but with nonsufficient argumentation	Able to reasonably discuss the topicalities of HRM of a company by identifying their links with the company's performance	Perfectly able to reasonably discuss the topicalities of HRM of a company by deeply identifying their links with the company's performance and improvement possibilities

Literature and information sources:	
<i>Compulsory literature and information sources</i>	
1.	Armstrong, M. (2011). Armstrong's handbook of strategic human resource management. Kogan Page Publishers.
2.	Jones, G. R. (2013). Organizational theory, design, and change. Upper Saddle River, NJ: Pearson
3.	Rees, G., & Smith, P. (Eds.). (2017). Strategic human resource management: An international perspective. Sage.
<i>Additional literature and information sources</i>	
1.	Beattie, R. R. (2018). Human Resource Management in Public Service Organizations. NY:Routledge.
2.	Clegg, S. R., Kornberger, M., & Pitsis, T. (2015). Managing and organizations: An introduction to theory and practice. Sage.
3.	Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2017). Human resource management: Strategic and international perspectives. Sage.
4.	Dessler, G. (2013) Human Resource Management. Boston: Pearson.
5.	Gill, R. (2011). Theory and practice of leadership. Sage.
6.	Gosling, J., Sutherland, I., & Jones, S. (2012). Key concepts in leadership. Sage.
7.	Handbook of organizations (2015) Ed.March J., London, Routledge.
<i>Other information sources</i>	
1.	EBSCO HOST data base
2.	RESEARCHGATE data base
3.	Springer data base
4.	Google Scholar data base

## BUSINESS ECONOMICS AND PLANING

<b>Author/-s of the study course:</b>	
Dr.oec. Vita Zarina	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
6	8
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Microeconomic, Accounting	
<b>Study course aim:</b>	
To provide students with the knowledge, skills and competences required in business economics and planning	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
1. Understand the use of financial information in the analysis of economic activity 2. Define the types of costs and their impact on the performance 3. Be able to calculate the cost of a product / service 4. Be able to Prepare a business plan for a product / service 5. Be able to argue to present your point	
<b>Study course thematic plan:</b>	
	Revenues, costs, its types, impact on performance
	Business resources, calculations, methods
	Cost calculation methods, cost price calculations
	Strategic and operational planning, resource planning
	Business idea, case study, business plan structure
	Investments, repayment periods

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
59.	Revenues, costs, types, impact on performance	6	2	1
60.	Business resources, necessity calculations, methods	6	3	2
61.	Cost calculation methods, pricing calculations	12	5	2
62.	Strategic and operational planning, resource planning	12	5	3
63.	Business idea, case study, business plan preparation	30	15	7
64.	Investments, repayment periods	6	2	1
<b>Total:</b>		<b>72</b>	<b>32</b>	<b>16</b>

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

full-time studies	Market research about new business idea realization possibilities	Presentation 2 tests seminar
	Preparing a business plan  Reading: Independently read the material about market research opportunities	
part-time studies	Market research about new business idea realization possibilities Independently read the material about market research opportunities	Presentation 2 tests seminar
	Preparing a business plan  Independently get acquainted with the materials about the structure of the business plan, preparation requirements, interconnections  Reading: Independently read the material about market research opportunities	
part-time studies with e-learning elements	Market research about new business idea realization possibilities Independently read the material about market research opportunities	Presentation 2 tests
	Preparing a business plan  Independently get acquainted with the materials about the structure of the business plan, preparation requirements, interconnections Reading: Independently read the material about market research opportunities	

**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	32	34	6	72	96	72	240
part-time studies with e-learning elements	16	26	6	48	96	96	240

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

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Understand the use of financial information in	discussion	Understands the financial	Understands the financial	Understands the financial	Perfectly understands the

	the analysis of economic activity		structure of companies, can analyze it	structure of companies, analyzes them, and explains the results	structure of companies, is able to analyze, explain, substantiate their views, understand the interconnections	financial structure of companies, is able to analyze, explain, justify opinion, understands interconnections
2.	Define the types of costs and their impact on the performance	test	Understand cost structure	Has good understanding of the cost structure, is able to justify mainly impact on performance	Good understanding of the cost structure, can well justify the impact on performance	Very well understood cost structure, impact on performance
3.	Be able to calculate the cost of a product / service	presentation	Understands costing methodologies, able to name pricing methods	Good understanding of costing methods, the ability to choose the most suitable, is able to name the pricing methods	Good understanding of costing methods, ability to choose the most suitable and apply in the calculation of cost, well able to offer pricing methods, choose the most appropriate	Understands the cost-costing methods very well, they are able to choose the most suitable and apply in the cost calculation, are very well able to offer pricing methods, choose the most appropriate
4.	Be able to Prepare a business plan for a product / service	Presentation discussion	Are able to prepare at least the main business plan components for a new product / service	Able to prepare a complete business plan for a new product / service, the components of the main business plan are properly prepared	Able to prepare very well a complete business plan for a new product / service, all components of the business plan are properly prepared	Perfectly able to prepare a complete business plan for a new product / service, all components of the business plan are properly prepared and correctly calculated.
5.	Be able to argue to present your point	presentation	Business plan prepared and presented, able to tell about the calculations made, is able to answer at least the most important issues	Business plan prepared and presented, able to tell about the research done and calculations, is mostly able to answer questions	Well-prepared and presented business plan, able to tell about the research done and calculations, well answered questions	Well-grounded and well-presented presentation of the prepared business plan, free to tell about the researches and calculations carried out, comprehensive answers to questions

#### Literature and information sources:

##### Compulsory literature and information sources

1. *Shefrin H.* , Behavioral corporate finance , McGraw-Hill Education, 2017 (300 lpp.)
2. *Terence C.M.* , Corporate Finance , Routledge, London and New York, 2018 (137 pp)
3. *Drury C.* , Management and Cost Accounting , Cengage , 2018 (842 lpp)

##### Additional literature and information sources

1. *Jones C.* , Investments :principles and concepts, Wiley, Hoboken, N.J., 2010 (608 pp)
2. *Bittlestone R.*, Financial management for business :cracking the hidden code , Cambridge University Press, 2010 (201 pp.)
3. *Houston, Joel F.* , Fundamentals of financial management :study guide , South-Western Cengage Learning, 2013 (422 pp.)
4. *Eun C.,Resnick B.* , International financial management , McGraw-Hill/Irwin, 2007 (536 pp.)

##### Other information sources

1. Business plans, sources: <https://www.entrepreneur.com/article/247574> [used 28.11.2018]
2. Costs, cost behavior, source: <https://www.investopedia.com/terms/v/variablecost.asp> [used 28.11.2018]
3. Costs behavior, source: <https://www.accountingcoach.com/blog/what-is-cost-behavior> [used 28.11.2018]
4. Capital budgeting, source: <https://www.investopedia.com/terms/c/capitalbudgeting.asp> [used 28.11.2018]

## DOCUMENT MANAGEMENT

<b>Study course title</b>	<b>Document management</b>
<b>Credits (Latvian)</b>	<b>2</b>
<b>ECTC credits</b>	<b>3</b>
<b>Study direction</b>	<b>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</b>

<b>Responsible instructor:</b>	
<b>Mg.iur, senior lecturer</b>	
<b>Instructor/s</b>	
<b>Mg.iur, senior lecturer</b>	

<b>Study course prerequisites:</b>	<b>Official language, Applied informatics</b>
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**Study course abstract:** The course provides knowledge about document standards and procedures as well as helps to acquire skills in preparing and using of legal documents. The course is focused on the development of the students' skills to draft and analyse administrative documents, use the software and other information technology, including electronic signatures, document preparation and pipeline process. The course develops students' competence to study and select necessary information, systematize it and independently draft administrative documents.

### **Study course aim and tasks:**

**Study course aim:** To provide students with the necessary knowledge, skills and competence acquisition in the area of preparation, analysis and use of paper and electronic documents.

### **Study course tasks:**

1. To provide students with knowledge about documents and their formatting and storage requirements.
2. To provide students with knowledge about electronic signature, electronic documents and their peculiarities.
3. To provide students with knowledge about document derivatives, their types, and the nature of their use.
4. To develop students' skills to manage the national language and the use of professional terminology.
5. To develop students' skills to analyse the documents.
6. To develop students' skills of drafting different types of regulatory documents independently.
7. To develop students' skills of drafting and certifying document derivatives.
8. To develop students' skills with drafting and forwarding documents, using software and other information technology.

### **Study course thematic plan:**

No.	Theme	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
65.	<b>Introduction into record management</b> 1.1. Document: concept and characteristics. 1.2. Information: concept and meaning. 1.3. Document classification. 1.4. Review of documents, record management and data protection regulatory framework. 1.5. Types of legal responsibility in relation to punishable action with documents.	8	5	2
66.	The original document, duplicate and derivatives, their preparation and use.	4	3	2
67.	<b>Working with documents</b> 3.1. Business document standards and formats. 3.2. Document drafting requirements. 3.3. Document mandatory details and formatting. 3.4. Signature, stamp, their types and use. 3.5. Service tag formatting. Signature of approval.	8	5	2

No.	Theme	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
68.	<b>Working with electronic documents</b> 4.1. The order of drafting, storing, formatting and circulating electronic documents. 4.2. Electronic document circulation between state and municipal authorities, or between these institutions and the natural or legal persons. 4.3. Electronic signature, secure electronic signature, time stamp.	4	3	2
	<b>Total:</b>	<b>24</b>	<b>16</b>	<b>8</b>

**Study course schedule:**

The course schedule is available on the University's e-environment

**Study course requirements:**

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

- successfully complete four independent tasks;
- successfully pass two tests;
- attend 50% of the lectures;
- successfully pass the final examination.

**For part-time students and part-time with e-learning elements students** the course requirements are as follows:

- successfully complete three independent tasks;
- successfully pass two tests;
- attend 50% of the lectures;
- attend 50% of practical classes;
- successfully pass the final examination.

**Independent work description:**

Type of independent task	Control form
Independently draft different type of administrative and civil documents.	Independent work
Draft and certify document derivatives.	Independent work
Find, read information about electronic documents, their development, use, circulation and storage procedures.	Independent work
Types of e-signature, their differences, advantages and disadvantages. Types of legal responsibility in relation to punishable action with documents.	Essay
Find, analyse errors and improve 3 (preferably in public administration) erroneously drafted documents.	Test, presentation

**Study course structure:**

Study form	Contact hours		Independent work (number of hours)	Mandatory reading and/or <u>audio and video material</u> ( <u>listening/watching</u> )	Total hours of the course
	Lecture (including seminars, discussions) hours	Tutorials, final test			
Full-time	24	12	24	20	80
Part-time	16	8		32	
Part-time studies with e-learning	8	4		44	

Study form	Contact hours		Independent work	Mandatory reading and/or audio and video	Total hours of the course
elements					

The result of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Knows and understands the concept of document, nature, presentation and storage requirements	Test	40-69% of tasks executed correctly	70-89% of tasks executed correctly	90-100% of tasks executed correctly
Know and understand what is electronic signature, how to use it, what are electronic documents, their peculiarities.	Independent work	There is a difficulty to find the necessary information and analyse it independently	Able to find the necessary information independently, but there are difficulties in analysing it	Able to find the necessary information and analyse it independently
Know and understand what document derivatives are, what are their types and specific use.	Independent work	40-69% of tasks executed correctly	70-89% of tasks executed correctly	90-100% of tasks executed correctly
SKILLS (the ability to apply knowledge, communication, general skills)				
Able to draft different kinds of documents independently	Independent work	Familiar with 40-69% of the document drafting standards	Familiar with 70-89% of the document drafting standards	Familiar with 90-100% of the document drafting standards
Able to analyse documents, find errors and correct them	Test	40-69% of the errors found and corrected properly	70-89% of the errors found and corrected properly	90-100% of the errors found and corrected properly
Able to find, analyse errors and improve 3 improperly drafted documents	Group work, test	Familiar with 40-69% of the document drafting standards	Familiar with 70-89% of the document drafting standards	Familiar with 90-100% of the document drafting standards
Able to present work results, using the latest information technology	Presentation of results and test	There are difficulties in the compilation of results and their presentation to others	Able to present their work results, however, it is difficult to do that in an understandable way to others	Able to present their work results
COMPETENCE (analysis, synthesis, evaluation)				
Able to independently use appropriate legal sources.	Independent work	There is a difficulty to find the necessary information and analyze it independently	Able to find the necessary information independently, but there are difficulties in analyzing it	Able to find the necessary information and analyze it independently
Able to build skills working with the latest information technology	Independent work	There has been a difficulty to use the latest information technology independently	Able to independently use the latest information technologies, but reaching the final result poses difficulties	Able to independently use the latest information technologies and complete the task
Able to draft administrative documents	Independent work	There are difficulties to offer a solution to an identified problem, there is a lack of understanding about document drafting	Able to offer a solution to an identified problem, however, there is difficulty in drafting a document	Able to offer a solution to an identified problem and can draft the necessary document

## INTELLECTUAL CAPITAL MANAGEMENT

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

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



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

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

<b>The evaluation of the study course learning outcomes:</b>						
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

- Andriessen, D. (2006). On the Metaphorical Nature of Intellectual Capital: a Textual Analysis. *Journal of Intellectual Capital*, 7 (1), 93-109.
- 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](http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf)
- Dumay, J., Garanina, T. (2013). Intellectual Capital Research: a Critical Examination of the Third Stage. *Journal of Intellectual Capital*, 14 (1), 10-25.
- Edvinsson, L. (2013). IC 21: Reflections from 21 Years of IC Practice and Theory. *Journal of Intellectual Capital*, 14 (1), 163-172.
- Inkinen, H., Kianto, A., Vahala, M., Ritala, P. (2017). Structure of Intellectual Capital an International Comparision. *Accounting, Auditing&Accountability Journal*, 30 (5), 1160 – 1183.
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- 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.
- 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.
- Ordóñez de Pablos, P., Edvinsson, L. (2018). *Intellectual Capital in Organizations: Non-Financial Reports and Accounts*. New York: Routledge.
- Roos, G., Pike, S. (2018). *Strategic Management of Intellectual Capital. 2nd Edition*. New York: Routledge.

##### Additional literature and information sources

- Asiaei, K., Jusoh, R., Bontis, N. (2018). Intellectual capital and performance measurement systems in Iran. *Journal of Intellectual Capital*, 19 (2), 294-320.
- Dumay, J. (2009). Intellectual capital measurement: a critical approach. *Journal of Intellectual Capital*, 10 (2), 190–210.
- Dumay, J. (2012). Grand theories as barriers to using IC concepts. *Journal of Intellectual Capital*, 13 (1), 4-15.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- Petty, R., Guthrie, J. (2000). Intellectual capital literature review: measurement, reporting and management. *Journal of Intellectual Capital*, 1 (2), 155-176.
- Piekkola, H. (2011). Intangible capital: The key to growth in Europe. *Intereconomics*, 4 (4), 222-228.
- Zéghal, D., Maaloul, A. (2011). The accounting treatment of intangibles – A critical review of the literature. *Accounting Forum*, 35, 262–274.
- 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.

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

## BUSINESS VALUE MANAGEMENT

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

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
73.	Concept of Value and Value-based Management (VBM)	4		
74.	Valuation process: principles, stages, main approaches	4		
75.	Techniques within the Asset approach to business valuation <ul style="list-style-type: none"> <li>Net Adjusted Asset method</li> <li>Other Asset approach methods</li> </ul>	8		
76.	Techniques within the Income approach to business valuation <ul style="list-style-type: none"> <li>Discounted Cash Flow (DCF) method</li> <li>Capitalization of income method</li> </ul>	8		
77.	Techniques within the Market approach to business valuation <ul style="list-style-type: none"> <li>Guideline public company method</li> <li>Guideline company transactions method</li> </ul>	8		
78.	Cost of capital <ul style="list-style-type: none"> <li>Cost of equity</li> <li>Cost of debt</li> </ul>	8		

<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
79.	Value creation <ul style="list-style-type: none"> <li>Value metrics</li> <li>Value creation models</li> <li>Value drivers</li> </ul>	8		
<b>Total:</b>		<b>48</b>		

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

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

<i>The evaluation of the study course learning outcomes:</i>						
No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1	Understands the core of the value-related concepts	Tests Exam	Understands the meaning of basic terms	Understands the value-related concepts, but has some difficulties to discuss about	Understands the core of the concepts and is able to discuss about in a well-argued manner	Understands the value-related concepts at the level to be able to explain them to others
2	Understands the principles	Tests Exam	Understands the basic principles	Understands the principles, but has	Understands the principles and is	Understands the principles of

	of valuation fundamental approaches			some difficulties to discuss about	able to discuss about in a well-argued manner	valuation fundamentals at the level to be able to explain them to others
3	Is able to apply valuation techniques to perform business valuation	Tests Exam	Is able to apply basic valuation techniques, but sometimes has difficulties to apply them properly	Is able to apply valuation techniques, but has some difficulties to interpret the results	Is able to apply various valuation techniques and interpret the results	Is able to apply various valuation techniques, interpret the results and suggest application improvements
4	Is able to determine cost of capital	Tests Exam	Is able to apply basic techniques to determine cost of capital, but sometimes has difficulties to apply them properly	Is able to apply various techniques to determine cost of capital, but has some difficulties to interpret the results	Is able to apply various techniques to determine cost of capital and interpret the results	Is able to apply various techniques to determine cost of capital, interpret the results and suggest application improvements
5	Is able to discuss value-related issues in well-argued manner	Group work Presentation Discussion	Is able to discuss only basic value-related issues	Is able to discuss value-related issues, but has some difficulties to find arguments	Is able to discuss value-related issues in well-argued manner	Is able to discuss value-related issues and suggest to solve problems

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

<b>Study course</b>	<b>Corporate Finance Management</b>
<b>Credits (Latvian)</b>	<b>8</b>
<b>ECTS</b>	<b>12</b>
<b>Field of study</b>	<b>Management</b>
<b>Responsible instructor:</b>	
<b>degree, position</b>	<b>Dr.oec. assoc. prof. Jelena Titko</b>
<b>Instructor/s</b>	
<b>degree, position</b>	<b>Dr.oec. assoc.prof. Jelena Titko Dr.oec. assist.prof. Konstantins Kozlovskis Dr.oec. assist.prof. Julija Bistrova</b>
<b>Study course prerequisites:</b>	<b>Management, Business economics, Basics of Accounting, Financial mathematics</b>

**Study course annotation:** The course is elaborated for students of master programmes in fields of economics, management, or finance. The focus is made on development of students' skills to search and analyze the information to identify problems in a financial sector or in the fields of corporate finance management, as well as on development of students' competence to provide substantiated solutions of the identified problems, applying scientific research and analysis methods.

**Study course aim and tasks:**

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

The tasks of the course:

9. Provide students with knowledge about financial concepts and terms
10. Provide students with knowledge about financial markets and financial instruments
11. Provide students with knowledge about financial institutions
12. Provide students with knowledge about the structure of company's financial reports
13. Provide students with knowledge about main financial ratios
14. Provide students with knowledge about the principles of financial planning and management
15. To develop students' skills to understand specific information regarding financial markets and financial instruments
16. To develop students' skills to evaluate different types of financial instruments
17. To develop students' skills to calculate financial ratios
18. To develop students' skills to read and analyze company's financial reports
19. To develop students' skills to develop a company's financial plan

**Study course thematic plan**

No.	Theme	Lecture hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements *
80.	Introduction to the course „Corporate finance management”	4	2	1
81.	Theory of finance	4	2	1
82.	Introduction to financial markets and instruments. Demand for investments.	4	2	1
83.	Basic definitions: investments, financial markets, financial instruments.	4	2	1
84.	Basics of technical analysis	2	1	-
85.	Currency market	4	2	1
86.	Debt securities market	6	3	2
87.	Stock market	6	3	2
88.	Option market	6	3	2
89.	Forward market	4	2	1
90.	Other financial markets	4	2	1
91.	Financial institutions and their role in the economy	4	2	-
92.	Introduction. Financial reporting/statements, analysis, management, planning; accounting standards	4		
93.	Income statement analysis (I/S ppt)	4		
94.	Balance sheet analysis (B/S analysis)	4		
95.	Cash Flow statement analysis (Debates on whether the company is good or bad for investments, providing a loan etc.)	4		
96.	Ratio analysis (ppt of ratio analysis)	4		
97.	Ratio analysis. Bankrupt forecast models. (ppt of ratio analysis)	4		



No.	Theme	Lecture hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements *
98.	Working Capital Management	4		
99.	Long term assets mgmt	4		
100.	Earning and Financial reporting Quality Analysis (ppt)	4		
101.	Capital management and dividend policy	4		
102.	Financial planning	4		
	<b>Total:</b>	<b>96</b>	<b>40</b>	<b>20</b>

### ***The study course schedule***

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

### ***The study course requirements***

The final assessment of the course is a mean value of grades received in the result of evaluation of students' knowledge and skills in the field:

1. Financial markets and instruments
2. Financial reporting, analysis and planning

The final assessment of each part is based on the results of the final exam, which includes:

- Multiple-choice theoretical knowledge test
- Practical tasks

To be admitted to the final exam, the following should be completed:

- Attendance not lower than 50% of lectures, seminars
- Individual / home tasks completed
- Tests completed at 40% (and higher)

### ***Independent work description:***

Type of independent work	Form of control
Looking for the information about the pension system in a country and describe the main features of the system	Essay uploaded to Moodle
To evaluate different type of financial instruments	Practical home tasks Subject-related tasks included into the final test
To make an Income statement analysis for a company	Presentation
To calculate and analyze financial ratios for a company	Presentation
To make an Earning and Financial reporting Quality Analysis	Presentation
To prepare a financial plan for a company	Business plan uploaded to Moodle

### ***Structure of the study course***

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 (including seminars, discussions)	Consultations, final evaluation in the course			
Full-time	96	32	96	96	320
Part-time	40	20	130	130	
Part-time studies with e-learning elements	20	20	130	150	

### ***The study course evaluation results***

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
KNOWLEDGE AND UNDERSTANDING				
Aware of and understand the core of the main financial concepts	In-class discussion	Lack of understanding of the subject-related concepts and	Understands the subject-related concepts and principles, but	Understands the subject-related concepts at the level to explain them to



		principles	cannot explain them to others	others in a clear manner
Knows and understands the meaning of the basic terms regarding financial markets, financial instruments, and corporate financial management	Theoretical knowledge test In-class discussion	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Knows about and understands of functioning specifics of financial markets	Theoretical knowledge test In-class discussion	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Knows about and understands structure and principles of development of financial reports	Presentation In-class discussion	Lack of understanding of structure and principles of development of financial reports	Understands the structure and principles of development of financial reports, but has difficulties to discuss them	Understands the structure and principles of development of financial reports at the level to explain them to others in a clear manner
Knows about and understands main financial ratios	Practical tasks	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Knows about and understands principles of financial planning and management	In-class discussion	Lack of understanding of principles of financial planning and management	Understands the principles of financial planning and management, but has difficulties to discuss them	Understands the principles of financial planning and management at the level to explain them to others in a clear manner
<b>SKILLS</b> (ability to apply knowledge, communication, general skills)				
Is able to formulate research goal, subject, object, and hypothesis	Independent work	Is not able to formulate research goal, subject, object, and hypothesis	Is able to formulate research goal, subject, object, and hypothesis, but needs an assistance	Is able to formulate research goal, subject, object, and hypothesis independently, without assistance
Is able to read and analyze a specialized literature regarding financial markets and instruments	In-class discussion	Is not able to read and analyze a specialized literature to acquire new knowledge	Is able to read and analyze a specialized literature, but cannot explain material to others	Is able to read and analyze a specialized literature, as well as to explain material to others in a clear manner
Is able to evaluate different types of financial instruments	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 calculate main financial ratios	Practical tasks in class Individual work	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Is able to read and understand company's financial reports	Practical tasks in class Individual work	40-69% of the tasks performed correctly	70-89% of the tasks performed correctly	90-100% of the tasks performed correctly
Is able to develop a financial plan for a company	Individual work	Is not able to develop a financial plan for a company	Is able to develop a financial plan for a company, but has some difficulties to discuss and substantiate it	Is able to develop a financial plan for a company, as well as to substantiate every item
<b>COMPETENCES</b> (analysis, synthesis, evaluation)				
Is able to find necessary information in the field of corporate finance management, financial markets and investments.	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 analyze the situation in a financial sector or in the field of corporate finance management, applying appropriate research methods, as well as to identify problems	Independent work	Does not understand, which methods are appropriate to situation analysis. Is not able to identify problems	Is able to apply appropriate methods for situation analysis, but it is difficult to make conclusions and identify problems	Is able to analyze the situation, applying appropriate research methods, as well as to identify problems
Is able to find a solution of the identified problem in a financial sector or in the field of corporate finance management	Independent work	Is not able to provide a solution	Is able to provide a solution, but cannot substantiate it	Is able to provide a substantiated solution

**Literature (01 – textbooks):**

McGuigan, J.R., Kretlow, W.J., Moyer, R.C. (2006). *Contemporary Financial Management*. 3rd ed. South-Western, Thomson. ISBN 0-324-31437-X

Brigham, E.F., Houston, J.F. (2013). *Fundamentals of Financial Management*. 3<sup>rd</sup> ed. South-Western Cengage Learning., ISBN 978-0538-48260-8

Fundamentals of corporate finance. Canadian ed. Toronto: McGraw-Hill Ryerson, 2007. 834 lpp. ISBN 9780070959101

Jones, Charles P. Investments: principles and concepts. Hoboken, N.J.: Wiley, c2010. xxvi, 608 p. ISBN 9780470553077

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

Brealey, R.A., Myers St.C. (1991). Principles of Corporate Finance. 4th ed. McGraw-Hill, Inc., ISBN 0-07-007405-4

Schoenebeck, Karen P. Interpreting and analyzing financial statements: a project-based approach. Upper Saddle River, N.J.: Pearson/Prentice Hall, 2013. 339 lpp. ISBN 9780132746243

**Literature (03 – recommended periodical and Internet resources):**

- 1) Financial visualization: [finviz.com](http://finviz.com)
- 2) Trading economics: <http://www.tradingeconomics.com/>
- 3) Eurostat data warehouse: <http://ec.europa.eu/eurostat/data/database>
- 4) Market information on financial instruments: <https://www.tradingview.com/>
- 5) Theoretical concepts: <http://accountingexplained.com/>
- 6) Information on companies and industries: <https://www.bloomberg.com/europe> <http://www.reuters.com/>