

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

**Courses for Erasmus+ students**

**Academic year 2022/2023, Autumn semester 2022**

Dear incoming Erasmus+ students,

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

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

**Autumn Semester 01.09.2022-31.01.2023**

**Exam period – January, 2023**

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

<b>Management first year</b>	<b>KP</b>	<b>ECTS</b>
Microeconomics	4	6
Labor, Environmental and Civil Protection	2	3
Legal Regulation of Entrepreneurship	6	9
Management	6	9
Sociology	2	3
Introduction to Entrepreneurship	2	3
Research Methodology	2	3
Business Communication and Professional Ethics	2	3

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

<b>Management third year</b>	<b>KP</b>	<b>ECTS</b>
Digital Marketing	2	3
Project Management	4	6
International Economics	4	6
Leadership	2	3

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

<b>IT courses</b>	<b>KP</b>	<b>ECTS</b>
Programming II	3	4,5
Software engineering	3	4,5
Application Software	3	4,5
Computer systems organization and architecture	3	4,5
Research Methodology	2	3
Legal Regulation of Entrepreneurship	6	9
Foreign Language in Computer Science	3	4,5
Introduction to Entrepreneurship	2	3
Business Communication and Professional Ethics	2	3
Data Structures and Algorithms	3	4,5
3D Modeling and Animation	3	4,5
Basics of Computer Game design	3	4,5
Introduction to Design	3	4,5

## Microeconomics

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

**Study course calendar plan:**

*In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.*

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

**Independent work description:**

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

Structure of the study course:

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

Evaluation of the study course learning outcomes:

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

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

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

#### Literature and other sources of information:

##### **Mandatory literature and information sources**

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

##### **Further reading**

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

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

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

## LABOUR, ENVIRONMENT AND CIVIL SAFETY

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

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

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

#### **The aim of the course:**

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

#### **The tasks of the course:**

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

#### **Study course schedule**

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

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

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

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

### Study course requirements

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

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

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

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

### Independent work description:

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

### Study course structure

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

### Evaluation of the study course results:

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

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

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

**Literature (01 - textbooks):**

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

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

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

**Literature (03-recommended periodicals and Internet resources):**

1. Valsts darba inspekcijas 2015.gada pārskats.  
[http://vdi.gov.lv/files/vdi\\_gada\\_parskats\\_2015.pdf](http://vdi.gov.lv/files/vdi_gada_parskats_2015.pdf)
2. Darba aizsardzības likums (20.06.2001). LR likums. Redakcija 28.04.2010. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
3. Darba aizsardzības prasības darbavietās (28.04.2009). MK noteikumi Nr.359. Redakcija 28.04.2009. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
4. Darba aizsardzības prasības drošības zīmju lietošanā (03.09.2002). MK noteikumi Nr.400. Redakcija 03.09.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
5. Darba aizsardzības prasības, lietojot individuālos aizsardzības līdzekļus (20.08.2002). MK noteikumi Nr.372. Redakcija 01.08.2009. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
6. Darba aizsardzības prasības nodarbināto aizsardzībai pret darba vides trokšņa radītorisku (04.02.2003). MK noteikumi Nr.66. Redakcija 22.12.2012. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
7. Darba aizsardzības prasības nodarbināto aizsardzībai pret vibrācijas radītoriskudarbavīdē (13.04.2004). MK noteikumi Nr.284. Redakcija 13.04.2004. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
8. Darba aizsardzības prasības, pārvietojot smagumus (06.08.2002). MK noteikumi Nr.344. Redakcija 06.08.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
9. Darba aizsardzības prasības saskarē ar ķīmiskajām vielām darbavietās (15.05.2007). MK noteikumi Nr. 325. Redakcija 04.02.2011. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
10. Darba aizsardzības prasības, strādājot ar displeju (06.08.2002). MK noteikumi Nr.343. Redakcija 06.08.2002. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
11. Darba likums (20.06.2001). LR likums. Redakcija 01.01.2015. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
12. Darba vides iekšējās uzraudzības veikšanas kārtība. (02.10.2007). MK noteikumi Nr.660. Redakcija: 02.10.2007. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.
13. Kārtība, kādā veicama obligātā veselības pārbaude. (10.03.2009). MK noteikumi Nr.219. Redakcija: 11.01.2013. Rīga: Latvijas Vēstnesis Nr.158/160, 2000.

## LEGAL REGULATION OF ENTREPRENEURSHIP

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

<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
13.	Introduction into drawing up and preparing documents. Legal force of documents. Working with documents. Electronic documents.	12	6	3
14.	Introduction into law. Latvian law system.	16	8	4

**Study course calendar plan:**

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

**Independent work description:**

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

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

**Structure of the study course:**

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

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

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

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

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

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Be able to draw up and prepare, analyse and use documents and also electronic documents. Be able to use computer programs and other information technologies.	Individual work	In general is able to draw up and prepare documents, but difficult to analyse documents, also electronic documents. Difficult to use computer programs and other information technologies.	Able to draw up, analyse and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Able to use computer programs and other information technologies.	Able to draw up, analyse in details and prepare documents, also electronic documents. Very high level of digital competences (using computer programs and other information technologies).

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

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

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

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

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

## MANAGEMENT

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

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

**Study course schedule:**

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

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

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

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

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

Study course organisation and the volume of the course:

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

Course acquisition requirements and evaluation of results:

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

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

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

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

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

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

#### Literature and other sources of information:

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

1. Daft, R. L. (2015). *Organization theory and design*. Cengage learning.
2. Mullins, L.J. (2016). *Management and organisational behaviour*. Pearson.
3. Pitt, M., Koufopoulos, D. (2012). *Essentials of Strategic Management*. Sage Publications.

##### ***Recommended literature***

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

***Other sources of information***

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

## Sociology

<b>Author/s of the course:</b>	
Lecturer, MBA Jelena Budanceva	
<b>Credit points (Latvian):</b>	<b>ECTS credits:</b>
2	3
<b>Final evaluation form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Knowledge in cultural history and philosophy at the secondary school level	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competence acquisition in the field of sociology	
<b>Study course learning outcomes (knowledge, skills, competences):</b>	
<ol style="list-style-type: none"> <li>1. Know and understand the emergence of sociology and its basic theories</li> <li>2. Know and able to operate with the basic concepts of sociology</li> <li>3. Know the problems and development processes of modern society</li> <li>4. Able to obtain the necessary information and analyze it, developing independent work or research studies</li> <li>5. Able to independently develop sociological research study</li> </ol>	
<b>The required study course content to achieve the learning outcomes (Study course thematic plan):</b>	
1.	Sociology as the scientific study of society. The emergence of sociology and its founders.
2.	Classic, modern and postmodern theories of sociology.
3.	Making of society. Social structures. Social problems.
4.	Personality as a public relations subject and object. Socialization.
5.	Stratification, social mobility. Inequality. Deviation, control.
6.	Studies in sociology - the study types and specifics. Research methods and selection.

**Study course calendar plan:**

*In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.*

No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
37.	Sociology as the scientific study of society. The emergence and founders of sociology.	2	2	1
38.	Classical theories of sociology - Marx, Weber, Durkheim.	2	2	1
39.	Society creation. Social structures. social problems.	4	2	1
40.	Modern sociological theories.	4	3	1
41.	Personality as a public relations subject and object. Socialization.	2	2	1
42.	Stratification, social mobility. Deviation, control.	2	1	1
7.	Studies in sociology - types and specifics.	4	2	1
8.	Research methods and selection.	4	2	1
		24	16	8

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

**Independent work description:**

Study form	Type of independent work	Form of control
<i>Full-time studies</i>	<i>Independent / Practical assignment's brief description:</i> 1. presentation of a current social problem in the context of postmodern theory 2. combined task, covering sociological research unit	2 presentations - group and/or individual - during the classes 1 independent work assignment
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study at least one postmodern work of a sociological theoretician (as per the further reading list); to study the concepts related to social problems (at least two sources from 1 to 4); read and analyze at least one sociological research study.	
<i>Part-time studies</i>	<i>Independent / Practical assignment's brief description:</i> 1. presentation of a current social problem in the context of postmodern theory 2. combined task, covering sociological research unit	1 presentation - group and/or individual - during the classes 2 independent work assignments
	<i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i> To study at least one postmodern, sociological author (as per reading list, 10-19); to study the concepts related to social problems (at least two sources from 1 to 4); read and analyze at least one sociological research study.	
<i>Part-time studies with e-learning elements</i>	<i>Independent / Practical assignment's brief description:</i> 1. presentation of a current social problem in the context of postmodern theory 2. combined task, covering sociological research unit	1 presentation - group and/or individual - during the classes

	<p><i>Mandatory reading and/or audio and video material for listening/ watching brief description:</i></p> <p>To study at least one postmodern, sociological author (as per reading list, 10-19); to study the concepts related to social problems (at least two sources from 1 to 4); read and analyze at least one sociological research study.</p>	2 independent work assignments
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Structure of the study course:

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

Evaluation of the study course learning outcomes:

The final score is formed as the arithmetic average of all submitted and evaluated assignments during the semester and final test (examination) grade.

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

The final evaluation of the course for **part-time students** is formed from completed **two** independent work assignments, **one** presentation, active participation in discussions during the classes, lecture attendance (at least 50% of the classes must be attended) and passed exam covering the studied topics of the course;

No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Know and understand the emergence of sociology and basic theories	Presentation	Know and understand the substance and significance of sociological theories at the basic level	Know and understand the substance and significance of the most important sociological theories	Know and understand the substance and significance of the most important sociological theories, able to discuss	Know and understand the substance, significance and development trends of sociological theories, able to discuss them with supported arguments
2.	Know and able to operate with the basic concepts of sociology	Quiz	Know and understand the concepts of sociology at the basic level	Know and understand the concepts of sociology and their	Know and understand the basic concepts, their substance and significance	Know and understand the substance, significance and development

				role in sociology	in sociology, able to discuss	trends of sociological concepts, able to discuss them
3.	Know the social problems and development processes of modern society	Independent work Assignment 1	Know some social problems and processes in society	Know several social problems and processes in society	Know social problems and processes in society, able to discuss	Have a good grasp of social problems and processes in society as well as development trends, able to discuss about them
4.	Able to obtain the necessary information and analyze it, developing independent work or research studies	Independent work Assignments 1 and 2	Able to barely independently obtain and analyze the information and data of social character	Able to independently obtain and analyze the information and data of social character	Able to independently obtain and analyze the information and data of social character, as well as discuss	Able to professionally obtain and analyze the information and data of social character, able to discuss
5.	Able to independently develop sociological research study	Independent work Assignment 2	Able to independently develop sociological research study at a basic level	Able to independently develop sociological research study	Able to independently develop sociological research study as well as defend it	Able to professionally develop sociological research study as well as defend it with supported arguments

<b>Literature and other sources of information:</b>	
<b>Mandatory literature and information sources</b>	
1.	<i>Introduction to sociology.</i> (2014). London: W.W. Norton & Company.
2.	Laķis, P. (2002). <i>Socioloģija.</i> Rīga: Zvaigzne ABC.
3.	Ritzer, G. (2016). <i>Essentials of sociology.</i> Los Angeles: Sage
4.	The Oxford Handbook Of Sociology, Social Theory and Organization Studies (2016). United Kingdom: Oxford University Press.
<b>Further reading</b>	
1.	Rifkins, Dž. (2004). <i>Jaunās ekonomikas laikmets.</i> Rīga: Jumava.
2.	Corrigan, P. (1997). <i>The sociology of consumption: an introduction.</i> Sage Publications.
3.	Mūrnieks, E. (2000). <i>Sabiedrības sociāli ekonomiskā stratifikācija.</i> Rīga: RTU izdevniecība.
4.	Stīgers, M. (2008). <i>Globalizācija: ļoti saistošs ievads.</i> Rīga: Satori.
5.	Swedberg, R. (2003). <i>Principles of economic sociology.</i> Princeton University Press.
6.	<i>Социология 2 половины XX-начала XXI века.</i> (2010). Ред. – Институт социологии Российской академии наук. Москва: Академический проект.
7.	Волков, Ю.Г., Добренъков, В.И., Нечипуренко, В.Н. и др. (2000). <i>Социология.</i> Издание 2. Москва: Гардарики.
8.	Борзых, С. (2013). <i>Теория потребления.</i> Москва: ИНФРА-М.
9.	Ritzer, G. (2001). <i>Explorations in the sociology of consumption: fast food, credit cards and casinos.</i> Sage.
10.	Bauman, Z. (2001). <i>Liquid modernity.</i> Polity press.
11.	Bauman, Z. (2007). <i>Consuming Life.</i> Cambridge: Polity.
12.	Beck, U. (1986). <i>Risikogesellschaft: auf dem Weg in eine andere Moderne.</i> Frankfurt a.M.: Suhrkamp.
13.	Burdjē, P. (2004). <i>Praktiskā jēga.</i> Rīga: Omnia Mea.
14.	Ritzer, G. (2011). <i>The McDonaldization of society.</i> 6th ed. Sage Publications.
15.	Baudrillard, J. (1998). <i>The Consumer Society: Myths and Structures.</i> SAGE.
16.	Baudrillard, J. (1994). <i>Simulacra and Simulation.</i> University of Michigan Press.
17.	Fuko, M. (2001). <i>Uzraudzīt un sodīt.</i> Tulk. I. Geile-Sīpolniece. Rīga: Omnia Mea.
18.	Castells, M. (1996). <i>The Rise of the Network Society.</i> Cambridge, Massachusetts; Oxford, UK: Blackwell.
19.	Sennett, R. (2006). <i>The Culture of the New Capitalism,</i> Yale books.
20.	Mazika S. (2008). <i>Jaunā institucionālisma pazīmes kultūrā.</i> Liepāja.
21.	Jones, A. (2006). <i>Dictionary of globalization.</i> Polity.
22.	Fulcher, J., Scott, J. (2003). <i>Sociology.</i> Oxford University Press.
<b>Other sources of information</b>	
1.	Žurnāls „Biznesa psiholoģija”
2.	Žurnāls „Социологический журнал
3.	Žurnāls „Социологические исследования”

## INTRODUCTION TO ENTREPRENEURSHIP

<b>Study course</b>	<b>Introduction to Entrepreneurship</b>
<b>Credits (Latvian)</b>	<b>3</b>
<b>ECTS credits</b>	<b>4.5</b>
<b>Study direction</b>	<b>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</b>

<b>Responsible instructor:</b>	<b>Edgars Čerkovskis, MBA, lecturer</b>
<b>Instructor/-s degree, title</b>	<b>Edgars Čerkovskis, MBA, lecturer</b>

<b>Study course prerequisites:</b>	<b>Secondary school level knowledge; Economics</b>
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**Study course abstract:** The course has been prepared to give the students knowledge about the nature of the business, its significance and the possibilities for initiating enterprise, life cycle and stages of an enterprise, planning in companies, the company's production processes for the company's economic activity and company financing.

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

**The aim of the course:** To provide the student with the necessary knowledge, skills and competence in the field of business, as well as to provide theoretical knowledge and practical skills in business, the company's business activity, including business planning and control, as well as develop expertise in economic activities, their planning, organization, control, and analysis.

### **The tasks of the course:**

1. To give the student knowledge about the kinds of business, its legal forms and environment.
2. To acquaint students with the factors influencing business.
3. To give the student knowledge about business costs, revenues and profits.
4. To give the student knowledge about business resources and their impact on the activities of the company.
5. To develop students' skills in planning and organisation of business.
6. To develop practical skills of students in the assessment of business risk.
7. To develop student skills to independently obtain the necessary funding for the business.

### **Study course thematic plan**

No.	Topic	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
1.	Conceptual nature of business, its mission and environment	4	2	1
2.	The legal framework for business.	4	2	1
3.	Spheres of business in Latvia.	4	2	1
4.	Enterprise life cycle and stages.	4	2	1
5.	Resources necessary for doing business.	4	2	1
6.	Business planning	4	2	1
7.	Business risks	4	2	1
8.	Products. Services. Quality. Innovation in business.	4	2	1
9.	The financial activities of the company.	4	4	2
	<b>Total:</b>	<b>36</b>	<b>20</b>	<b>10</b>

### Study course schedule

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

### Study course requirements

- 50% lecture attendance;
- to do successfully two independent work assignments;
- successfully pass the written test;
- successfully pass a written examination

### Independent work description:

Type of independent assignment	Form of control
Develop a business plan and present it.	Independent assignment
Read a book, write a review, and present one's conclusions.	Independent assignment

### Study course structure

Study form	Contact hours		Individual work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (incl. seminars, discussion)	Tutorials, final evaluation in the course			
Full-time	36	12	30	42	120
Part-time	20	12		58	
Part-time studies with e-learning elements	10	12		68	

### Evaluation of the study course results:

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Knowledge of business processes and types, understanding of the essence of business, its principles and aims.	Test	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
knowledge on the order and principles of enterprise founding, actions and termination	Independent assignment	40-69% comply with the requirements of the analysis	70-89% comply with the requirements of the analysis	90-100% comply with the requirements of the analysis
Knowledge of the stages of the enterprise life cycle, the company's economic and financial activity	Independent assignment	40-69% comply with the requirements of the analysis	70-89% comply with the requirements of the analysis	90-100% comply with the requirements of the analysis
Knows the material acquired during the semester when answering exam questions	Examination	40-69% correct answers	70-89% correct answers	90-100% correct answers
<b>SKILLS</b> (the ability to apply knowledge, communication skills, general skills)				

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
Understands business terms, the company's design elements, the ability to determine the business targets and choose a strategy for their achievement, describe the elements of the business environment, identify the company's stages of development.	Classroom discussion	Lacks the understanding about the key concepts and regularities	Understands the key concepts, however, faces difficulties with the recognition of regularities	Understands the key concepts and regularities
Able to argue and justify economic results of an enterprise, calculate product costs and sales price, analyse the company's financial performance.	Classroom discussion	Lacks the skills to discuss topical issues, cannot provide arguments to justify one's opinion	Can discuss topical issues, however, there are difficulties to support one's own opinion with arguments	Can discuss topical issues providing arguments, formulate and justify one's opinion
Understands company's operating procedures and building principles. Assess the main economic indicators of company's activity.	Test	40-69% of the analysis carried out in compliance with the requirements	70-89% of the analysis carried out in compliance with the requirements	90-100% of the analysis carried out in compliance with the requirements
<b>COMPETENCE</b> (analysis, synthesis, evaluation)				
Can independently apply business terms, set objectives and develop strategy for their achievement,	Independent assignment	Has difficulties to independently apply terms and set objectives	Able to independently apply the terms and set objectives	Excellent ability to independently apply the terms and set objectives
Can assess one's own or someone else's idea, determine its viability	Independent assignment	Insufficient understanding of the idea viability	Can independently assess the viability of ideas	Excellent ability to independently analyse the situation, assess the viability of an idea
Can develop business plan from concept to delivery, carry out the calculations required to plan and realize the company's production process	Test	Has difficult to develop and analyse a business plan	Able to develop and analyse a business plan	Excellent ability to develop and analyse a business plan

**Literature (01 - textbooks):**

1. Abizāre – Vagre V. Uzņēmējdarbības pamati , lekciju konspekts Rīga 2011., 130 lpp
2. Alsiņa R. Mācies plānot. Biznesa plāna pamati. – Rīga: Kamene, 2000. – 75 lpp.
3. Diderihs H. Uzņēmuma ekonomika, Zinātne, Rīga, 2000
4. Hofs K.G. Biznesa ekonomika R.: J.Rozes apgāds 2002.
5. Gegax. T., Bolsta P.The big Book of Small Business, 2007 – 670 p
6. Kā kļūt par komersantu. – Rīga: Kamene, 2002. – 185 lpp.
7. Leibus I. Pirmie soļi komercdarbībā:SIA vai IK: darbības uzsākšana, grāmatvedība un nodokļi. Rīga: Lietišķās informācijas dienests, 2010. –116 lpp.
8. Moriss Maikls Veiksmīga biznesa sākums. Rīga:Multineo, 2009. – 279.lpp.

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10. Rurāne M. Uzņēmuma finanses. – Jumava, 2007.- 266 lpp.
11. Siņicins M. Biznesa ekonomiskie pamati, R.: RaKa, 2001
12. Start Your Own Business. Fifth Edition: The Only Start – up Book Youll Ever Need, 2010.
13. Uzņēmēja rokasgrāmata – Rīga: Jumava, 2003. – 360 lpp.
14. Vasiljeva L. Mazo uzņēmumu izveidošanas pamati. – Rīga: RTU, 2006.- 165 lpp.
15. Vedļa A. Ceļvedis uzņēmējdarbībā. - Rīga: Petrovskis & Ko, 2002, - 490 lpp.
16. Vedļa A. Uzņēmējdarbības kurss, Rīga, 2000

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

1. Didenko K., Lāce N. Investīciju lēmumu pieņemšana. Rīga:Vaidelote, -2001 – 125 lpp
2. Jarkina V. Franšīze teorijā un praksē:Rīga: LV, 2009 – 216 lpp
3. Kālis I. Finanšu menedžments. Rīga: LU, 1999.190 lpp.
4. Kotlers F. Mārketinga pamati. Rīga:Jumava 2006 – 450 lpp
5. Kuratko D.F., Hodgetts R.M. Entrepreneurship: A Contemporary Approach, 1989
6. Mārketinga pamati.Rīga: Jumava, 2002. – 352 lpp
7. Oļevskis G. Uzņēmējs un tirgus. – Rīga: Jāņa Rozes apgāds, 2007. -219 lpp.
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9. Rūpējieties par savu uzņēmumu:praktikums:māc mat.kursam Uzņēmuma darbības analīze un plānošana. Rīga: Komerציglītības centrs, 2000 – 49 lpp
10. Vārņa J. Ražošanas organizēšana.Rīga"Valters un Rapa, 2004 – 263 lpp.
11. Vīksna A. Savs bizness. - Rīga: Business Information Services Ltd., 2007
12. Vudss Kaspjans. No zīles līdz ozolam:kā uzsākt biznesu un gūt tajā lieliskus panākumus. Rīga:Zvaigzne ABC-2006 – 172 lpp
13. Zvirbule – Bērziņa A., Ražošanas menedžments. Rīga:Biznesa augstskola Turība, 2006- 150 lpp
14. Асаул, А. Н. Закономерности и тенденции развития современного предпринимательства / А. Н. Асаул, Е. А. Владимировский, Д. А. Гордеев, Е. Г. Гужва, А. А. Петров, Р. А. Фалтинский; под ред. проф. А. Н. Асаула. – СПб.: АНО ИПЭВ. – 2008. –С.280.
15. Основы предпринимательства. Воронеж – 2005 – с 42
16. Франовская Г. Н. Малый бизнес Издательство государственного полиграфического центра Воронежского университета. – 2007 –с. 180
17. Шевченко И К Организация предпринимательской деятельности. Таганрог -2004 - с 90

**Literatūra (Literature (03-recommended periodicals and Internet resources):03 – ieteicamā periodika un Interneta resursi):**

1. <http://search.ebscohost.com/> „
2. <http://www.fktk.lv/>
3. <http://www.rubricon.com/> - Enciklopēdiskā un uzziņas izdevumu datu bāze Rubricon
4. Laikraksts „Dienas Bizness”
5. LETA arhīvs
6. [omega.rtu.lv/rki/Uznamejdarbibas\\_pamati\\_MUI.pdf](http://omega.rtu.lv/rki/Uznamejdarbibas_pamati_MUI.pdf)
7. [revolution.allbest.ru/economy/00069705.html](http://revolution.allbest.ru/economy/00069705.html) -
8. The Economist
9. [www.pasnodarbinatie.lv/.../uznamejdarbibas-veidi/](http://www.pasnodarbinatie.lv/.../uznamejdarbibas-veidi/) [www.scribd.com/.../Classification-and-vuzlib.net/beta3/html/1/3132/3520/ugolok-studenta.ru/sushhnost-i-vidy-predprinim..](http://www.scribd.com/.../Classification-and-vuzlib.net/beta3/html/1/3132/3520/ugolok-studenta.ru/sushhnost-i-vidy-predprinim..)
10. [www.360konsultacijas.lv/piemerotakas-uznamejdarb](http://www.360konsultacijas.lv/piemerotakas-uznamejdarb)
11. [www.authenticityconsulting.com/.../Social%20Entrepr...](http://www.authenticityconsulting.com/.../Social%20Entrepr...)
12. [www.biznesam.lv](http://www.biznesam.lv) – Biznesa konsultantu asociācija. Ekspertu padomi un viedokļi
13. [www.conseco.ru/rus/abc/bus/small/corp1.htm](http://www.conseco.ru/rus/abc/bus/small/corp1.htm)
14. [www.db.lv/.../uznamejdarbibas-vides-uzlabosana-noi](http://www.db.lv/.../uznamejdarbibas-vides-uzlabosana-noi)
15. [www.em.gov.lv/em/2nd/?cat=30209](http://www.em.gov.lv/em/2nd/?cat=30209)
16. [www.entrepreneur.com/.../st](http://www.entrepreneur.com/.../st)
17. [www.entrepreneur.com/formnet/index..](http://www.entrepreneur.com/formnet/index..)
18. [www.likumi.lv/doc.php?id=45205](http://www.likumi.lv/doc.php?id=45205)
19. [www.losp.lv/sites/default/files/.../biznesa\\_uzsaksana\\_laukos.p](http://www.losp.lv/sites/default/files/.../biznesa_uzsaksana_laukos.p)
20. [www.lursoft.lv](http://www.lursoft.lv) › Lursoft

21. [www.macies.celotajs.lv/publ/learn/.../ch02s04.html](http://www.macies.celotajs.lv/publ/learn/.../ch02s04.html)
22. [www.openkick.com/.../entrepreneursh](http://www.openkick.com/.../entrepreneursh)
23. [www.slideshare.net/.../basics-of-entrep...](http://www.slideshare.net/.../basics-of-entrep...)
24. Zinātnisko žurnālu datu bāze EBSCO
25. Ziņojums par Latvijas tautsaimniecības attīstību. – Rīga:
26. Žurnāls „Bilance
27. Žurnāls „Kapitāls”

## RESEARCH METHODOLOGY

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

**Study course calendar plan:**

No.	Topic	Lecture contact ours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
43.	Essence of research methodology, principles of the scientific research. The role of researches in the development and improvement of the company performance. General requirements for research work. Research work organization. Stages of research conducting and creating a structure for research paper.	4	2	1
44.	Research topic, subject, object, aim and tasks. Research question and research hypothesis.	4	2	1
45.	General scientific methods, data collecting (gathering) methods and data processing techniques in modern research. Specifics of qualitative and quantitative research.	4	2	2
46.	The essence and structuring of the research theoretical background. Requirements for development and presentation of the research theoretical background. Search and selection of the information sources and analysis of its content according to the research aim.	4	2	1
47.	Research design (descriptive, experimental, quasi-experimental, data mining schemes).	4	2	1
48.	Research variables and their measurement scales (data types). Determination of variables according to the aim, question, hypothesis of the research.	4	2	1
49.	Quality characteristics of the research: reliability, validity, representativeness. Techniques for sample selection.	4	2	1
50.	The essence of the statistical hypothesis. Types of relationships between variables. Hypotheses about statically significant differences and correlation between variables. Statistical conclusion and its reliability.	4	2	2
51.	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	2	2
52.	Possibilities for statistical analysis of the research data (indicators of descriptive statistics, inferential statistics tools and their correspondence to the research design).	4	2	2
53.	Introduction to multivariate statistics. Univariate, bivariate and multivariate statistics for different research designs. Possibilities of dispersion analysis, regression analysis, application of factor analysis.	4	2	1
54.	Formatting and presentation of research results.	4	2	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>16</b>

**Independent work description:**

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

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

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

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

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

			methodology concepts	principles with some gaps	concepts and research principles	concepts and research principles
2.	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Independent work, discussion, control work	Able to independently formulate the simple aim and tasks of the research, but there are difficulties with question and hypothesis, research variables	Partially able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently formulate the aim and tasks of the research, question and hypothesis, research variables	Able to independently and sophisticatedly formulate the aim and tasks of the research, question and hypothesis, research variables
3.	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Independent work, control work	Able to choose data acquisition and analysis procedures partly appropriate for the purpose of the research from the limited scope	Partially able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to choose data acquisition and analysis procedures appropriate for the purpose of the research	Able to confidently and sophisticatedly choose data acquisition and analysis procedures appropriate for the purpose of the research
4.	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Discussion, control work	Able to assess the validity and reliability of the research performed, but there are problems with the amount of the required data (sample) of the study	Partially able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately assess the validity and reliability of the research performed, the amount of the required data (sample) of the study	Able to adequately and confidence assess the validity and reliability of the research performed, the amount of the required data (sample) of the study
5.	Able to statistically process quantitative research data	Independent work, control work	Able to statistically process quantitative research data, using limited amount of tools and with lack of grounded statistical reasoning	Partially able to statistically process quantitative research data, making grounded conclusions, which partially reflects the research results	Able to statistically process quantitative research data, making grounded statistical conclusions	Able to statistically process quantitative research data with wide variety of tools, making grounded statistical conclusions on research results

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

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

## Business Communication and Professional Ethics

<b>Study course title</b>	<b><i>Business Communication and Professional Ethics</i></b>
<b>Credits (Latvian)</b>	<b>2</b>
<b>ECTC credits</b>	<b>3</b>
<b>Study direction</b>	<b><i>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</i></b>

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

<b>Study course prerequisites:</b>	<b><i>Official language, Applied informatics</i></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:**

10. To provide students with knowledge about documents and their formatting and storage requirements.
11. To provide students with knowledge about electronic signature, electronic documents and their peculiarities.
12. To provide students with knowledge about document derivatives, their types, and the nature of their use.
13. To develop students' skills to manage the national language and the use of professional terminology.
14. To develop students' skills to analyse the documents.
15. To develop students' skills of drafting different types of regulatory documents independently.
16. To develop students' skills of drafting and certifying document derivatives.
17. 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*
55.	<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
56.	The original document, duplicate and derivatives, their preparation and use.	4	3	2

No.	Theme	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
57.	<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
58.	<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

Type of independent task	Control form
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 elements	8	4		44	

The result of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
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
<b>SKILLS</b> (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	Able to present their work results, however, it is difficult to do that	Able to present their work results

The result of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
		presentation to others	in an understandable way to others	
<b>COMPETENCE</b> (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

**References (01 – textbooks):**

1. Ministru kabineta 28.09.2010. noteikumi Nr. 916 Dokumentu izstrādāšanas un noformēšanas kārtība. /LV, 163 (4355), 14.10.2010.
2. Dokumentu juridiskā spēka likums. Pieņemts 06.05.2010. Stājas spēkā 01.07.2010. / LV, 78 (4270), 19.05.2010.
3. Janitēna Z. Ievads dokumentu pārvaldībā. Atjaunots un papildināts 2.izd. Izdevniecība „Lietišķās informācijas dienests”. 2014.

**References (02 – additional literature):**

1. Važa S. Dokumentu pārvaldība (lietvedība): uzdevumi un dokumentu paraugi. Mācību līdzeklis. Rīga: Rīgas Tirdzniecības tehnikums. 2011.
2. Bahanovskis V. Lietišķie dokumenti. Izstrādāšana un noformēšana. Rīga: Info Tilts. 2015.
3. Kalve I. Dokumentu pārvaldība. No A līdz Z. Rīga: Turība. 2013.

**Literature (03 – recommended periodicals and online resources):**

1. Dokumentu atvasinājumi un to noformēšana. Skaidrojums. <http://www.lvportals.lv/skaidrojumi.php?id=249790>
2. Jauni nosacījumi grāmatvedības attaisnojuma dokumenta noformēšanā. Skaidrojums. <http://www.lvportals.lv/skaidrojumi.php?id=232093>
3. Jaunami dokumentu izstrādāšanas un noformēšanas kārtībā. Skaidrojums. <http://www.lvportals.lv/skaidrojumi.php?id=220396>

## TAX SYSTEM

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

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

**Study course calendar plan:**

*In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.*

No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
62.	Compulsory social security contributions to the state. Solidarity tax.	6	3	1
	Personal income tax.	6	3	1
64.	Corporate income tax. Micro-enterprise tax.	6	3	1
	Value added tax.	6	3	1
66.	Excise tax.	2	1	1
67.	Customs duty.	4	2	1
	Property tax.	2	1	1
69.	Natural resource tax. Lottery and gambling tax.	2	1	1
70.	Vehicle operation tax. Company car tax.	2	1	1
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

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

**Independent work description:**

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

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

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

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

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

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

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

## Cross-cultural Communication (Bachelor – 3 ECTS)

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

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

**Description of the independent tasks:**

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

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

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

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

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

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

1. *International Journal of Communication*. (retrieved 27.07.2019). Available at: <http://ijoc.org>.
2. DuPraw M. E. and Axner M. *Working on Common Cross-cultural Communication Challenges. Toward a More Perfect Union in an Age of Diversity*. (Retrieved on 29.08.2019) <http://www.pbs.org/ampu/crosscult.html>
3. Lewis R. (2006). *When Cultures Collide: leading across cultures*. 3rd ed., ISBN -13. 9781904838029.
4. *Cross-Cultural Communication | InterNations Magazine*. (Retrieved on 29.08.2019) <https://www.internations.org/magazine/11-cross-cultural-communication>
5. Thill J., Courtland B. (2007). *Excellence in business communication*. Upper Saddle River, N.J.: Pearson Prentice Hall. 2007-1 vol. (split pagination). ISBN: 0131870769.
6. *Cross-Cultural Communication*. Communication Journals. (Retrieved on 9.08.2019) [www.questia.com/library/p436938/cross-cultural-communication](http://www.questia.com/library/p436938/cross-cultural-communication)
7. Finnegan R. Communicating. (2002). *The multiple modes of human interconnection*. London and New York: Routledge, 2002. 306 pp. ISBN: 0-415
8. FitzPatrick L., Valskov K. and Mounter P. *Internal Communications*. (2014). A manual for practitioners. London: Kogan Page. 2014.272 pp. ISBN13: 9780749469320

##### **Recommended literature**

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

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

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

## MANAGEMENT INFORMATION SYSTEMS

<b>Author/s of Study course:</b>	
Dr.sc.admin., assoc. professor Ināra Kantāne	
<b>Credit points:</b>	<b>Credit score in the ECTS system:</b>
4	6
<b>Test form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
Management, the business basics, informatics in the volume of a secondary school	
<b>Course objectives are:</b>	
Provide students with the necessary knowledge, skills and competences in management information systems and their application	
<b>Course outcomes (knowledge, skills, competencies):</b>	
<ol style="list-style-type: none"> <li>1. Knows and understands the basic concepts of the information system, understands the role of information systems in organisations.</li> <li>2. Understands the role of management information systems in management processes, knows information systems, modern tendencies of development.</li> <li>3. Knows information systems components.</li> <li>4. Manages information systems security and data protection issues.</li> <li>5. Knows and understands cloud usage opportunities in management processes.</li> <li>6. Understands the opportunities of the use of e-commerce.</li> <li>7. Able to find the necessary information independently, process it, analyse, evaluate and reflect it. Can present the results of work</li> <li>8. Able to prepare and execute electronic documents.</li> </ol>	
<b>The content of the study course required to attain the results of the study (thematic plan of the course):</b>	
1.	Introduction to management information systems. Importance of information systems, key concepts.
2.	Use of management information systems in management processes, modern development tendencies. Types of information systems.
3.	Information systems components.
4.	Information systems security and data protection.
5.	Use of cloud computing in management processes.
6.	E-commerce.
7.	Compilation, processing, analysis, reflection and presentation of information.
8.	Electronic document preparation. E-signature and e-identity.

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

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

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

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

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

#### Course acquisition requirements and evaluation of results:

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

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

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

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

#### Literature and other sources of information:

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

1. Kenneth, J.S., Effy, O. (2015). Management Information Systems, 7th edition. Stamford, CT, USA: Cengage Learning. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: [http://www.ebook3000.com/Management-Information-Systems\\_471056.html](http://www.ebook3000.com/Management-Information-Systems_471056.html)
2. Kenneth, C.L., Laudon, J.P. (2012). *Management Information Systems Managing the Digital Firm*, 13th edition. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: [www.icto.info/laudon-management-information-systems-13th-global-edition-c2014-1.pdf](http://www.icto.info/laudon-management-information-systems-13th-global-edition-c2014-1.pdf)
3. Brown, C.V., DeHayes, D.W., Hoffer, J.A., Martin, W.E., Perkins, W.C. (2012). *Managing Information Technology*, 7th edition. Elektroniskais resurss [skatīts 30.11.2018]. Pieejams: <https://bayanbox.ir/view/1605660057609727211/Brown-2012-Managing-information-technology.pdf>

##### **Recommended literature**

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

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

## Marketing

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

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

**Study course calendar plan:**

*In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.*

No.	Topic	Lecture contact hours (including seminars, discussions)		
		Full-time studies	Part-time studies	Part-time studies with e-learning elements*
87.	Consumer, demand research, market segmentation and target market identification. <ul style="list-style-type: none"> <li>• Consumer behavior in the market.</li> <li>• Demand research.</li> <li>• The substance and objectives of market segmentation.</li> <li>• Market segmentation process, segment evaluation and analysis.</li> <li>• Marketing strategies in the target market.</li> </ul>	12	6	3
88.	Product, brand, product life cycle and assortment creation. <ul style="list-style-type: none"> <li>• The substance of the product from the marketing point of view.</li> <li>• Product description.</li> <li>• Brand and branding.</li> <li>• Product life cycle.</li> </ul>	10	4	2
89.	Pricing, pricing policy, product distribution channels, promotion strategy. <ul style="list-style-type: none"> <li>• The concept and stages of price formation.</li> <li>• Pricing method.</li> <li>• Pricing strategies.</li> <li>• The substance, functions, types of distribution channel.</li> <li>• The creation, management and development of distribution channel.</li> </ul>	10	6	3
<b>Total:</b>		<b>48</b>	<b>24</b>	<b>12</b>

**Independent work description:**

Study form	Type of independent work	Form of control
<i>All forms of studies</i>	1. The learning of marketing theory questions.	2 presentations
	2. Find a solution to a specific/given marketing problem/task, to support the chosen solution with the marketing theory ideas.	Quiz
	3. Prepare discussion report on a certain marketing theory question, support opinion and critically substantiate the statements.	2 seminars
	Independently read sources 1, 2 and 3 from the mandatory literature list, and prepare a discussion report on the given issue of marketing theory.	Independent work

**Structure of the study course:**

Study form	Contact hours			

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

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

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

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

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

##### **Mandatory literature and information sources**

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

##### **Further reading**

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

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

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

**PROFESSIONAL FOREIGN LANGUAGE I (ENGLISH)**

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

<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
90.	Introducing oneself. CV. Motivational letter	6		
91.	Business travel.	4		
92.	People and organizations. Types of organizations and management styles. Career opportunities	4		

**Study course calendar plan:**

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
93.	Human Resources: recruitment and management	4		
94.	Intercultural and interpersonal communication. Communication management. Negotiating	6		
95.	Advertising and brands	4		
96.	Marketing	4		
97.	Money and finance	6		
98.	International markets, production and trade	6		
99.	Business ethics and cultures	4		
100.	Management and leadership	4		
101.	Effective business communication: oral and written (telephoning, letter and email writing, formal presentations), incl., grammar issues	6		
102.	Student presentations	4		
103.	Revision	2		
	<b>Total:</b>	<b>64</b>		

**Independent work description:**

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

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

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

*Students shall:*

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

The final grade for the course is formed by successful completion of the 4 above mentioned requirements, each of them constituting 25% of the total evaluation.

No.	<i>Learning outcome</i>	<i>Evaluation method/-s</i>	<i>Evaluation criteria</i>			
			<i>Minimum level (40% till 64%)</i>	<i>Average level (65% till 84%)</i>	<i>High level (85% till 94%)</i>	<i>Excellent level (95% till 100%)</i>
1.	Students know and understand management branch related terminology (e.g. international markets, human resources management, change management etc.) in English	Individual, pair and group work during classroom activities, test, examination	40-64% test questions answered and tasks completed correctly	65-84% test questions answered and tasks completed correctly	85-94% test questions answered and tasks completed correctly	95-100% test questions answered and tasks completed correctly
2.	Students can apply business related terminology and business communication skills, including reading, speaking listening and writing skills to communicate in English on management related issues in different communicative situations (telephone conversations, job interviews, business correspondence etc.)	Individual, pair and group work during classroom activities and discussions, test, examination	40-69% of discussion questions answered and activities completed using grammatically correct English and relevant business vocabulary	70-89% of discussion questions answered and activities completed using correct English	90-100% of discussion questions answered and activities completed using grammatically correct English and relevant business vocabulary	95-100% test questions and tasks completed correctly
3.	Students can find the required information in English and analyse it independently for performing assignments and	Independent work, presentation	40-64% of the written and oral end product is performed	65-84% of the written and oral end product is performed	85-94% of the written and oral end product is performed	95-100% of the written and oral end

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

**Literature and information sources:**

***Compulsory literature and information sources***

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

***Additional literature and information sources***

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

***Other information sources***

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

## Digital marketing

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

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

**Study course calendar plan:**

*In view of the study group's/students' needs, interests, previous knowledge and the level of understanding, the plan can be adjusted in terms of the number of contact hours and the thematic sequence.*

No.	Topic	Lecture contact hours (including seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements*
106.	Search Engine Optimization (SEO) <ul style="list-style-type: none"><li>• SEO basics</li><li>• SEO strategy and plan</li><li>• Tool usage: Google webmasters, Google My Business</li></ul>	4	2	1
107.	Social media management <ul style="list-style-type: none"><li>• Social media communication plan</li><li>• The most popular channels: Facebook, Instagram, YouTube etc.</li><li>• Content creation for social media networks</li></ul>	4	2	1
108.	Paid advertising <ul style="list-style-type: none"><li>• Banner planning</li><li>• Google Ads</li><li>• Facebook advertising</li></ul>	4	3	1.5
109.	Evaluation methods of marketing activities <ul style="list-style-type: none"><li>• Google Analytics</li><li>• Social media statistical tools</li></ul>	4	3	1.5
	<b>Total:</b>	<b>24</b>	<b>16</b>	<b>8</b>

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

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

Evaluation of the study course learning outcomes:						
No.	Learning outcome:	Evaluation method/s	Evaluation criteria			
			Minimum level (from 40% to 64%)	Average level (from 65% to 84%)	High level (from 85% to 94%)	Excellent level (10) (from 95% to 100%)
1.	Understand the importance of digital marketing in culture field	Discussion, examination	Understand the basic concepts	Understand the importance of digital marketing	Understand the significance and principles of digital marketing	Freely able to describe the most popular digital marketing principles
2.	Understand the user experience and usability principles.	Seminar	Understand basic terms, is able to recognize simplified examples	Able to analyze and understand the importance of user experience, understand its link with meeting the digital	Able to demonstrate practical usability and poor user experience cases, understand the significance of	Able to illustrate the theory with practical examples and point out the main user experience problems, draw

				marketing objectives	these factors in marketing communication	conclusions based on user research
3.	Understand digital marketing methods and channels.	Seminar, examination	Able to list the most popular forms of digital marketing	Able to list and describe in detail the various forms of digital marketing, able to describe their advantages and disadvantages	Able to describe a significant number of the digital marketing methods, describing in detail the advantages and interaction of the channels	Able to compare, in a balanced way, digital marketing methods and channel use, based on the evaluation methods and research data
4.	Understand social media marketing.	Discussion	Able to name the most popular social media networks	Understand the main differences among the most popular social media channels, able to choose the most appropriate social media channel for the target audience	Able to devise appropriate strategy for each media channel	Able to devise appropriate strategy and assessment system for each social media channel, connecting it with other resources, such as websites
5.	Able to plan digital marketing activities, campaigns and budget.	Presentation	Understand the basic principles of planning, able to design a simplified plan	Able to design a detailed communication plan while planning the use of different channels	Able to create a digital marketing plan with activities, cost planning	Able to create a detailed plan with a budget, the assessment of other marketing methods and time schedule

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

## PROJECT MANAGEMENT

<b>Author/-s of the study course:</b>	
Mg.oec. Aija Staškeviča	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
<b>4</b>	<b>6</b>
<b>Final evaluation form:</b>	
Examination	
<b>Study course prerequisites:</b>	
Management, Accounting	
<b>Study course aim:</b>	
The aim of the course is to give students knowledge, skills and competencies in project management field.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Student knows and understands the essence and concepts of project management.</li> <li>2. Student is able to calculate and use the evaluation of effectiveness of project investments.</li> <li>3. Student is able to find a solution to a specific problem in the industry, preparing the project within the sector.</li> <li>4. Student is able to independently find needed information and analyze it to gain knowledge about a particular topic in the field of project management.</li> <li>5. Student is able to prepare the application for the project according to determined structure;</li> <li>6. Student is able to present the results of independent work.</li> <li>7. Student knows current events in project management sector.</li> <li>8. Student is familiar with preparation of project proposal and implementation stages.</li> <li>9. Student understands project management concepts and main regulations.</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Introduction to project management
2.	Definition of project problem and objective
3.	Analysis of project environment
4.	Analysis of project alternatives
5.	Definition of project solution and project proposal
6.	Concept of project life cycle. Structure plan.
7.	Analysis of project risks
8.	Planning of project resources, costs and revenues
9.	Management of project team
10.	Control of project

<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
110.	Introduction to project management	4		
111.	Definition of project problem and objective	4		
112.	Analysis of project environment	6		
113.	Analysis of project alternatives	4		

**Study course calendar plan:**

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e - learning elements
114.	Definition of project solution and project proposal	6		
115.	Concept of project life cycle. Structure plan.	6		
116.	Analysis of project risks	4		
117.	Planning of project resources, costs and revenues	8		
118.	Management of project team	2		
119.	Control of project	4		
	<b>Total:</b>	<b>48</b>		

**Independent work description:**

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

**Structure of the study course:**

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

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

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

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

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

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

## INTERNATIONAL ECONOMICS

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

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

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

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

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

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

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

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

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

## LEADERSHIP

<b>Author/-s of the study course:</b>	
Mag. sc. pol., guest lecturer I. Āboliņa	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
<b>2</b>	<b>3</b>
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Not applicable	
<b>Study course aim:</b>	
To provide knowledge and create understanding about theoretical and practical leadership aspects. Aim of the course for practical classes - extension of knowledge, development of leadership skills.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Acquire theories and terminology.</li> <li>2. Demonstrates leadership.</li> <li>3. Creates verbal and non-verbal communication, listens, asks questions, answers questions.</li> <li>4. Presents successful, result oriented, leadership.</li> <li>5. Communicate in groups.</li> <li>6. Public speaking.</li> <li>7. Data analysis.</li> <li>8. Presents and discusses the results of the independent work.</li> <li>9. Critical assessment of leadership strategies.</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Introduction to the course. Leadership.
2.	Leader. The essence of being the leader.
3.	Decision-making.
4.	Leader's impact on communication. The creation of leader's image.
5.	Rhetoric.

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

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

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

Active participation in classes.  
Presentation during the course / e-learning (PT with e-learning elements).  
Interview presentation.  
Exam

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Presentation during the course / e-learning (PT with e-learning elements).	Presentation	Insufficient understanding of the most important leadership consequences	Understanding the most important achievement of the result, however, there are difficulties in understanding consequences of successful leadership	Understands the most important leadership tactics and reaches the result	Extra mile taken for presentation excellence

2.	Interview presentation.	Questions/answers discussion	Insufficient understanding of the information obtained and its consequences	Understands the information obtained, however, it is difficult to see the consequences	Understands the information and consequences	Additional activities in the interpretation of research data for creating excellence
3.	Understanding of leadership strategies.	Search and selection of information, reasoned opinion	Insufficient understanding of the leadership strategies	Understands situations, however, there are difficulties to see the consequences	Understands situations and consequences	Extra mile for explanations of leadership strategies

**Literature and information sources:**

**Compulsory literature and information sources**

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

**Additional literature and information sources**

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

**Other information sources**

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

## INTEGRATED MANAGEMENT SYSTEMS

<b>Author/-s of the study course:</b>	
Asoc.prof. Dr. oec. Oksana Lentjusenkova, Lecturer Mg.sc.soc. Edgars Cerkovskis	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
Management theories	
<b>Study course aim:</b>	
To provide students with the necessary knowledge, skills and competences in the field of integrated management system.	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Understands the concepts and nature of integrated management.</li> <li>2. Understands management systems and how they work.</li> <li>3. Understands the integration process and its influencing factors.</li> <li>4. Able to analyze organizational processes.</li> <li>5. Able to prepare process descriptions and diagrams.</li> <li>6. Able to reasonably discuss the main issues of integrated management.</li> </ol>	
<b>Study course thematic plan:</b>	
1.	Introduction to Quality Management Systems.
2.	CAF self-assessment system.
3.	ISO standards and their interpretation.
4.	OHSAS 18001 Occupational Safety and Health Standard.
5.	EFQM Excellence Model.
6.	5- Method S.
7.	LEAN method.
8.	Integration of management systems and processes into a common organization management system. Sustainability aspects and the stakeholder and holistic approach to the integrated management system.

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

<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
132.	ISO standards and their interpretation. <ul style="list-style-type: none"> <li>• ISO 9000 series standards</li> <li>• ISO quality models</li> </ul>	6		
133.	OHSAS 18001 Occupational Safety and Health Standard. <ul style="list-style-type: none"> <li>• General requirements</li> <li>• Implementation methodology</li> </ul>	6		
134.	EFQM Excellence Model. <ul style="list-style-type: none"> <li>• The concept of excellence</li> <li>• Deciphering the Excellence</li> <li>• Model Criteria</li> <li>• Criteria coefficients</li> </ul>	6		
135.	5 –S system. <ul style="list-style-type: none"> <li>• The concept and essence of System</li> <li>• Organization process and structure</li> </ul>	6		
136.	LEAN method. <ul style="list-style-type: none"> <li>• The operating principle of LEAN</li> <li>• Maintenance and continuous improvement of LEAN</li> <li>• LEAN - internal culture of the company</li> <li>• LEAN thinking</li> </ul>	6		
137.	Integration of management systems and processes into a common organization management system. Sustainability aspects and the stakeholder and holistic approach to the integrated management system.	6		
<b>Total:</b>		<b>48</b>		

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

<b>Structure of the study course:</b>				
Study form	Contact hours			

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

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

No.	Learning outcome	Evaluation method/s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Understands the concepts and nature of integrated management.	Presentation , seminar, group work, exam.	Understands basic concepts.	Understands basic concepts and terms, but there are difficulties in formulating definitions.	Understands the most important concepts, terms and definitions.	Freely orientated in essence, concepts, terms and definitions.
2.	Understands management systems and how they work.	Group work, exam.	Understands basic principles.	Understands the basic principles, but there are difficulties with the formulation of the systems.	Understands the most important systems and how they work.	Freely orientated in systems and their working principles.
3.	Understands the integration process and its influencing factors.	Group work, exam.	Understands operating environment.	Understands the integration process, however, there are difficulties in formulating factors.	Understands the integration process and its influencing factors.	Freely orientates in the integration process and easily formulates influencing factors.
4.	Able to analyze organizational processes.	Essay, seminar, presentation , group work.	Can analyze the obtained information, however, it is difficult to see regularities.	Can analyze the obtained information, however, it is difficult to form conclusions.	Can critically analyze the obtained information, formulate conclusions.	Can critically analyze the obtained information, formulate conclusions and propose solutions.
5.	Able to prepare process descriptions and diagrams	Group work.	Able to produce process descriptions and diagrams, but there are gaps in the descriptions.	Able to produce process descriptions and diagrams, but there are gaps in process integration.	Able to prepare process descriptions and diagrams.	Able to produce process descriptions and diagrams justifying the need for and benefits of integration.
6.	Is able to discuss reasonably the main issues of integrated management.	Discussion.	Can discuss basic issues of integrated management.	Can discuss the issues of integrated management reasonably but	Able to reasonably discuss integrated management	Can discuss the issues of integrated management reasonably

				is not always aware of regularities.	issues, sees regularities.	and freely orientates on the issues to be discussed.
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<b>Literature and information sources:</b>	
<b><i>Compulsory literature and information sources</i></b>	
1.	Barrie, G., D., Bamford, D., Wiele, T. (2016). <i>Managing quality: an essential guide and resource gateway</i> . Chichester, United Kingdom: Wiley.
2.	Kepczynski, R., Jandhyala, R., Sankaran, G., Dimofte, A. (2018). <i>Integrated Business Planning: How to Integrate Planning Processes, Organizational Structures and Capabilities, and Leverage SAP IBP Technology</i> . Springer International Publishing AG.
3.	Sartor, M., Orzes, G. (2019). <i>Quality Management: tools, methods and standards</i> . Bingley: Emerald Publishing
4.	Sroufe, R. (2018). <i>Integrated Management: How Sustainability Creates Value for Any Business</i> . Emerald Publishing Group.
<b><i>Additional literature and information sources</i></b>	
1.	Asif, M., Searcy, C., Zutshi, A. and Fisscher, O.A.M. (2013). "An integrated management systems approach to corporate social responsibility", <i>Journal of Cleaner Production</i> , Vol.56 pp.7-17.
2.	Danilova, K.B. (2019). "Process owners in business process management: a systematic literature review", <i>Business Process Management Journal</i> , Vol.25 No.6, pp.1377-1412.
3.	Gonzalez-Lopez, F., Bustos, G. (2019). „Business process architecture design methodologies – a literature review”, <i>Business Process Management Journal</i> , Vol.25 No.6, pp.1317-1334.
4.	Jeston, J. (2018), <i>Business Process Management: Practical Guidelines to Successful Implementations</i> , Routledge, London and New York.
5.	Klute-Wenig, S. and Refflinghaus, R. (2015). Integrating sustainability aspects into an integrated management system”, <i>The TQM Journal</i> , Vol.27 No.3, pp.303-315.
6.	Malinova, M., and Mendling, J. (2018). "Identifying do's and don'ts using the integrated business process management framework", <i>Business Process Management Journal</i> , Vol. 24 No.4, pp.882-899.
7.	Yahya, F., Boukadi, K., Ben-Abdallah, H. (2019), "Improving the quality of Business Process Models: Lesson learned from the State of the Art", <i>Business Process Management Journal</i> , Vol.25 No.6, pp.1357-1376.
<b><i>Other information sources</i></b>	
1.	Integrated Reporting Framework. Electronic resource [accessed 26.09.2019]. Available at: <a href="https://integratedreporting.org/resource/international-ir-framework/">https://integratedreporting.org/resource/international-ir-framework/</a>

## STRATEGIC AND CHANGE MANAGEMENT

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

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

<b>Independent work description:</b>		
Study form	Type of independent work	Form of control
	Strategic management case study	Report, presentation

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

<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	8	4	64	64	32	160

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

The final grade of the course will be calculated as follows:

- grade for strategic management case study x 0.20
- + grade for change management case study x 0.20
- + grade for review x 0.25
- + grade essay x 0.10
- + average grade of two tests x 0.10
- + grade for the exam x 0.15

All assignments must be graded “4” or more – that allows to pass the exam. All assignments must be passed by the deadline otherwise they will receive – 2 points. Participation at 75% of all lectures and seminars is mandatory.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	To know main concepts of strategic and change management theories	Essay, presentation, test, exam	Demonstrates a superficial understanding of strategic and change management theoretical guidelines and definitions, and is able to appraise gaps in the knowledge	Demonstrates a superficial understanding of strategic and change management theoretical guidelines and definitions, and understands their correlations in a wider context	Demonstrates an in-depth understanding of strategic and change management theoretical guidelines and definitions, and understands their correlations in a wider context	Demonstrates an in-depth understanding of strategic and change management theoretical guidelines and definitions. Has an understanding of its historical development and its contemporary trends
2.	To know analysis of strategic direction and its elements	Report, presentation	An analysis has been carried out only with some conditions	An analysis has been carried out with all conditions being	An in-depth analysis is performed with all of the	An in-depth analysis is performed with all of the

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

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

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

## MANAGEMENT THEORIES

<b>Author/-s of the study course:</b>	
Dr.oec., assistant professor Anna Svirina	
<b>Credits (Latvian):</b>	<b>ECTS:</b>
4	6
<b>Final evaluation form:</b>	
Exam	
<b>Study course prerequisites:</b>	
-	
<b>Study course aim:</b>	
To ensure the course outcomes, which include in-depth theoretical knowledge and research skills development in the field of management theories	
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>	
<ol style="list-style-type: none"> <li>1. Knowledge of contemporary management theories and approaches</li> <li>2. Knowledge of the limitations for management theories implementation in practice of management</li> <li>3. Ability to distinguish system and process management approaches</li> <li>4. Ability to assess managerial decisions on the basis of management theories</li> <li>5. Ability to implement decision-making algorithm</li> <li>6. Ability to assess the quality of management functions performance</li> <li>7. Ability to assess managerial situation and define key factors</li> <li>8. Competence to independently define the core research question in management research, and to acquired and evaluate relevant information</li> <li>9. Competence in managerial situation analysis and tactics/strategy creation on the basis of factor evaluation</li> <li>10. Competence is choosing appropriate management style and tools</li> </ol>	
<b>Study course thematic plan:</b>	
1	gement
2	Management theory deveopment directions
3	System management approach
4	Process management approach
5	Management culture and art
6	Management system research
7	Management levels
8	Management styles, management tools
9	Decisions, decision-making process
10	Management functions: planning, organization, motivation, control
11	Manager
12	Psychology of organizations
13	Information management process
14	Conflict management

<b>Study course calendar plan:</b>				
No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e -learning elements
144.	gement	4		
145.	Management theory deveopment directions	4		
146.	System management approach	2		
147.	Process management approach	2		
148.	Management culture and art	2		
149.	Management system research	4		

**Study course calendar plan:**

No.	Topic	Lecture contact hours (incl. seminars, discussions)		
		full-time studies	part-time studies	part-time studies with e-learning elements
150.	Management levels	2		
151.	Management styles, management tools	4		
152.	Decisions, decision-making process	4		
153.	Management functions: planning, organization, motivation, control	8		
154.	Manager	2		
155.	Psychology of organizations	2		
156.	Information management process	4		
157.	Conflict management	4		
<b>Total:</b>		<b>48</b>		

**Independent work description:**

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

**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	48	12	4	<b>64</b>	64	32	<b>160</b>

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

Students have to prepare 4 individual tasks, attend 50% of lectures.

Final evaluation mark for the course: 50% assignments for the tasks; 10% attendance; 40% exam.

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Knowledge of contemporary management theories and approaches	Practical work	40-64% of tasks are fulfilled correctly	65-84% of tasks are fulfilled correctly	85-94% of tasks are fulfilled correctly	95-100% of tasks are fulfilled correctly
2.	Knowledge of the limitations for management theories implementation in practice of management	Independent work	40-64% of tasks are fulfilled correctly	65-84% of tasks are fulfilled correctly	85-94% of tasks are fulfilled correctly	95-100% of tasks are fulfilled correctly

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

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

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

## 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
158.	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		
159.	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		
160.	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		

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

#### Literature and information sources:

##### Compulsory literature and information sources

1.	Andriessen, D. (2006). On the Metaphorical Nature of Intellectual Capital: a Textual Analysis. <i>Journal of Intellectual Capital</i> , 7 (1), 93-109.
2.	Canibano, L., Sánchez, M. P., García-Ayuso, M. and Chaminade, C. (2002). Guidelines for Managing and Reporting on Intangibles: Intellectual Capital Report [skatīts 20.02.2018.]. Pieejams: <a href="http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf">http://www.pnbukh.com/files/pdf_filer/MERITUM_Guidelines.pdf</a>
3.	Dumay, J., Garanina, T. (2013). Intellectual Capital Research: a Critical Examination of the Third Stage. <i>Journal of Intellectual Capital</i> , 14 (1), 10-25.
4.	Edvinsson, L. (2013). IC 21: Reflections from 21 Years of IC Practice and Theory. <i>Journal of Intellectual Capital</i> , 14 (1), 163-172.
5.	Inkinen, H., Kianto, A., Vahala, M., Ritala, P. (2017). Structure of Intellectual Capital an International Comparision. <i>Accounting, Auditing&amp;Accountability Journal</i> , 30 (5), 1160 – 1183.
6.	Lentjušenkova, O., Lapiņa, I. (2014). Intellectual Capital Investments Influence on Entrepreneurship and Economics Performance. In: <i>Business and Management: 8th International Scientific Conference</i> , Lithuania, Vilnius, 15-16 May, 2014. Conference Proceedings, 93-100.

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

## HUMAN RESOURCES AND LEADERSHIP

<b>Author/-s of the study course:</b>				
Dr. sc. pol. I. Āboliņa				
<b>Credits (Latvian):</b>		<b>ECTS:</b>		
4		6		
<b>Final evaluation form:</b>				
Exam				
<b>Study course prerequisites:</b>				
-				
<b>Study course aim:</b>				
Provide knowledge and understanding of human resource management, its functions and leadership within an organization and raise awareness of systemic, coordinated and targeted approaches to human resource management and leadership.				
<b>Study course learning outcomes ( Knowledge, Skills, Competencies):</b>				
1. Know Human Resource management models, functions and their implementation in organizations.				
2. Is able to evaluate the efficiency of Human Resource management in the company by determining its improvement possibilities according to the needs of the company.				
3. Is able to choose and use different methods of Human Resource planning, selection, work analysis, motivation and evaluation.				
4. Leadership skills and competencies.				
<b>Study course thematic plan:</b>				
1.	Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management.			
2.	Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation.			
3.	Development of employee motivation and remuneration system.			
4.	Employee evaluation, its role in ensuring the competitiveness of the company.			
5.	Human resource development and process management. Leadership. Leadership skills and competences.			
<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
162.	Introduction to the course. Aspects and tasks of Human Resource Management. Company strategy, mission and vision. Human Resource policy. Strategic Human Resource management.	10		
163.	Human Resource planning. Employee search and selection process. Functions and types of Human Resource planning. Job analysis and evaluation. Competency Model development. Employee search methods. Employee selection and evaluation.	8		

<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
164.	Development of employee motivation and remuneration system.	10		
165.	Employee evaluation, its role in ensuring the competitiveness of the company.	10		
166.	Human resource development and process management. Leadership. Leadership skills and competences.	10		
<b>Total:</b>		<b>48</b>		

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

<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

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

15% Attendance at classes  
35% Presentation on the topic: Different aspects of human resource management  
35% Seminars: case study evaluation and analysis  
15% Exam

No.	Learning outcome	Evaluation method/-s	Evaluation criteria			
			Minimum level (40% till 64%)	Average level (65% till 84%)	High level (85% till 94%)	Excellent level (95% till 100%)
1.	Knows Human Resource management models, functions and their implementation in organizations.	Discussion of HR, case analysis	Basic understanding of the most important components of Human Resource management theories	Understands Human Resource management, however, there are difficulties with the formulation of the theory	Understands the most important Human Resource management theories and can formulate the achievement of the result	In addition, activities have been performed to create excellence in the theory cognition
2.	Is able to evaluate the efficiency of Human	Presentation	The presentation reflects the	During the presentation,	During the presentation,	In addition, activities have

	Resource management in the company by determining its improvement possibilities according to the needs of the company.		understanding about the effectiveness of Human Resource management in the company, but is created on a basic level without proposals	student understands the information obtained, but there are difficulties with the formulation	student understands the information obtained and the determination of the efficiency of Human Resource management	been presented by interpretation of research data and the creation of a presentation for excellence
3.	Is able to choose and use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation.	Discussion	Basic understanding of key Human Resource planning, search, selection, job analysis, motivation, and evaluation methods	Can choose but is not able to use different methods of Human Resource planning, search, selection, work analysis, motivation and evaluation.	Understands how to choose and use different methods of Human Resource planning, search, selection, job analysis, motivation and evaluation.	In addition, explanations for excellence have been made
4.	Have developed leadership skills and competences.	Discussion	Basic understanding of the development of leadership skills and competences	Understands how the result should be obtained, but there is a difficulty in practicing leadership skills and competences	Understands the most important leadership skills and competences and can show them in practice	In addition, outstanding leadership skills and competences have been recognized in practice

#### Literature and information sources:

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

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

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

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

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

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

## PROGRAMMING II

<b>Study course title</b>	<b>Programming II</b>
<b>Credits (Latvian)</b>	<b>3</b>
<b>ECTC credits</b>	<b>4.5</b>
<b>Study direction</b>	<b>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</b>

<b>Responsible instructor:</b>	
<b>Mg.sc.comp.,visiting lecturer</b>	<b>Andrejs Liepiņš</b>
<b>Instructor/s</b>	
<b>Dr.sc.ing.,assistant professor</b>	<b>Aleksandras Targamadze</b>

<b>Study course prerequisites:</b>	<b>Programming skills</b>
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**Study course abstract:** The course provides knowledge about object oriented programming. The main OOP principles: encapsulation, inheritance, polymorphism.

**Study course aim and tasks:**

**Course objective:** to provide students with knowledge about object-oriented programming theory, its key principles and features.

**Course tasks:**

to provide students with knowledge about main principles and methodology of object-oriented design  
to build skills in solving tasks using object-oriented approach to the programming language C++

**Study course thematic plan:**

No.	THEME	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
1.	Software life cycle. Overview of object-oriented programming languages. Object-oriented method in analysis and programming.	2	1	1
2.	Basic concepts of object-oriented programming. Abstraction. Classes.	4	2	1
3.	Built-in functions. Encapsulation. Constructors and destructors.	4	2	1
4.	Class composition.	4	2	1
5.	Operator redefinition.	6	4	2
6.	Hierarchy. Derived classes. Succession. Inheritance rules.	4	2	1
7.	Multiple inheritance.	4	2	1
8.	Polymorphism. Class friends. Virtual functions.	4	2	1
9.	Function templates. Class templates.	4	3	1
	<b>Total:</b>	<b>36</b>	<b>20</b>	<b>10</b>

**Study course schedule:**

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

**Study course requirements:**

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

- successfully perform laboratory work during the lecture;
- attend 50% of the lectures;

- attend 50% of practical classes;
- successfully complete 5 independent tasks;
- successfully pass the final examination.

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

- successfully perform laboratory work during the lecture;
- attend 50% of the lectures;
- attend 50% of practical classes;
- successfully complete 5 independent tasks;
- successfully pass the final examination.

**Part time with e-learning elements of the undergraduate** study course requirements are as follows:

- successfully perform the laboratory work of each thematic unit
- successfully complete 5 independent tasks;
- successfully pass the final examination.

**Independent work description:**

Type of independent tasks	Control form
Home work: Class composition implementation.	Evaluation
Home work: Implementing classes with the redefined operators	Evaluation
Home work: Inheritance implementation.	Evaluation
Home work: Polymorphic class system implementation	Evaluation
Home work: Class template implementation	Evaluation

**Study course structure:**

Study form	Contact hours		Independent work (number of hours)	Mandatory reading and / or <u>audio and video material for listening / watching</u>	Total hours of the course
	Lecture (including seminars, discussions) hours	Tutorials, final test			
FULL time	36	12	36	36	120
Part-time	20	12		52	
Part-time studies with e-learning elements	10	12		62	

**Study course assessment:**

The outcome of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Know the basics of OOP approach	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the redefinition of class composition and operators.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the concept and principles of inheritance.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly

The outcome of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
Know the concept and principles of inheritance.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know how to use class templates.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the theory and basic application of OOP.	Test	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
<b>SKILLS</b> (the ability to apply knowledge, communication, general skills)				
Know how to use OOP.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Able to redefine operators.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Can use inheritance.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Can use polymorphism.	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know how to use the class templates.	Home work:	40-69% of tasks completed correctly There is a difficulty to find the necessary information and analyse it independently.	70-89% of tasks completed correctly Able to find the necessary information independently, but there are difficulties in analysing it.	90-100% of tasks completed correctly. Able to find the necessary information and analyse it independently.
Able to organize and apply the acquired knowledge	Test	There are difficulties in the compilation of work results and their presentation to others	Able to present their work results, however, it is difficult to do that so others could understand	Able to present their work results
<b>COMPETENCE</b> (analysis, synthesis, evaluation)				
Able independently solve the given tasks using previously acquired knowledge.	Home assignments	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
Able to analyse the constructions of programming language.	Test	There is a difficulty to find the necessary information and	Able to find the necessary information independently, but	Able to find the necessary information and analyse it independently

The outcome of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
		analyse it independently	there are difficulties in analysing it	

**References (01 – textbooks):**

1. Deitel H.M., Deitel P.J. C++ How to program, 6-th edition. Prentice-Hall of India Private Limited, 2008
2. Харви Дейтел, Пол Дейтел, Как программировать на C++, Бином-Пресс, 5-е издание, 2008

**References (02 – additional literature):**

1. Stephen Prata, C++ Primer Plus (5th Edition), 2004
2. Timothy Budd. An Introduction to Object-Oriented Programming. 3-rd edition, Addison Wesley, 2002.
3. R. Lafore. Object-oriented Programming in C++. 4-th edition. SAMS Publishing, 2002.
4. BS ISO/IEC. The C++ Standard. 2-nd edition. John Wiley & Sons Ltd., 2003.
5. B. Stroustrup. The C++ Programming Language. Special edition. Addison-Wesley, 2000.

**Literature (03 – recommended periodicals and online resources):**

1. MOODLE e-kurss no <http://www.augstskola.lv/moodle>

## SOFTWARE ENGINEERING

<b>Study course title</b>	<b>Software engineering</b>
<b>Credits (Latvian)</b>	<b>2</b>
<b>ECTC credits</b>	<b>3.5.</b>
<b>Study direction</b>	<b>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</b>

<b>Responsible instructor:</b>	
<b>Mg.sc.ing., senior lecturer</b>	<b>Kaija Sjomkāne</b>
<b>Instructor/s</b>	
<b>Dr.sc.ing., assistant professor</b>	<b>Aleksandras Targamadze</b>

<b>Study course prerequisites:</b>	<b>Programming I</b>
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**Study course abstract:** The course is meant to introduce students to the principles and methods of software engineering.

**Study course aim and tasks:**

1. Provide an overview of software development and maintenance processes and their management.
2. Give an opportunity to gain practical skills in planning, design and implementation of software development.

**Study course thematic plan:**

No.	Theme	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
167.	Software and software engineering.	3	2	1
168.	Software project management: software metrics, forecasting, planning.	3	2	1
169.	Software development resources planning.	3	2	1
170.	System requirements analysis.		2	1
171.	IT system design and implementation.	3	2	1
172.	Software testing fundamentals.	3	2	1
173.	Implementation and maintenance of IT systems.	3	2	1
174.	Software configuration management.	3	2	1
	<b>Total:</b>	<b>24</b>	<b>16</b>	<b>8</b>

**Study course schedule:**

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

**Study course requirements:**

Course attendance is mandatory and it must be at least 70%.

During the course, students have to make four concept cards, each having a maximum score of 5 points, to prepare a presentation or a report on a self-selected theme or a topic provided by the instructor, in coordination with the instructor. For the presentation the student can get 20 points.

During the course, a practical work in a team with other students has to be created (a system model). The final test consists of the presentation of the model. The practical work gives 60 points out of 100 possible.

**Full-time students** study course requirements are the following:

- successfully perform laboratory work during the lecture;
- attend 70% of the lectures;

- attend 70% of practical classes;
- successfully complete 4 independent tasks;
- prepare a report
- successfully pass the final examination (defend the submitted model)

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

- successfully perform laboratory work during the lecture;
- attend 50% of the lectures;
- attend 50% of practical classes;
- successfully complete 4 independent tasks;
- prepare a report
- successfully pass the final examination (defend the submitted model)

**Part time with e-learning elements of the undergraduate** study course requirements are as follows:

- successfully perform the laboratory work of each thematic unit
- successfully complete 4 independent tasks;
- prepare a report
- successfully pass the final examination (defend the submitted model)

**Independent work description:**

Type of independent tasks	Control form
Independent work (system model)	Evaluation

**Study course structure:**

Study form	Contact hours		Independent work (number of hours)	Mandatory reading and / or <u>audio and video material for listening / watching</u>	Total hours of the course
	Lecture (including seminars, discussions) hours	Tutorials, final test			
FULL time	24	8	20	28	80
Part-time	16	8		36	
Part-time studies with e-learning elements	8	8		44	

**Study course assessment:**

The outcome of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Know the basics of system modelling	Home work:	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the system design principles	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Able to organize and apply the acquired knowledge	Independent word defence	There are difficulties in the compilation of work results and their presentation to others	Able to present their work results, however, it is difficult to do that so others could understand	Able to present their work results
<b>SKILLS</b> (the ability to apply knowledge, communication, general skills)				

The outcome of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
Know how to build a system model	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Able to build a system designed by	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Able to organize and apply the acquired knowledge	Independent word defence	There are difficulties in the compilation of work results and their presentation to others	Able to present their work results, however, it is difficult to do that so others could understand	Able to present their work results
<b>COMPETENCE</b> (analysis, synthesis, evaluation)				
Able independently solve the given tasks using previously acquired knowledge	Home assignments	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
Able to participate in the development and design of the system requirements	Paper (report)	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
Able to participate in the development and design of system requirements	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

**References (01 – textbooks):**

1. Sommerville I. (2016), *Software engineering*, Pearson, Harlow, 810 p.

**References (02 – additional literature):**

2. Teaching suggestions for programmers (in English). Resource viewed on April 15, 2011 - Access type: Web <http://www.acm.org/education/curricula-recommendations>
3. Study guidance for the bachelor's degree program "Programming Engineer" (in English). Resource viewed on April 15, 2011 - Access type: Web <http://www.acm.org/education/curricula-recommendations>

**Literature (03 – recommended periodicals and online resources):**

4. MOODLE e-course from <http://www.augstskola.lv/moodle>

## APPLICATION SOFTWARE

<b>Study course title</b>	<b>Application software</b>
<b>Credits (Latvian)</b>	<b>3</b>
<b>ECTC credits</b>	<b>4.5</b>
<b>Study direction</b>	<b>Information technology, computer hardware, electronics, telecommunications, computer control, and computer science</b>

<b>Responsible instructor:</b>	
<b>Mg.sc.comp. visiting lecturer</b>	<b>Andrejs Liepiņš</b>
<b>Instructor/s</b>	
<b>Mg.sc.comp. visiting lecturer</b>	<b>Andrejs Liepiņš</b>

<b>Study course prerequisites:</b>	<b>Secondary school graduate level</b>
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**Study course abstract:** The course provides knowledge on the text editors, electronic tables and presentation applications, as well as basic knowledge about graphic editors.

**Study course aim and tasks:**

**Course objective:** to introduce students to a variety of applications.

**Course tasks:** build the skills use the applications to solve different issues and problems.

**Study course thematic plan:**

No.	THEME	Lecture (including seminars, discussions) hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
10.	Text editors. Text and paragraph formatting. Serial document preparation.	4	2	1
11.	Numbered and unnumbered lists. Header, footer. Sections. Tables.	4	2	1
12.	Electronic tables. Cell formatting. Data formats.	4	2	1
13.	Simple functions. Logical functions. Addressing modes.	4	2	1
14.	Diagrams. Printing options.	4	2	2
15.	Presentation applications. Graphical elements.	4	2	1
16.	Animation effects. Presentation options. Presentation skills.	4	2	1
17.	Introduction into vector graphics editor.	4	3	1
18.	Introduction into raster graphics editor.	4	3	1
	<b>Total:</b>	<b>36</b>	<b>20</b>	<b>10</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 perform laboratory work during the lecture;
- attend 50% of the lectures;
- attend 50% of practical classes;
- successfully execute 4 independent tasks;

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

- successfully perform laboratory work during the lecture;
- attend 50% of the lectures;
- attend 50% of practical classes;

- successfully execute 4 independent tasks;

**Part time with e-learning elements of the undergraduate** study course requirements are as follows:

- successfully perform the laboratory work of each thematic unit
- successfully execute 4 independent tasks;

**Independent work description:**

Type of independent task	Control form
Independent work Text editors	Evaluation
Independent work Electronic tables	Evaluation
Independent work Presentation applications	Evaluation
Independent work Graphical editors	Evaluation

**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	36	8	40	36	120
Part-time	20	8		52	
Part-time studies with e-learning elements	10	8		62	

**Study course assessment:**

The result of the studies	Assessment method	Assessment criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Know how to use a text editor.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know how to use electronic tables.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Can use presentation applications.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the fundamentals of image processing.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
<b>SKILLS</b> (the ability to apply knowledge, communication, general skills)				
Know how to use a text editor.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know how to use electronic tables.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Can use presentation applications.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
Know the fundamentals of image processing.	Independent work	40-69% of tasks completed correctly	70-89% of tasks completed correctly	90-100% of tasks completed correctly
<b>COMPETENCE</b> (analysis, synthesis, evaluation)				
Able independently solve the given tasks using previously acquired knowledge.	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

**References (01 – textbooks):**

3. ECDL MICROSOFT mācību materiāli (<http://www.ecdl.lv/>)

**References (02 – additional literature):**

6. Informātika (<http://profizgl.lu.lv/course/view.php?id=5>)

**Literature (03 – recommended periodicals and online resources):**

2. MOODLE e-kurss no <http://www.augstskola.lv/moodle>

## COMPUTER SYSTEMS CONSTRUCTION AND COMPUTER ARCHITECTURE

<b>Study course</b>	<b>Computer systems construction and computer architecture</b>
<b>Credits (Latvian)</b>	3
<b>ECTS credits</b>	4,5
<b>Study direction</b>	<b>Information technology, hardware, electronics, telecommunications, computer management and computer science</b>

<b>Responsible instructor:</b>	
<b>Mg.sc.educ., Mg.sc.env. visiting lecturer</b>	<b>Andris Gabrānovs</b>
<b>Instructor/s</b>	
<b>Mg.sc.educ., Mg.sc.env. visiting lecturer</b>	<b>Andris Gabrānovs</b>

<b>Study course prerequisites:</b>	<b>computer and software working skills</b>
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**Study course abstract:** The course provides a broad overview of computer systems design and architecture, system and device parameters, configuration conditions, memory types and their organization, system maintenance.

### **The aim and tasks of the course:**

**The aim of the course:** To provide students with relevant information, knowledge, skills and competence to work with computer systems, ranging from computer system construction principles to installation, configuration and possible troubleshooting.

### **The tasks of the course:**

1. To provide students with knowledge of computer system structure, types, and operational principles.
2. To provide students with knowledge about the programs, instructions and their principles.
3. To provide students with knowledge of the hardware and drives, their interaction with operating systems.
4. To provide students with knowledge of the memory and processor interaction.
5. To provide students with knowledge of computer systems configuration and diagnostics.
6. To develop the students' skill to assess the weaknesses in computer systems and choose the assembly per work and daily needs.
7. To develop students' practical skills to work with computers, subject to security and data protection conditions.
8. To develop students' ability to choose the most appropriate system components and perform system component upgrades.
9. To develop students' ability to perform system components documentation and system diagnostics.

### **Study course thematic plan**

No.	TOPIC	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements *
1.	Introduction to computer system structure and architecture.	2	2	1

No.	TOPIC	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements *
2.	Computer systems operating principle, the basic elements and logical functions - program, instructions, operandi. Ways of addressing, effective address.	2	2	1
3.	Control units.	4	2	1
4.	Data mappings. Information encoding and decoding. Information units. OSI model. Counting systems. Binary code. ASCII and Unicode. RGB model.	4	2	1
5.	Types of memory and principles of operation - System memory Read-only memory. Cache memory. Flash memory. Various media (magnetic, optical, etc.). Virtual memory.	4	2	1
6.	Processor types, assembly, parameters and principles of operation.	6	2	1
7.	Computer systems diagnostics and maintenance - Organizational issues, Documentation, Security Tools, Ergonomics, Configuration. Damages, Maintenance.	6	4	1
8.	Internal and external devices, specification and configuration.	6	2	2
9.	Types of computer systems and multi-processor systems.	2	2	1
	<b>Total:</b>	<b>36</b>	<b>20</b>	<b>10</b>

### **Study course schedule**

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

### **Study course requirements**

**Full-time students** are expected to meet the following requirements:

- successfully complete self-tests on every thematic unit and tasks assigned during practical classes;
- lecture attendance 50%;
- seminar attendance 50%;
- successfully complete four individual assignments;
- prepare demonstration in accordance with the chosen theme and given structure;
- successfully present the project.

**Part-time students** are expected to meet the following requirements:

- successfully complete self-tests on every thematic unit and tasks assigned during practical classes;
- lecture attendance 50%;
- seminar attendance 50%;
- successfully complete four individual assignments;

- prepare demonstration in accordance with the chosen theme and given structure;
- successfully present the project.

**Part-time with e-learning elements students** are expected to meet the following requirements:

- successfully complete self-tests on every thematic units;
- successfully complete four individual assignments;
- prepare demonstration in accordance with the chosen theme and given structure;
- successfully present the project.

**Independent work description:**

Type of independent work	Form of control
Home assignment: to compare two computer systems Apple and IBM PC following the given criteria and sample	Assessment
Home assignment: to represent different data per specifications; to convert the given units to binary, octal and hexadecimal counting systems, to represent the given information in a specified number of bits.	Assessment
Home assignment: to get acquainted with certain processors, characterizing parameters, manufacturers and performance; to compare processors per specified criteria.	Assessment
Home assignment: to assemble a computer system based on the given criteria.	Assessment
Home assignment: to compete self-tests for each thematic block of questions.	Assessment

### Structure of the study course

Study form	Contact hours		Individual work hours	Compulsory reading and/or <u>audio and video material</u> <u>listening/watching</u>	Total course credit hours
	Lecture hours (including seminars, discussions)	Consultations, final evaluation in the course			
Full-time	36	6	40	38	120
Part-time	20	6		54	
Part-time studies with e-learning elements	10	6		64	

### Evaluation of the study course results

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Knows and understands the computer system architecture, system components and computer rankings.	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands types of data representation, information coding and decoding	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands types of computer systems and the respective parameters.	Home assignment	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands operational principles of computer systems, computer key elements, control nodes	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands types of memory, operating principles and parameters	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands processor types, operating principles and parameters.	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Knows and understands the importance of computer system diagnostics, possible problems and solutions	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
<b>SKILLS (ability to apply knowledge, communication, general skills)</b>				
Can find relevant information independently and analyse it to draw up the	Home assignment	40-69% of tasks are executed correctly.	70-89% of tasks are executed correctly.	90-100% of tasks are executed correctly.

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
optimum configuration of computer system per certain parameters.		Has certain difficulties to find relevant information independently and analyse it.	Can find relevant information independently but has certain difficulties to analyse it	Can find relevant information independently and analyse it
Can find relevant information independently and analyse it, can characterise processor parameters per certain parameters.	Home assignment	40-69% of tasks are executed correctly. Has certain difficulties to find relevant information independently and analyse it.	70-89% of tasks are executed correctly. Can find relevant information independently, but has certain difficulties to analyse it.	90-100% of tasks are executed correctly. Can find relevant information independently and analyse it.
Can summarise and present the results.	Presentation of the results of practical tasks and the test	Has certain difficulties to summarise the results and present those to other	Can present the results, however has certain difficulties to do it coherently and comprehensively	Can present the results
<b>COMPETENCES</b> (analysis, synthesis, evaluation)				
Knows how to perform computer system documentation, diagnostics, how to register required improvements and configuration processes.	Lab	Has certain difficulties to find relevant information independently and analyse it.	Can find relevant information independently, but has certain difficulties to analyse it	Can find relevant information independently and analyse it.
Can find relevant information on the chosen topic, analyse it, can prepare a virtual workstation, install the operating system, analyse the work done, compare and draw conclusions.	Exam	Has certain difficulties to find relevant information independently and analyse it.	Can find relevant information independently, but has certain difficulties to analyse it	Can find relevant information independently and analyse it.

**Literature (01 – textbooks):**

1. Aldis Baums, Datoru arhitektūra un organizācija, 2010 ISBN 978-9984-49-083-0.
2. Manoj Franklin Park, *Computer Architecture and Organization: From Software to Hardware* University of Maryland, College. - Resurss apskatīts 2016.gada 12.augustā. - Pieejas veids: tīmeklis www.url: <http://www.ece.umd.edu/~manoj/350/notes/book.pdf>
3. William Stallings. *Operating Systems: Internals and Design Principles 7th Edition* Prentice Hall; March 10, 2011. ISBN-13: 978-0132309981, ISBN-10: 013230998X

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

1. Apple-History / specs for every apple computer, established 1996. - Resurss apskatīts 2016.gada 12.augustā. - Pieejas veids: tīmeklis www.url: <http://www.apple-history.com/>
2. IBM Archives / Valuable resources on IBM's history. - Resurss apskatīts 2014.gada 12.augustā. - Pieejas veids: tīmeklis www.url: <http://www-03.ibm.com/ibm/history/index.html>

3. History of Computers and Computing, Birth of the modern computer, The thinkers, John von Neumann. - Resurss apskatīts 2016.gada 12.augustā.- Pieejas veids: tīmeklis www.url: <http://history-computer.com/ModernComputer/thinkers/Neumann.html>

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

1. MOODLE e-kurss no <http://www.augstskola.lv/moodle>
2. AMD Developer Guides, Articles & Presentations . - Resurss apskatīts 2014.gada 12.augustā.- Pieejas veids: tīmeklis www.url: <http://developer.amd.com/resources/documentation-articles/>
3. NVIDIA support. - Resurss apskatīts 2016.gada 12.augustā.- Pieejas veids: tīmeklis www.url: <http://www.nvidia.com/page/support.html>
4. Intel Timeline: A History of Innovation. - Resurss apskatīts 2016.gada 12.augustā.- Pieejas veids: tīmeklis www.url: <http://www.intel.com/content/www/us/en/history/historic-timeline.html>
5. System-Specific Memory/ Memory Tailored to Your System, Services Tailored to Your Needs . - Resurss apskatīts 2016.gada 12.augustā.- Pieejas veids: tīmeklis www.url: [http://www.kingston.com/en/memory/system\\_specific](http://www.kingston.com/en/memory/system_specific)

## FOREIGN LANGUAGE IN COMPUTER SCIENCE

<b>Author/s of Study course:</b>	
Larisa Turuševa, Dr. paed., assoc. prof.	
<b>Credit points:</b>	<b>Credit score in the ECTS system:</b>
3	4.5
<b>Test form:</b>	
<b>Examination</b>	
<b>Study course prerequisites:</b>	
English skills meeting the secondary education level requirements	
<b>Study course objectives are:</b>	
To provide the students the possibility to acquire the necessary knowledge, skills and competence in Legal English in line with the level B2 requirements of the Common European Framework of Reference for language proficiency.	
<b>Course outcomes (knowledge, skills, competencies):</b>	
<ol style="list-style-type: none"> <li>1. Knows and understands concepts in the field of information technology in English</li> <li>2. Students are able to use their knowledge and communication skills, including reading, speaking, listening and writing in professional contexts, participating in discussions, dialogues, making presentations.</li> <li>3. Can find the required information in a foreign language on the internet, structure and classify it, work with term and branch dictionaries.</li> <li>4. Can analyze the situation, independently solve problems and conduct research in the field of information technology in English.</li> <li>5. Students have improved professional foreign language competence for creative use of foreign language in oral and written communication and professional activity, student mobility and academic environment.</li> </ol>	
<b>The content of the study course required to attain the results of the study (thematic plan of the course):</b>	
1.	Job application. CV. Letter of motivation. Job interview questions.
2.	What is ICT? ICT in the workplace ICT in education
3.	Introduction to ICT systems Types and architecture of the operating system.
4.	The most current trends and directions of the development of the ICT industry Artificial intelligence as a modern software trend.
5.	New tools, software, latest technologies and their applications
6.	Truth and myths about programming, presentations
7.	Human-computer interaction E-commerce and e-government Computer equipment and ethics
8.	Ergonomics. Organisation of work
9.	The future of ICT
10.	Presentations on the selected topic

<b>Study course schedule:</b>				
<i>Taking into account the needs of the study group/learners, the interests, the level of existing knowledge and understanding, the plan may adjust the number of contact hours and the order of topics</i>				
No.	Theme	Lectures (incl. workshops, discussions) number of contact hours		
		full-time studies	part-time studies	part-time studies with e-learning elements*
175.	Job application. CV. Letter of motivation. Job interview questions.	6	3	2
176.	What is ICT? ICT in the workplace ICT in education	4	2	1
177.	Introduction to ICT systems Types and architecture of the operating system.	4	2	1
178.	The most current trends and directions of the development of the ICT industry Artificial intelligence as a modern software trend.	6	3	1
179.	New tools, software, latest technologies and their applications	6	3	2
180.	Truth and myths about programming, presentations	4	2	1
181.	Human-computer interaction E-commerce and e-government Computer equipment and ethics	4	2	1
182.	Ergonomics. Organisation of work	4	2	1
183.	The future of ICT	4	2	1
184.	Presentations on the selected topic	6	3	1
	<b>Total:</b>	<b>48</b>	<b>24</b>	<b>12</b>

<b>Description of the independent tasks:</b>		
Study form	Type of independent assignment	Type of control
<i>Full-time studies</i>	1. To perform two hometasks on Moodle by upgrading own knowledge in the use of branch specific terminology.	Individual check
	2. To do Moodle test and analyse own mistakes.	Test
	Compulsory literature: CV Europass template; 2.	
	3. Preparation and delivering of a presentation related to the study area of the course	Presentation Examination
	Compulsory Literature: Dependent on the topic	
<i>Part-Time Studies</i>	1. To perform two hometasks on Moodle by upgrading own knowledge in the use of branch specific terminology.	Individual check
	2. To do Moodle test and analyse own mistakes.	Test

	Compulsory literature: CV Europass template; 2.	Presentation Examination
	3. Preparation and delivering of a presentation related to the study area of the course	
	Compulsory Literature: Dependent on the topic	
<i>Part-time studies with e-learning elements</i>	1. To perform two hometasks on Moodle by upgrading own knowledge in the use of branch specific terminology.	Individual check
	2. To do Moodle test and analyse own mistakes.	Test
	Compulsory literature: CV Europass template; 2.	Presentation Examination
	3. Preparation and delivering of a presentation related to the study area of the course	
	Compulsory Literature: Dependent on the topic	

Study course organisation and the volume of the course:

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

Course acquisition requirements and evaluation of results:

No.	Study course outcomes	Evaluation method	Evaluation criteria			
			Minimal level (from 40% to 64%)	Intermediate level (from 65% to 84%)	High level (from 85% to 94%)	With distinction (from 95% to 100%)
1.	Knows and understands concepts in the field of information technology in English	Theory knowledge test	40-64% test questions and tasks completed correctly	65-84% test questions and tasks completed correctly	85-94% test questions and tasks completed correctly	Knows and understands concepts in the field of

						information technology in English
2.	Students are able to use their knowledge and communication skills, including reading, speaking, listening and writing in professional contexts, participating in discussions, dialogues, making presentations.	Classroom discussion	Lack of skill in discussing issues in the field of information technology, unable to formulate one's opinion in English	Able to discuss issues in the field of information technology, but there are difficulties in defending one's point of view reasoned	Able to reasoned discuss in English on issues in the field of information technology	Able to reasoned discussion in English on issues in the field of information technology
3.	Can find the required information in a foreign language on the internet, structure and classify it, work with term and branch dictionaries.	Presentation in a class	Has difficulties to summarise the results of work and present them to others in a understandable manner	Can summarise the results of the work, however, there are difficulties to structure and analyse them independently, using the English language	Can work independently with dictionaries and information sources	Able to evaluate the necessary information in a foreign language, choose the most appropriate
4.	Can find the required information independently and analyse it for solving a problem  Able to independently conduct research in the field of information technology in English  INFORMATION COLLECTION AND ANALYSIS, CREATION OF NEW KNOWLEDGE	Independent home work. Compiling the results in a written report Group work. Presentation of the work results in a class.	Has difficulties in finding the required information independently; lack of the skill to apply the collected information can be identified  Has difficulties in organising research work in English, cannot perform research independently	Able to conduct research in the field of information technology in English, but cannot demonstrate a deep understanding about using the obtained information; there are difficulties to analyse information independently, does not know how to independently carry out the research process	Can select and analyse the required information independently in order to find an answer to complex and specific questions. Can organize research work independently, is able to integrate different areas of knowledge, is able to contribute to the creation of new knowledge	Able to find the required information independently and analyse it for solving a problem, independently conduct research in the field of information technology in English  CREATION OF NEW

						KNOWLEDGE
5.	Students have improved professional foreign language competence for creative use of foreign language in oral and written communication and professional activity, student mobility and academic environment.	Discussions. Presentations.  Essays.	Difficulties in creatively using and improving skills in English, unable to independently find the necessary means of language	Can creatively use a foreign language in oral and written communication and professional activities, but does not know how to use a language suitable for the academic environment	Creatively uses foreign language in oral and written communication and professional activity, student mobility and academic environment.	Students have improved professional foreign language competence for creative use of foreign language in oral and written communication and professional activity, student mobility and academic environment.

**Literature and other sources of information:**

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

1.	Patrick Fitzgerald, Marie McCullagh, Carol Tabor, Terry Phillips. English for ICT Studies in Higher Education Studies Course Book with audio CDs, Garnet Education, 2011. ISBN: 978185964519
2.	Eric H. Glendinning, John McEwan. Oxford English for Information Technology. Oxford University Press, 2015. ISBN 0-19-457376 -1
3.	English for Information Technology. Pearson Education Limited, 2011 ISBN: 978-1-4082-69961
4.	Greg Gagne, Peter Baer Galvin. Operating System Concepts 8th Revised edition, Binder Ready Version John Wiley and Sons Ltd 2008. ISBN-13: 9780470279939, ISBN-10: 0470279931
5.	William Stallings. Operating Systems: Internals and Design Principles 7th Edition Prentice Hall; March 10, 2011. ISBN-13: 978-0132309981, ISBN-10: 013230998X
6.	Matisone I., Blumfelde I. English – Latvian Dictionary of International Business. Rīga: Zvaigzne ABC, 2006. 704 lpp. ISBN 9984367363.
7	Mascull B. Business Vocabulary in Use. Cambridge University Press, 2008. 172 p. ISBN 9780521775298

***Recommended literature***

1.	Budd T. An Introduction to Object-Oriented Programming. 3-rd edition, Addison Wesley, 2002. ISBN-13: 978-0201824193
2.	Allison J., Emmerson P. The Business. Intermediate. Student's Book. MacMillan. 2013. 159 p. ISBN 9781405081856
3.	Laikraksts "The Baltic Times". [tiešsaiste] [skatīts 10.03.2022.]. Pieejams: <a href="http://www.thebaltictimes.com">www.thebaltictimes.com</a>

***Other sources of information***

1.	British Council's website for adult learners of English. [tiešsaiste] [skatīts 14.11.2021.]. Pieejams: <a href="http://learnenglish.britishcouncil.org">http://learnenglish.britishcouncil.org</a>
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2.	Interneta ziņu dienests. BBC News [tiešsaiste] [skatīts 14.02.2022.]. Pieejams: <a href="http://www.bbc.co.uk/news">http://www.bbc.co.uk/news</a>
3.	Interneta informācijas dienests (Online business information service about the EU). [tiešsaiste] [skatīts 14.08.2021.]. Pieejams: <a href="http://www.eubusiness.com">www.eubusiness.com</a>

## DATA STRUCTURES AND ALGORITHMS

<b>Study course</b>	<b>Data structures and algorithms</b>
<b>Credits (Latvian)</b>	<b>3</b>
<b>ECTS credits</b>	<b>4.5</b>
<b>Study direction</b>	<b>Information technology, hardware, electronics, telecommunications, computer management and computer science</b>

<b>Responsible instructor:</b>	
<b>M. sc. Ing.</b>	<b>Dmitrijs Finaškins</b>
<b>Instructor/s</b>	
<b>M. sc. Ing.</b>	<b>Dmitrijs Finaškins</b>

<b>Study course prerequisites:</b>	
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### **Study course abstract:**

The course imparts knowledge and skills in the field of data processing algorithms. The course is devised to develop students' skills to analyse and summarise information and substantiate their opinion.

### **The aim and tasks of the course:**

**The aim of the course:** To provide students with relevant knowledge, skills and competence in the field of data processing, with particular emphasis on the search and sorting algorithms.

### **The tasks of the course:**

1. To impart knowledge about the algorithm classification.
2. To impart knowledge about finding algorithms.
3. To impart knowledge about sorting algorithms.
4. To impart knowledge about Representation of algorithms with the help of graphs.
5. To impart knowledge about data storing and compression.

### **Study course thematic plan**

No.	TOPIC	Lecture hours (incl. seminars, discussion)		
		full-time studies	part-time studies	part-time studies with e-learning elements *
185.	Algorithm classification	4	4	2
186.	Path-finding algorithms	8	4	2
187.	Sorting algorithms	8	4	2
188.	Representing algorithms with the help of a graph	8	4	2
189.	Data storing and compression	8	4	2
	<b>Total:</b>	<b>36</b>	<b>20</b>	<b>10</b>

### **Study course schedule**

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

### **Study course requirements**

**Full-time students** are expected to meet the following requirements:

- lecture attendance 50%;
- successfully complete five self-tests;
- successfully complete two individual home assignments;
- prepare a presentation in accordance with the chosen theme and given structure

**Part-time students** are expected to meet the following requirements:

- lecture attendance 50%;
- successfully complete five self-tests;
- successfully complete two individual home assignments;
- prepare a presentation in accordance with the chosen theme and given structure

**Part-time with e-learning elements students** are expected to meet the following requirements:

- lecture attendance 50%;
- successfully complete five self-tests;
- successfully complete two individual home assignments;
- prepare a presentation in accordance with the chosen theme and given structure

**Independent work description:**

Type of independent work	Form of control
Home assignment: Use finding and sorting algorithms	Assessment
Home assignment: Visualize the operation of algorithm using a graph	Assessment

**Structure of the study course**

Study form	Contact hours		Individual work hours	Compulsory reading and/or audio and video material listening/watching	Total course credit hours
	Lecture hours (including seminars, discussions)	Consultations, final evaluation in the course			
Full-time	36	12	30	42	120
Part-time	20	12		58	
Part-time studies with e-learning elements	10	12		68	

**Evaluation of the study course results**

Learning outcomes	Evaluation method	Evaluation criteria		
		40-69%	70-89%	90-100%
<b>KNOWLEDGE AND UNDERSTANDING</b>				
Knows and understands the search and sorting algorithms	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Can apply algorithms knowledge in practice	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
Can choose the most appropriate algorithm for the given task	Test	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
<b>SKILLS</b> (ability to apply knowledge, communication, general skills)				
Has a grasp of the sorting and search algorithms, can visualize their operations using a graph	Home assignment	40-69% of project proposal is prepared correctly	70-89% of project proposal is prepared correctly	90-100% of project proposal is prepared correctly
<b>COMPETENCES</b> (analysis, synthesis, evaluation)				
Can independently find relevant information and analyse it to get theoretical knowledge on the topic of data structures and algorithms	Home assignment	Has certain difficulties to independently find relevant information and analyse it	Can independently find relevant information but has certain difficulties to analyse it	Can independently find relevant information and analyse it

Can analyse a given algorithm, can identify shortcomings and draw conclusions	Exam	40-69% of tasks are executed correctly	70-89% of tasks are executed correctly	90-100% of tasks are executed correctly
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***Literature (01-textbooks):***

1. Кормен Т., Алгоритмы: Вводный курс, ISBN: 978-0-262-51880-2, Вильямс, 2016

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

1. Thomas H. Cormen , Charles E. Leiserson Ronald L. Rivest , Clifford Stein, Introduction to Algorithms, ISBN: 9780262533058, MIT Press, 2010