

FOUNDATION

KRISTIGA VADIBAS KOLEDZA (CHRISTIAN LEADERSHIP COLLEGE)

FIELD OF STUDY

**"LEADERSHIP, ADMINISTRATION AND REAL ESTATE
MANAGEMENT"**

SELF-ASSESSMENT

Approved at the board meeting of CLC

on 28th October, 2016, Minutes of meeting No. 2/2016

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1. Description of the study programme

The study field of "Leadership, administration and real estate management" includes one study programme: First level professional higher education study programme - "Business administration" for the preparation of business specialists. This programme is offered by the College since 2009.

1.1. Development strategy, common goals of the Field of study and their relation with the general strategy of the higher education institution or college

The development strategy of the field of study is closely related with the development strategy of Christian leadership College (hereinafter - CLC).

The Foundation "Kristīga Vadības Koleģija" and the development plans for the fields of studies are based upon the following:

- Priorities set out by the founder of CLC - Baptist Congregation Union of Latvia;
- Goals set forth by the management of CLC - the board and the council;
- Internal and external quality assessment results of CLC operation.

The principal goals of the foundation "Kristīga Vadības Koleģija" are as follows:

- Develop and implement first level professional higher education programmes in the fields of Christian leadership, social sciences and theology by preparing qualified specialists for the church and the employment market in general;
- Provide students with an opportunity to prepare for further education in order to acquire second level professional higher education and level five professional qualification.
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The principal tasks of Foundation "Kristīga Vadības Koleģija" are as follows:

- in observance of the trade standards and national professional education standards in the College's fields of study in "Social welfare", "Leadership, Administration and Real Estate Management" and "Religion and Theology", develop professional study programmes and organise implementation of the same;
- prepare qualified, socially responsible specialists able to compete within the labour market providing them with education recognised locally and abroad.

1.2. Perspective assessment of the field of study and programmes from the viewpoint of the interests of the Republic of Latvia

In the Republic of Latvia, colleges implement first level higher education programmes by preparing specialists corresponding the labour market requirements of the Republic of Latvia. The perspective assessment of the field of study of "Leadership, administration and real estate

management" from the viewpoint of interests of the Republic of Latvia is based on (a) professional standards and (b) Sustainable Development Strategy for Latvia until 2030 (Latvija 2030))¹:

a) Preparation of business specialists in the framework of the field of study of "Leadership, administration and real estate management" is based on the professional standard for business specialist encompassing the competency, knowledge and skills necessary for the trade.

Just like in other fields of study and programmes, in "Business administration", the College also emphasises not only on the knowledge, skills, abilities and competency included in the professional standard, but also on attitudes. The task of the College in consideration of the interests of the Republic of Latvia is not only preparation of quality professionals being adept in their trade but also attention is given to the development of the personality, its attitude towards work and society at large. The higher contribution to the national economy may be yielded by well-educated and prepare specialists who give equally high regard for their responsibility towards the society and implement their professional activity in a fair manner.

Upon preparing responsible specialists for the field, the college thus contributes towards the overall strength of the society. In other words, in its operation, the college emphasises not only the skills and knowledge to be acquired that form competency, but also rears the up-and-coming professional. The man and development of one's personality forms the basis of college operation which is also the basis for any country, Republic of Latvia included.

College employs the above understanding in thinking about the interests of the Republic of Latvia based on "Latvija 2030".

b) The development plan of the field of studies and the implementation of the programme makes use of the following strategic directions of "Latvija 2030":

- The higher education system of the Republic of Latvia shall be unable to function while serving only domestic students (64§, page 16)
- The goal of a 21st Century education system is to strengthen the skills of the individual in continuous learning and acquisition of innovations. (67§, page 17)
- Already today, a significant part of the students in higher education and colleges belong to the so-called no traditional groups of students being older than 23 years of age thus the higher education institutions must transition towards adult education as a stable and necessary direction of operation. (80 §; page 20.)
- Higher education institutions may also have programmes taking place exclusively in e-environment. (94 §; page 22.)

1.3. Development plan of the field of study

On 2nd April, 2012, an expert commission assess the quality of College's study programmes in the framework of the EU project "Evaluation of Higher Education Study Programmes and Proposals for Quality Improvement"/ On the basis of the statement issued by the expert

¹Sustainable Development Strategy for Latvia until 2030, Parliament of the Republic of Latvia:
http://www.pkc.gov.lv/images/LV2030/Latvija_2030.pdf

commission, in 2013, the Higher Education Council was provided with explanation on various items (see E-site containing the said explanation in English and Latvian)

On 18th June, 2013, the accreditation commission of fields of study entered the following scores in the examination table on the assessment of the fields of study:

Accreditation Decision	Quality	Resources	Sustainability	Cooperation
<i>Issue accreditation for 2 years + mandatory recommendations</i>	<i>Shortcomings must be eliminated within a 2 year framework</i>	<i>Good</i>	<i>Shortcomings must be eliminated within 2 year framework</i>	<i>Shortcomings must be eliminated within 2 year framework</i>

Recommendations by the accreditation commission:

- develop the programme by integrating the modules of social work and real estate management;
- Develop the infrastructure of the Higher Education Institution;
- Increase the number of domestic students;
- Cooperate with other Higher Education Institutions;
- Continuous feedback must be sustained to ensure quality;
- Improve the link with the labour market;
- Publish scientific papers in the field of business;
- offer English and German language courses in order to be able to take part in Erasmus exchange programmes.

In order to implement the guidelines set by the Founders of CLC, the management and external experts, a study programme development plan for 2014 - 2020 was developed in 2013 and subsequently approved by the board meeting.

The development plan of the field of study of "Leadership, administration and real estate management" by the Foundation "Kristīga Vadības Koledža" ² for 2014 - 2020

Direction of development	Tasks
<i>Improvement of programme content</i>	<ol style="list-style-type: none"> 1. <i>Improve internal quality assurance measures (employer, teaching staff and student annual surveys);</i> 2. <i>Assurance of the internal audit for the study programme (inter-subject links, succession of study courses, refreshing of the content) on the basis of the internal quality assessment measures; requirements of the labour market and business specialist trade standard;</i> 3. <i>Optimisation of the learning internship programme in line with the requirements of the labour market and internship post opportunities;</i> 4. <i>Annual assessment of the programme content and reflection of the changes in self-assessment statements.</i>
<i>Improvement of the</i>	<ol style="list-style-type: none"> 1. <i>Improve the study course programmes (improvement of study content by</i>

² Approved in the CLC Board meeting No. 44/2013

study process	<p><i>including information on recent studies) and ensure a timely available thereof via moodle.kvk.lv;</i></p> <ol style="list-style-type: none"> 2. <i>Continuously improve the knowledge assessment system by encouraging objectivity and promptness;</i> 3. <i>Improve the planning of the study process taking into consideration the increase of foreign students (balance of load, periods between exams);</i> 4. <i>Facilitate the preparation of study course text books, brochures and lecture materials and publication of the same on moodle.kvk.lv;</i> 5. <i>Ensure continuous and intensive inter-subject link;</i> 6. <i>Diversify and improve study methods;</i> 7. <i>Expand the use of information technologies in the study process;</i> 8. <i>Constantly follow up with the amendments of regulatory documentation and ensure harmonisation thereof with the internal regulatory documents;</i> 9. <i>Consistently work on the improvement of the teaching staff's qualification;</i> 10. <i>Increase the mobility of the teaching staff (guest lecturers, lectures by CLC lecturers in other HEI);</i> 11. <i>Provision of co participation for the students in the research work of CLC;</i> 12. <i>Assessment of the study process in cooperation with other HEIs;</i> 13. <i>Development of cooperation with similar HEIs in Latvia and abroad. In the framework of cooperation, assess the study process in the framework of Business administration study programme.</i>
Improvement an development of the study environment	<ol style="list-style-type: none"> 1. Replenish the library funds with the most recent learning aids and reference materials; 2. Conclude new cooperation agreements with academic libraries in Latvia, Ukraine, Belarus and Russia; 3. Provide students with access to the books issued by CLC in an electronic format; 4. While motivating the teaching staff, continue development of new study materials and ensure availability of the same via moodle.kvk.lv; 5. Continue improvement of the technical aids necessary for the study process; 6. Repair and maintain a good technical and hygienic order of all recreational, teaching staff, maintenance and hygiene premises; 7. Constantly improve document exchange scheme in an effort to ensure a timely and quality receipt of information, including electronically; 8. Conduct regular research of the student and graduate satisfaction with the study process and study outcomes.
Study programme graduates	<ol style="list-style-type: none"> 1. <i>Offer further education opportunities at CLC for the graduates of the Business administration programme;</i> 2. <i>Provide graduates with hands-on support in the establishment of own business via the operation of the business incubator "Kiwi".</i>
Advertising of the study programme	<ol style="list-style-type: none"> 1. <i>Advertising of the BA study programme in Latvia in cooperation with employers and graduates of BA study programme;</i> 2. <i>BA study programme advertising and promotion events in Ukraine, Belarus and Russia;</i>
Cooperation with other HEIs, legal and private entities.	<ol style="list-style-type: none"> 1. <i>Strengthen cooperation with domestic and foreign HEIs. Forecast the mobility and research activity of the students and teaching staff within the framework of the cooperation;</i> 2. <i>Attract donations for the support of the student studies in cooperation with legal and private entities.</i>
A new study programme in the field of study of	<ol style="list-style-type: none"> 1. <i>It is planned to implement a study programme in the field of study of "Leadership, administration and real estate management", if it will be included as one of the priorities by the founder.</i>

"Leadership, administration and real estate management"	2. <i>A further development of the field of study on the part of CLC management is expected upon developing the BA study programme and by facilitating cooperation with other domestic and foreign HEIs in the framework thereof.</i>
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1.4. Compliance of the field of study and study programme to the demand of the labour market

Regular performance of graduate and employer surveys. Respondents are invited to assess the programmes, knowledge and skills of the programme graduates as well as adequacy to the demands of the labour market.

In general, the survey results show that employers hold a positive opinion over the study programme and the topicality thereof. Upon evaluation of the employer survey results from the recent years, it may be concluded that employers have good regard for the graduates of the programme emphasising the desire of the new specialists to improve professionally as well the need for closer cooperation especially in the area of practical training (Annex No. 5.).

1.5. Analysis of the strengths and weaknesses, opportunities and threats for the field of study

Strengths of the field of study:

1. Orderly study environment;
2. Professional and qualified academic staff;
3. The content of studies ensures preparation of the business specialists in line with the standard of the aforesaid trade;
4. Application of various learning methods enable developing both individual abilities and skills to work in a team (situational analysis, group work, individual presentations etc.);
5. Provision of internship positions;
6. Study opportunities for people of different ages;
7. Students are given opportunity to work and study at the same time (part-time studies);
8. After acquisition of the qualification, students are offered to acquire second level higher education programmes in other higher education institutions;
9. Competitive tuition fee;
10. Acquired education is topical and may be applied in practice;
11. Attraction of employers during the study process and business incubator "Kiwi".

Weaknesses of the field of study:

1. Lack of students
2. Insufficient supply of learning literature in CLC;
3. Insufficient pre-existing knowledge among the students in some study courses;
4. Financial dependency on the solvency of the students.

Opportunities

1. Attract students from Latvia;
2. Increase level of co-participation in international projects;
3. To make use Erasmus+ possibilities;

4. Increase the attractiveness of the study programme included in the field of study with study courses that offer students an opportunity to increase their competitiveness within the labour market;
5. Attract more employers during the study process so that the acquired knowledge with match the actual situation;
6. Continue development of the e-study environment;
7. Continue the successful development of foreign student attraction.

Threats:

1. Population's solvency problems;
2. Lower tuition fee and opportunity to have it covered with state funds in other higher education institutions;
3. Other than the Christian values, priority in society.

1.6. Description of the internal quality assurance system for the field of study

The **internal quality assurance mechanism** of CLC operates on the basis of the following documents and measures:

1.1. Quality assurance measures of the foundation "Kristīga Vadības Koledža" (Approved at the CLC Board meeting No. 25/2010 on 9th September, 2010, Annex 8);

1.2. User guide for the nomenclature, methodological aids and study documentation of the foundation "Kristīga Vadības Koledža" (approved by director's decree on 16th February, 2011 - Annex 8);

1.3. CLC submits annual reports to the Congress of its founder - Baptist Congregation Union of Latvia (hereinafter - BCUL) on the academic results of its performance, financial report and external quality assessment results. This information is also provided to the BCUL council which ensures that operation of BCUL between Congresses.

CLC regularly works on the improvement of its internal quality mechanism on the basis of "Standards and Guidelines of the European Network for Quality Assurance in Higher Education" (ENQA) (http://www.enqa.eu/pubs_esg.lasso). The objective of CLC is gradually organise its operation and study process in line with the indications of ISO 9001:2008.

In order to measure the quality of College operation, surveys have been developed for students, teaching staff, general staff, graduates and employers. Surveying is done both electronically and in a paper form. Survey results are discussed and analysed both in the College study programme deans' meetings as well as in the College board meetings (Annex 5).

External quality assurance mechanism:

The external quality assurance mechanism of CLC is provided in line with the Minister Cabinet Regulations No. 668 of 25th September, 2012 on "Regulations for accreditation of higher education institutions, colleges and fields of study".

Information about the the teaching staff is available at the Education Quality State Service register on teaching staff (<http://www.ikvd.gov.lv/akademiska-personala-registrs.html>).

The College understands that each of its student and graduate serves as a business card for the College which will in the most direct form reflect on the operational quality of the College, thus improvement of the internal operational quality of the college is among the top priorities of the College.

"The quality assurance measures of the foundation "Kristīga Vadības Koledža" and User guide for the nomenclature, methodological aids and study documentation of the foundation "Kristīga Vadības Koledža" determine the procedure in which the internal quality assurance system of the College functions.

The internal quality of the College is assessed with the use of number of tools:

1. Surveying;
2. Discussions;
3. Analysis of the obtained information and data;
4. Integration of the information yielded by the analysis into the operation of the College.

The internal quality assessment is a continuous effort that evaluates the operation of the College, as well as it identifies whether the College presents a continuous improvement of its operation.

Surveying: In the framework of quality assurance, the students, teaching and general staff, as well as the graduates of the College and employers are surveyed on regular basis. Surveying is done anonymously and its goal is to uncover the opinion of certain target groups on specific aspects of the College operation and quality thereof. Students are surveyed on the quality of the specific course with the use of both printed-out forms and electronic solutions. At the same time, students are surveyed on the administrative and academic performance of the College as a whole including the micro climate of the College and study conditions therein. The College staff is surveyed to determine staff's opinion on the working conditions at the College, provision of materials and technical means etc. While employers and graduates are surveyed in order to determine their opinion on how well the students of the College are being prepared for the specific trade. **(Annex 5)**

Discussions: Deputy College director in study matters and deans of the study programmes organise regular meetings with representative of the teaching staff in order to discuss performance quality, study process and other College life related matters. Deans of the study programmes are encouraged to regularly meet and discuss similar matters with the students of the College, employers and graduates.

Information analysis: Deans of the study programmes analyse information obtained from students, graduates and employers in the relevant industry via surveying and discussions. The results are discussed in the framework of programme dean, College management and Board meetings. Upon identifying problems or shortcomings, an action plan is drawn up for the improvement of the internal quality and implementation thereof in the life of the College. The next round of surveying and discussions especially focuses on whether progress has been made in the previously identified matters and whether any other additional measures are necessary for the resolution of the matter.

On the basis of recommendations provided by the college accreditation expert commission, in June 2014, CLC administration visited the internal quality service department of Riga Stradina University, where we were introduced to the operation of university control, supervision and improvement system.

Effort has been made towards improvement of study programme description in the course of the study year 2014 - 2015, in order to be able to measure expected results of study programmes and courses in a more specific and accurate manner. In the study year 2015-2016 the modules' system was created, we are working on the learning outcomes mapping.

1.7. Courses available for the field of study

In the College, studies are financed with the financial means of private and legal entities. The financial sources of the field of study at the College are as follows:

- student tuition fee,
- founder's financial means,
- donations by private and legal entities,
- funds obtained via economic and research activities.

With regards to the infrastructure, the development plan in the period of time from 2014 - 2019 (Annex 1) provides for modernisation of the existing study premises and furnishing of new study premises as well as equipping the said premises with the necessary technical means in order to ensure an up-to-date study environment in auditoriums and to enable remote transmission of lectures.

Currently, the college has study auditoriums in Lāčplēša street 37 and the Agreement with the Baltic International Academy for renting premises in Lomonosov Street 1 has signed within the said time frame it is planned to double the number of auditoriums provided that the College shall be simultaneously attended by 300 - 400 students with a large proportion of domestic students.

Each auditorium is provided with audio-visual solutions for provision of a quality study work. The infrastructure development plan provides that until the end of the planned period, it will be possible to perform transmissions of video conferences, recording of lectures and synchronous translation.

The College has implemented a database on the basis of moodle platform (moodle.kvk.lv) to store all the learning aids developed by the lecturers of the College and to gradually complement the said with aids in Latvian, English and Russian. The said moodle system enables a direct and close communication with lecturers and students allowing to complete exams in remote mode, submit papers and follow up with the examination results and other information. In the present planning period shall be dedicated to the goal of making the College available in every household i.e. the College intends to make the studies of the College combinable with one's professional career and that the studies would be available in Latvian, English and Russian speaking parts of the world. Considering the given development plan, the College does not set a priority for establishment of branches unless such action is necessitated by development opportunities of the College work abroad.

The study programmes are implemented in CLC premises on Lāčplēša street 37, Riga. For the operational purposes, the founder of CLC has assigned the former a right to use premises in size of 620m² as well as there is an existing agreement that if necessary, CLC shall be provided with additional premises for implementation of the study activities at the same address. The total floor space of the building housing CLC is around 4000m² and the property of Lāčplēša street 37, in Riga has a property of the founder. After the premises have been accustomed for the needs of the educational work, it is that additional studies will be implemented on Lomonosova street 1, Riga.

A total of 5 classrooms, a library, reading room and administration premises are available for the learning process and work of the students. Auditoriums are equipped with solutions for display of visual and playback of audio information.

Each student at the College has access to its photo copying services as well as access to the internet.

The library provides students with the mandatory literature for the study programmes and shall maintain the theological focus in future. Additionally, the college has concluded a cooperation agreement with other libraries.

The college provides appropriate **study, recreational** and **social conditions** by creating an encouraging study environment. A recreational room is available for study purposes, in which students may serve themselves with hot drinks and light snacks as well as a hostel for foreign student accommodation during examination. There is also a dormitory for the needs of the teaching staff. The college premises are equipped with wireless internet and other services - photo-copying, perforation, lamination etc.

The College provides **informational support** for students via the administration of the College during working hours, online on the website of the College, via electronic correspondence,

within moodle and with the use of individual consultations. In the understanding of the College management, each student and graduate serves as a business card for the College thus it is the task of the former to ensure the welfare and awareness of students throughout the course of the studies. In the meantime, the students that are learning business via the business incubator "Kiwi" are offered an opportunity to receive free hands-on as well as theoretical support for establishment of own business.

In November 2012, a cooperation agreement was concluded with Riga Technical University (RTU) - to develop and implement an E-learning platform as well as on the maintenance of the E-learning platform, user support and provision of technical needs of the foundation "Kristīga Vadības Koledža".

On 8th February, 2013, the teaching and administrative staff of CLC attended training on the use of E-learning Moodle system in communication with students and storage of learning aids.

Students are provided with a facility to individually contact the dean of the study programme and administrator via e-mail with regards to any organisation matters and with the teaching staff - about the subjects to be acquired during the course of the studies.

In the course of the examination, each student is offered with an opportunity to meet individually with lecturers, dean of the study programme and administrator to discuss any urgent matters.

1.8. Cooperation opportunities in Latvia and abroad within the framework of the respective field of study

In the course of study year 2012 - 2013, the BA programme of CLC has concluded the following cooperation agreements on the implementation of the study programme (Annex 8):

- Alberta Koledža;
- Biznesa vadības koledža;
- LeTourneau University;
- SIA Baltijas Starptautiskā akadēmija.

Professional correspondence is being exchanged with a higher education institution in Norway: Norwegian School of Leadership and Theology (HLT)(<http://hoyskolen.org/>) on cooperation with opportunities for graduates study in second level professional higher education programme.

In 2013, the following project was implemented in cooperation with SIA Alberta Koledža: The BA study programme of CLC hosted a guest lecturer from US - Peter Alle. P. Alle has many years of experience in companies like General Foods, Kraft General Foods and Krft Foods. The topic covered by the Guest Lecturer: "Expression of Christian ethical values in the world of business - examples and practice".

While the college cooperates with a number of higher education institutions, it must be admitted that in the specific field of study, the cooperation opportunities have so far been limited because no cooperation takes place in terms of first level higher education and upon creating cooperation relationships in Latvia, foreign students are in Latvia only during the examination which severely limits the cooperation opportunities.

Currently students have an opportunity to attend the guest lecturers read by foreign lecturers.

1.9. List of study programmes

Study programme	CP	Type of studies	Professional qualification awarded
<i>First level professional higher education programme "Business administration" (41 345)</i>	80	<i>Full time and part time studies, distance learning</i>	<i>Business specialist</i>

1.10. List of teaching staff involved in the implementation of the field of study listing qualification and responsibilities, including the study programme and part thereof implemented by each of the members of the teaching staff

The implementation of the programme shall be ensured by 17 lecturers, 5 of which (29,4%) have a PhD, another 12 have a master's degree in the respective discipline. The study programme employs a highly qualified teaching staff.

The teaching staff is selected for the programme with regard to the relevant scientific disciplines and subjects. The teaching staff shall in line with the work load must work in the research directions set forth by CLC. It is important that the said teaching staff would not only span within the narrow boundaries of their subject but that it would be able to contribute to research, establishment and management of study courses, projects etc. The selection is based on the principles of education ecology: formation and development of a heterogeneous (education, experience, age and gender-wise) and sustainable social environment, meaning that a modern teaching staff must be able to operate in a comprehensive and flexible manner.

The staff involved into the implementation of the programme is highly qualified and competent in order to provide the students with necessary research skills and enable them to acquire theoretical knowledge, skills and competences.

Number, scientific degrees and statuses of the teaching staff

No.	Lecturer (Full name)	Scientific degree	Position	Status
1	Gunta Grīnberga-Zālīte	Dr.oec.	Docent	Not elected
2	Normunds Gūtmanis	Dr.sc.ing.	Docent	Elected
3	Inta Kulberga	Dr.oec.	Docent	Not elected
4	Evija Liepa	Dr.math.	Docent	Elected
5	Vineta Minkēviča	Dr.math.	Docent	Not elected
6	Ieva Berkmane	Mg.paed.	Lecturer	Elected

7	Ināra Brante	Mg.iur.	Lecturer	Elected
8	Gudrīte Daukste	Mg.commerce	Lecturer	Elected
9	Aivars Kalniņš	Mg.commerce	Lecturer	Elected
10	Atis Papins	Mg.oec., Mg.paed.	Lecturer	Not elected
11	Ināra Parādniece	Mg.commerce	Lecturer	Elected
12	Jeļena Polovko	Mg.filol.	Lecturer	Elected
13	Svetlana Polovko	Mg.oec.	Lecturer	Elected
14	Inga Pumpure	Mg.fin.	Lecturer	Elected
15	Konstantīns Savenkovs	Mg.soc.rer.	Lecturer	Elected
16	Jeļena Stepanova	Mg.paed.	Lecturer	Elected
17	Sanita Vāne	Mg.paed.	Lecturer	Elected

1.11. *Research activity of the teaching staff involved in the implementation of the field of study and influence thereof, on the study performance, involvement of students in research projects as well as participation in internal projects, projects financed by the Latvian Science Council and other institutions within the reporting period*

The main objective of the first level higher education is to provide in-depth knowledge in the particular industry of national economy, therefore in the study process of the college the main attention is focused on professional training. The National Development Plan of Latvia for 2014-2020 emphasizes the need to ensure the compliance of professional education with the labour market trends. The labour market demand is significantly influenced not only by the development trends of national economy but also by the transformations in the global economy, thus resulting in the demand for such employees who are aware of and are able to solve complex and complicated problems. Therefore, in scope of students' research works the management of the college motivates college teaching staff to involve students not only in one narrow branch of science with its conservative research traditions, but also in interdisciplinary research that requires a complex approach and that is problem-based. Owing to the fact that the studies are organized in the blocks of subjects, students have opportunity to conduct in-depth research of various social processes in interaction of several branches of science. Such way of studies provides multi-dimensional comprehension about contemporary business environment, customer needs, change in consumer behaviour paradigms, trends of innovation development, business ethics etc. In order to enhance students' interest in research work, the teaching staff regularly introduce students with their research projects and involve students in research work, which gives them opportunity

to participate in different stages of solving complicated research problems. Furthermore, teaching staff that are active in research projects involve students in science communication activities, which give them opportunity to practically develop and organize different science events in the college (e.g. promotion of innovation in various industries), which is a part of their practical tasks to be done in the blocks of subjects. A special attention is paid to formulation of course paper and qualification paper themes, in which the preference is given to problem-based research works in interdisciplinary cross-section by incorporating topical issues of economic, communication and management sciences. In order to maintain practical cooperation with students, a special graduates' network has been created through which graduates help to the new students in research work by participating in their surveys, personal and focus-group interviews as employees/employers of a particular industry.

The basics of the research (creative) work were acquired by the students:

1. In the framework of the study course "Research methods";
2. Participation in the conferences organised by CLC and opportunity to take part in the magazine issued by CLC "Facta et Verba".
3. Upon developing a State graduation paper on research of SP related issue. In order to make the research work linked to the goals of SP, each topic for any graduation paper is harmonised with the board of CLC.
4. In future, upon taking part in the research conducted by CLC and its partner HEIs (in an appropriately short cycle and in line with students of SP).
5. Commencing 2012, the presentation of graduation papers is held in an open format. During examination, each student has an opportunity to take part in the presentation of the graduation paper. Thus the student is introduced to the research conducted in the course of the students' scientific papers the is provided with practical experience in terms of paper presentation and development.

During the learning process at the college, elements of research work as used in the preparation of term papers and internship paper's in accordance with the level of studies.

The best papers published, inter alia, in the magazine Facta et Verba and students are invited to take part in the conference hosted by CLC.

Since the study year of 2011 - 2012, students have actively involved in research work on the following graduation paper topics:

- 1) Marketing activities of the Organic store "Dabas maja";
- 2) Thinking model of the entrepreneur Oleg Tinkov;
- 3) Compliance of Baltkom business activities with the general ethical principles of Salomon.
- 4) Personnel assessment and development in company (Potential development);
- 5) Stimulation of staff performance at a female fitness club;
- 6) Efficacy in developmental grooming work with orphanage graduates;
- 7) Motivation for personal career development;
- 8) Bankruptcy forecast and business financial restructuring;
- 9) Most effective low-budget PR company;
- 10) Development of a code of ethics and necessity for implementation for a code of ethics;
- 11) Systematic staff training - a key to success in Nuga Best business;
- 12) Education service marketing communication in European business higher education institutions;
- 13) Automation of operation in serving salon customers;

- 14) Efficiency and quality as a factor for a competitive light vehicle passenger transportation services;
- 15) Staff motivation system in a company;
- 16) Importance of online advertising in the development of small and medium size businesses;
- 17) Relation between styles of communication and the performance result of a micro company;
- 18) Employee stimulation methods in social business;
- 19) Importance of social business for public organisations, taking "Mothers against Drugs" as an example;
- 20) Importance of organisational communication in the management of the franchise network Fit Curves in Ukraine;
- 21) Time planning as one of business tools, description thereof and perspectives in the context of Ukraine;
- 22) Stimulating influence of buyers for increase of company income in cities with large and small populations.

1.12. List of important scientific publications and prepared study literature of the teaching staff involved in the implementation of the field of study during the reporting period

List of the main scientific publications of elected academic staff of study programme for the last six years

Surname, name	Conferences	Publications
Brante Ināra	International conference "Privāttiesību attīstības perspektīvas un transformācijas problēmas mūsdienu sabiedrībā". Baltic International Academy, 2013.15.02.-16.02.	"Līzings līguma tiesiskais regulējums Latvijā" <i>BSA zinātniski teorētiskajā žurnālā "Baltijas juridiskais žurnāls", 2013.</i>
	International conference "Transformācijas process tiesībās, reģionālajā ekonomikā un ekonomiskajā politikā: ekonomiski-politisko un tiesisko attiecību aktuālās problēmas". Rīgas Stradins university, 2013.10.12.	"Finanšu līzings tiesiskais regulējums komercdarījumu aspektā" <i>Proceedings of conference, 2013.</i>
	International conference "Zinātne. Tiesības. Stabilitāte." Baltic International Academy, 2015.23.04.-25.04	"Tiesību noilguma termiņa piemērošanas problemātika no komercdarījumiem izrietošajos prasījumos" <i>Baltijas juridiskais žurnāls, 2016</i>
	International conference "Inovatīvi risinājumi sociāli-ekonomiskos un juridiskos jautājumus "	„Komerccdarījumi un nodokļu nomaksas problēmas” <i>Proceeding Accepted 2016</i>

	LBC&EDU, 2016	
Berkmane Ieva	<p><i>LU 70. Scientific conference „Profesionālo kompetenču paradigma inovāciju laikmetā” (11.04.2012. – 12.04.2012.) Riga, Latvia</i></p> <p><i>RPIVA</i></p> <p><i>6. International Scientific conference “Teorija praksei mūsdienu sabiedrības izglītībā” Riga, Latvia 29.–31. March, 2012</i></p>	<p>Report: „Augstskolu docētāju pedagoģiskās atbilstības struktūras dinamika”</p> <p>Report: „Augstskolu docētāju pedagoģiskās kompetences kritēriju aprobācija uzņēmējdarbības studiju programmu mācībspēkiem”</p>
Gūtmanis Normunds	<p><i>International Scientific conference “9th International Conference APLIMAT”, Bratislava, Slovak Republic, 2010.</i></p> <p><i>International Scientific conference “7th International Conference on Computational and Financial Econometrics (CFE 2013) and 6th International Conference of the ERCIM (European Research Consortium for Informatics and Mathematics) Working Group on Computational and Methodological Statistics (ERCIM 2013)”, London, United Kingdom, 2013</i></p>	<p><i>Carkova V., Gūtmanis N., On Convergence of Garch Process, 9th International Conference Aplimat, rakstu krājums, Bratislava, Slovākija, 2010, p.p.127-130.</i></p> <p><i>Matvejevs A., Pavlenko O., Gūtmanis N., Estimation and calculation procedures of the provisions for outstanding insurance claims, 7th International Conference on Computational and Financial Econometrics and 6th International Conference of the ERCIM Working Group on Computational and Methodological Statistics, abstracts, Londona, Lielbritānija, 2013, p.81.</i></p>
Liepa Evija		<p>Liepa E., Hernik J., Grinberga-Zalite, Matute A. (2016). <i>Evaluation of Pharmaceutical Care Services’ Quality in Latvia: the Case Study of “Meness aptieka”</i> <i>Latgale National Economy Research. Vol 1, No 8 (2016). – pp.52-60. (ind. Index Copernicus and EBSCOhost Business Source Corporate Plus)</i></p> <p>Grinberga-Zalite, Gunta; Liepa, Evija; Atkočiūnienė, Vilma; Hernik, Joanna. (2015) <i>Society Aging Problems and their Solutions in Latvia, Lithuania and</i></p>

	<p>Economic Science for Rural Development 2013” – Jelgava: Latvia University of Agriculture, Faculty of Economics, April 25-26 2013.</p> <p>The 3rd Jonas Pranas Aleksa International Scientific Conference “Vision of the Modern Village”, Siauliai: The Social Sciences Faculty of Siauliai University, 24 – 25 September, 2010</p>	<p>Poland. In: <i>Regional formation and development studies, Journal of social sciences</i> No. 3 (17) (2015), p. 51-59. Klaipeda University. Business Source Complete (ind. EBSCO Publishing Business Source).</p> <p>Grinberga-Zalite G., Liepa E., Avotina A. (2013). <i>The Role of Social Marketing in Maintaining the Balance between Satisfaction of Immediate and Long-Term Needs in the Context of Food Consumption</i> In: <i>Economic Science for Rural Development 2013</i>”: Proceedings of the International Scientific Conference - 2013, April 25-26 2013, Latvia University of Agriculture, Faculty of Economics, Jelgava, 2013, Volume 32, pp. 152-157. (EBSCO, ISSN 1691-3078)</p> <p>Grinberga G., Liepa E. (2010) <i>Customer Guided Services’ Assurance Model for Rural Extension Services. In: “Economic and Management: Current Issues and Perspectives”: Research papers Socioeconomic Development of Rural Areas. Šiauliai University, Faculty of Social Sciences, Šiauliai, 2010. Volume No.1, 2010 3 (19), pp. 261 – 268. (Index Copernicus) ISSN 1648-9098</i></p>
<p>Polovko Svetlana</p>	<p>12.2015 “Insurance market analysis in Baltic states: coincidences and differences” The 12th International Prof. Vladas Gronskas Young Researchers Scientific Conference “Development in Economics: Theory and Practice”, Kaunas, Vilnius University, Lithuania</p> <p>11.2011 „Latvijas apdrošināšanas tirgus darbības prognozēšana” // Starptautiskā zinātniskā konference „Eiropas integrācijas sociālā un ekonomiskā dimensija: problēmas, risinājumi, perspektīvas”, Daugavpils University, LATVIA</p>	

	<p>06.2011 <i>Creating structural model of the insurance market of Latvia // World Academy of Science, Engeneering and Technology, France, Paris</i></p> <p>06.2011. MEASURED CONTRIBUTION OF INSURANCE TO ECONOMIC GROWTH // "International Scientific Conference European Financial Systems 2011", Faculty of Economics and Administration, Masaryk Univercity, CZECH REPUBLIC, Brno</p> <p>05.2011 SOCIALLY ECONOMIC ROLE OF INSURANCE IN NATIONAL ECONOMY DURING THE CRISIS // The Ninth International Conference «Challenges of Europe: Growth and Competitiveness – Reversing the Trends» Under the auspices of The President of the Republic of Croatia Mr. Ivo Josipović and Croatian Chamber of Commerce, University of Split , CROATIA, Bol</p> <p>04.2011 „Economic-socially role of insurance branch in Latvian economy” "Economics and Management-2011 (ICEM-2011)". Faculty of Economics and Management of Kaunas University of Technology (Lithuania), Faculty of Engineering Economics and Management of Riga Technical University (Latvia) Brno, Czech Republic.</p>	<p>Polovko S. MEASURED CONTRIBUTION OF INSURANCE TO ECONOMIC GROWTH // "International Scientific Conference European Financial Systems 2011", Faculty of Economics and Administration, Masaryk Univercity, CZECH REPUBLIC, Brno, June 2.-3. 2011, ISBN 978-80-210-5509-4, p.215-218</p> <p>Polovko S. , Zvanītājs J., Baranovskis N. (2011) SOCIALLY ECONOMIC ROLE OF INSURANCE IN NATIONAL ECONOMY DURING THE CRISIS // The Ninth International Conference «Challenges of Europe: Growth and Competitiveness – Reversing the Trends» Under the auspices of The President of the Republic of Croatia Mr. Ivo Josipović and Croatian Chamber of Commerce, University of Split , CROATIA, Management ISSN 1846-3363.</p>
<p>Savenkovs Konstantīns</p>	<p>05.2016 "Analysis of the Overall Economic Development of Latvia After Joining the European Union. Riga, BSA.</p>	<p>Paper "Topical Economic, Political and Legal Issues". V International Scientific Conference, Rīga, Baltijas Starptautiskā akadēmija, 2016.</p>

	<p>04.2016<i>International Scientific conference</i>«Весенние научные чтения». Kiev, Ukraine</p> <p>11.03.2016<i>International Scientific conference</i>“Innovative solutions of social – economical and legal issues for sustainable development”</p> <p>10.2015<i>International Scientific conference</i>“Science and Practice: new Discoveries” Moscow, Russia</p> <p>30.05.2014.<i>International Scientific conference</i>“Transformational Processes in Law, Regional Economics and Economic Policies: Topical Economic, Political and Legal Issues". V International Scientific Conference. Natural and Humanities University in Siedlce (Poland).</p> <p>25.04.2014. First International Scientific Conference. Topical: Company. Creativity. Work. Rīga, LBK &EDU, 2014</p>	<p>Paper «Анализ структуры и динамики внутреннего валового продукта Латвии после вхождения в Европейский Союз».Zinātniskajā žurnālā «Первый независимый научный вестник». ISSN 2413-2306.Kiev, 04.2016</p> <p>Paper «Analysis of the history of establishment and development of the concept of national innovational system». Riga, LBK&EDU, 2016</p> <p>Paper «Особенности опыта малых стран Евросоюза при формировании модели национальной инновационной системы Латвии». Moscow, Russia, 2015</p> <p>Paper «The influence of European innovation policy for the economic development of Latvia, Lithuania and Estonia». Natural and Humanities University in Siedlce (Poland),2014</p> <p>Paper "The impact of European innovation policy on economic development in the region of the Baltic countries". LBK College and Ltd "EDU", 2014</p>
<p>Stepanova Jeļena</p>	<p><i>International Scientific conference</i>"Konteksta nozīmīgums mūsdienu humanitārajās zinātnēs", 2013. gada 10. maijā, LU, Faculty of Human sciences, Riga,report ‘Teaching vocabulary through different learning styles and the Internet resources’</p>	
<p>Vāne Sanita</p>		<p>R. Kleina, A. Babkeviča, A. Šrnits, B.</p>

	<p><i>International Scientific conference</i> „Uzņēmējdarbības ekonomiskie, juridiskie un tehnoloģiskie aspekti” Rīga: Latvijas biznesa koledža, Augstskola EIHEBA, 2012</p> <p>3rd International interdisciplinary scientific conference „Society. Health. Welfare”. 11.-12. nov.2010.</p>	<p>Rozentāle, S. Vāne Centrālās nervu sistēmas patoloģiju raksturojums HIV inficētu pacientu letālajos gadījumos 2013.-2014. gadā. Publicētas tēzes: RSU 2015. gada zinātniskā konference. 2015.</p> <p>S. Vāne, R.Kleina, A.Šmits Characteristics of fatal patient cases out of Riga hospitals Publicēts un referāts: 3rd International interdisciplinary scientific conference „Society. Health. Welfare”. 2012.</p> <p>S.Vāne, E.Liepa. „Uzņēmējdarbības ekonomiskie, juridiskie un tehnoloģiskie aspekti” rakstu krājums. Rīga: Latvijas biznesa koledža, Augstskola EIHEBA, 2012</p> <p>S. Vāne, R.Kleina, A.Šmits Analysis of deceased cases out of hospitals without medical aid. Publicēts un referāts 3rd International interdisciplinary scientific conference „Society. Health. Welfare”, 2010.</p>
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Professional activities of elected academic staff

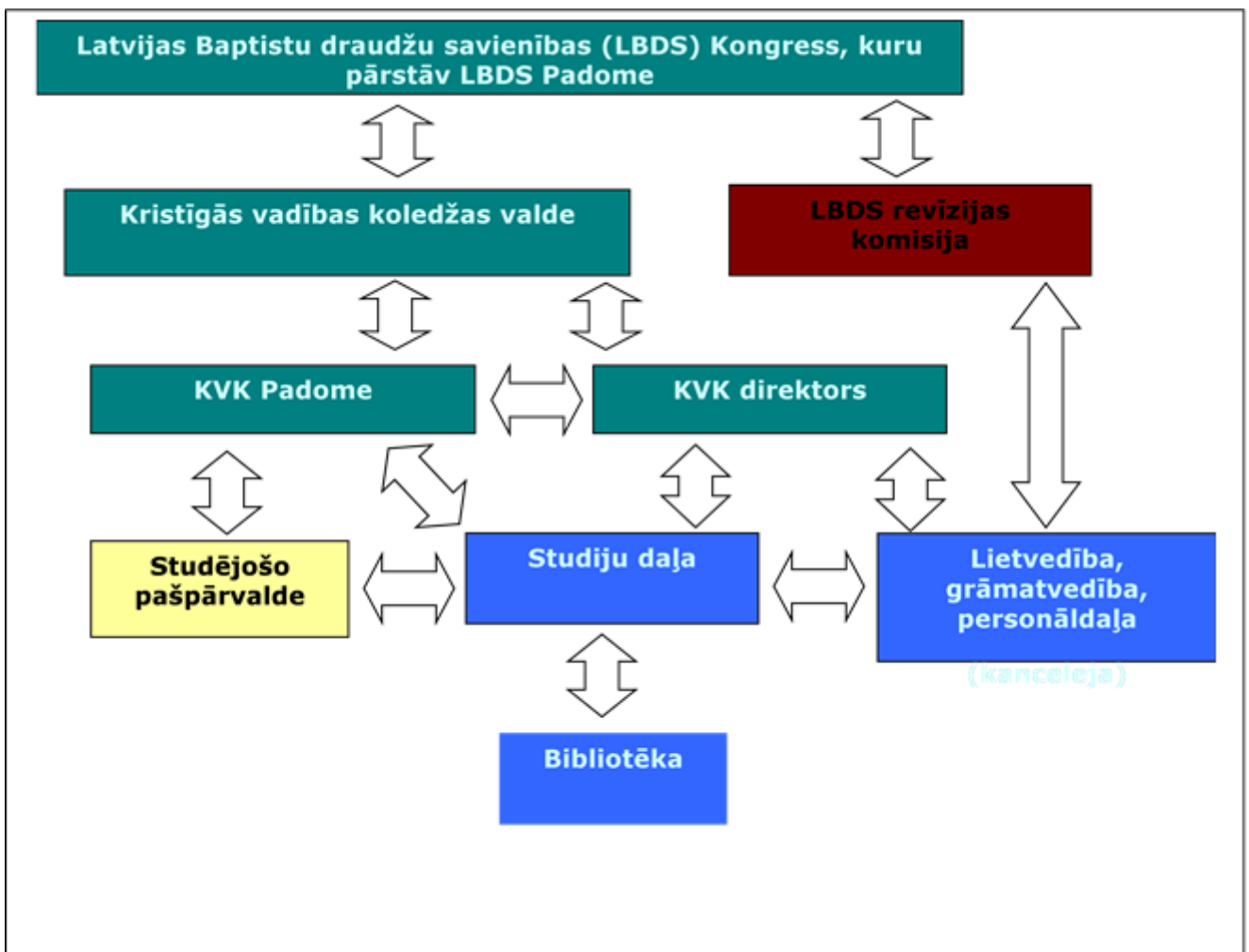
<i>Surname, name</i>	<i>Leadership of seminars</i>
Kalniņš Aivars	Seminar „Divpusējais un trīspusējais sociālais dialogs” , “Stratēģijas pašvaldībām un projektu īstenošana” , untill 2009. Seminar „Projektu personāla vadība” – untill 2012. Seminar „Pasauls tendences personāla vadība” , „Inovāciju risinājumi maza uzņēmuma personāla vadībai” , „Eksportējoša uzņēmuma personāla vadība”, untill 2015.
Pumpure Inga	BPW (Business Professional Women) Latvia Riga– untill 2014. Cheaf of the Board Seminar “Nodokļu likumdošanas izglītības centra” lecturer untill 12.2011. SIA Eirovest lecturer untill 01.2014
Parādniece Ināra	Seminars “Par valsts civildienesta ierēdņu amatu novērtēšanas un kvalifikācijas kategoriju piešķiršanas metodoloģiju”; “Par civildienesta ierēdņu amatu novērtēšanu un kvalifikācijas kategoriju noteikšanu;

5 informative seminars "Par civildienestu un tā piemērošanu pašvaldībās" Saldus, Limbazi, Aluksne, Preiļi, Rīga; "EU PHARE and VAS seminar "Par ierēdņu kandidātu kvalifikācijas eksāmeņiem civildienestā".

Full scientific and other improvement activities of the teaching staff are listed in Annex 3.

1.13. List of structural units involved in the implementation of the field of study (for example, departments, professor groups, labs, institutions) indicating their respective tasks in the field of study and in the implementation of a specific study programme

The management structure of the College consists of a number of levels



Management structure of CLC

College is an institution of BCUL subject to the constitution of BCUL providing that BCUL congress is the superior executive body in the Church. BCUL congress appoints the BCUL council which ensures the operation of BCUL between congresses. BCUL Council on the basis of the authority assigned to it by the Congress appoints the Board of the College. The board of the college consists of three officials, one of whom is the bishop of BCUL. The operational principles of

the board are set in the articles of association of CLC. Board of CLC appoints the director of College who in line with the College provision (6th November, 2007, Minister Cabinet Regulations No. 739) manages the operation of the College. Director of the College in line with Item 27 of the Provision:

1. Issues decrees binding to the staff of the college
2. In the framework of one's authority, decides on a rational use of College's resources;
3. Upon harmonisation with the board, determines the number of positions in the College;
4. Hosts elections for the Council, teaching staff and administrative staff;
5. Submits College's annual report to the Council and the Founder as well as ensures it's upload to the website of the College;
6. Upon harmonisation of the board and the Council of Higher education, approves addition requires in relation to person's previous special edition, special suitability conditions and readiness of the same for enrolment in the respective study programme;
7. Coordinates and implements cooperation with the congregations and institutions of the Founder, represents the College in ecumenical and international relations as well as in relations with the state and the public.

In line with Item 14 of the College Provision, the council organises Council elections the competences in line with Item 19 of the Provision are as follows:

1. approve study programmes;
2. approve directions for research and scientific activity;
3. Prepare recommendations on the enrolment of students and implementation of new study programmes;
4. Prepare suggestions on the establishment, restructuring and liquidation of College's structural units and upon harmonisation with the board, approve their respective Provisions;
5. Upon harmonisation with the Board, approve a provision for teaching and administrative posts at the College and the procedure of election for the same;
6. Upon harmonisation with the Board, approve provisions on study and examination procedure at the College;
7. Develop the internal rules of conduct for the College;
8. Approve the annual report of the College;
9. Support and facilitate the operation of the student council as well as approve the Provision for the same;
10. Approve the flag, coat of arms, emblem, slogan and anthem of the College;
11. Raise matters on the change of the name and legal status of the College.

1.14. Description of the auxiliary teaching staff necessary for the implementation for the field of study indicating the tasks thereof in the implementation of the field of study and specific study programmes

The auxiliary staff of CLC ensures the functioning of CLC study environment

1.	<i>CLC director</i>
2.	<i>CLC deputy director in study matters; dean of the study programme "Pastoral work"</i>
3.	<i>Dean of the study programme "Organisation of social assistance"</i>
4.	<i>Dean of the study programme "Business administration"</i>

5.	<i>CLC administrator</i>
6.	<i>CLC accountant</i>
7.	<i>Librarian</i>
8.	<i>IT specialist</i>
9.	<i>Technical staff</i>

Director fulfils tasks provided in CLC Regulations.

Acting Director of the study work manages study work coordination (work with study programmes directors and methodological commissions, study programmes plan implementation and organization, study timetable creation and control, academic staff work records, etc.).

Study programmes director manages methodical commission, organizes study programme development activities and cooperation with employers, forms study programme plans, attracts and controls academic staff, draws up individual students plans, analyzes students, graduates and employers survey results, etc.

Study Department personnel plans, organizes and document the study process, provides study program plan realization.

Record keeping personnel provides information records about students' study running process and registration, informs students about study process and extra-curricular activities, clarifies students needs by phone, in person, e-mail; carry out correspondence with students and academic staff, analyzes student critics and feedback.

Study direction manages the director of the only direction's study programme "Business Administration".

To perform control and improvement of study direction college for each programme is established Methodology Commission, working together with administration and academic staff, representatives of employers, as well as students are also invited. It provides the programme flexibility and responsiveness to labor market requirements, as well as to promote students' understanding of the labor market.

1.15. Information and about external relations

On the basis of the fact that the largest proportion of theologically similar congregations are located in the United States of America, the College has set as one of its priorities to establish cooperation with HEIs of this country with specific emphasis of HEIs that according to their denomination are similar to BCUL.

Contacts have been established as well as verbal and written agreement - memorandum and contract have been concluded on establishment of long-term cooperation. One of the most important agreements has been concluded with East Texas Baptist University (www.etbu.edu), a Memorandum with LeTourneau University (www.letu.edu) (Annex 4), on the basis of which it is planned to invite guest lecturers from these Universities. Negotiations are underway with Dallas Baptist University (www.dbu.edu), Baylor University/ George W. Truett Seminary, www.baylor.edu/truett.

All of the aforementioned HEIs were visited by the representative of the College in August 2012.

Negotiations are still underway about further education opportunities in obtaining a bachelor degree and about cooperation in general with a higher education institution in Norway Norwegian School of Leadership and Theology (HLT) (<http://hoyskolen.org/>) and University of Klaipeda (<http://www.ku.lt/>). A trip to University of Klaipeda is planned for the beginning of 2015 to sign a cooperation agreement.

Cooperation with foreign HEIs provides opportunities of teaching staff and student exchange as well as implementation of joint projects.

College has received an Erasmus University Charter for participation in the Erasmus + programme until 2020(Annex 4), in the framework of which it is planned to implement study and staff exchange projects as well as it is planned to co-participate in international studies. The management of CLC is conducting negotiations with the International Baptist Theology Seminar in Czech Republic, Tartu Baptist Seminar in Estonia and University of Klaipeda in Lithuania on implementation of cooperation within the framework of Erasmus programme.

The attempt of implementing student exchange projects in the study year of 2013 - 2014 from the field of study "Leadership, administration and real estate management" was unsuccessful since none of the interested students were citizens of European Union.

In tackling these challenges, the College plans to develop internship mobility projects not requiring long term absence from Latvia as well as exchange projects for teaching and general staff.

2. Description of the study programme "Business administration"

2.1. Objectives and tasks of study programme implementation:

The objective of programme implementation:

To prepare qualified business specialists who are able to compete in the labour market as well as to manage and organise the operations of a company's business unit.

Particularity/ Specificity	Measurability	Achievability	Relevance/ Applicability/ Feasibility	Time limit
<i>To prepare qualified business specialists.</i>	<i>In cooperation with employers, work placement providers and graduates, to determine whether the objective has been achieved (surveys, discussions).</i>	<i>By carrying out the internal quality assessment (surveys of students and staff; discussions), to determine whether the College has the necessary material and technical facilities and staff to achieve the objectives, and to take corrective and preventive measures.</i>	<i>During the process of the implementation and evaluation of the study program to take into account all the interests of the parties involved in the study process, based on democratic relations (tuition fees, access to services, requirements of the labour market, etc.).</i>	<i>All the above-mentioned criteria are subject to one cycle of implementing the study program (2 or 2.5 years).</i>

Goals of the implementation of the programme:

- To offer the students the opportunities to improve their knowledge, skills and competences, by learning not only the required courses of the modules in accordance with the occupational standard, but also the elective courses to suit their own wishes and interests;
- To engage in the study process not only highly qualified academic staff, but also professionals from various business areas who have extensive work experience related to the theme of the module;
- To ensure the formation of the students' practical experience; to organise field trips to companies / institutions / organisations;
- To provide the students with the training materials and material and technical facilities necessary for the studies;

- To motivate the students to self-development and life-long learning, to encourage creativity and research work, thereby preparing socially responsible young professionals for companies.

2.2. Expected study results of the study programme

The study program Business Administration is aimed at gaining knowledge, skills and competences according to the State Standard for the First Level Professional Higher Education and the occupational standard for Business Specialist during lectures, seminars, workshops and work placement outside the educational institution.

The expected results in accordance with the occupational standard:

Knowledge:

1. *Knowledge required to perform professional core tasks at the level of concept:*
 - 1.1. *Knowledge of Sociology;*
 - 1.2. *Statistics;*
 - 1.3. *Fundamentals of Logistics;*
 - 1.4. *Civil Defence.*
2. *Knowledge required to perform professional core tasks at the level of understanding:*
 - 2.1. *Business Information Exchange;*
 - 2.2. *Accounting;*
 - 2.3. *System of Taxes and Duties;*
 - 2.4. *Laws and Regulations Governing Business Activities;*
 - 2.5. *Personnel Management;*
 - 2.6. *Project Management;*
 - 2.7. *Finance and Credit;*
 - 2.8. *Creation of New Ideas;*
 - 2.9. *Marketing Planning and Advertising;*
 - 2.10. *Professional Terms in the Official Language and at Least Two Foreign Languages.*
3. *Knowledge required to perform professional core tasks at the level of use:*
 - 3.1. *Organisation, Planning and Management of Business Activities;*
 - 3.2. *Analysis of Economic Activities and Risk Management;*
 - 3.3. *Business Communication and Business Ethics;*
 - 3.4. *Economics;*
 - 3.5. *Management Accounting;*
 - 3.6. *Applied Informatics and Information Technology;*
 - 3.7. *Marketing;*
 - 3.8. *Official Language;*
 - 3.9. *Two Foreign Languages at a Conversational Level;*
 - 3.10. *Employment Relationship;*
 - 3.11. *Occupational Health and Safety;*
 - 3.12. *Environmental Protection.*

Skills:

1. *To be well-versed in the company's economic activities.*
2. *To have knowledge of quantitative methods used in decision-making and assess qualitative factors in decision-making.*
3. *To be well-versed in business forms and use the most appropriate business form for the company's operating conditions.*
4. *To process data for the formulation and resolution of economic and management tasks.*

5. *To ensure compliance with the occupational health and safety requirements in the company.*
6. *To prioritise activities and to delegate and control tasks.*
7. *To apply marketing and advertising techniques based on the performed analysis.*
8. *To organise positive communication.*
9. *To organise the provision of high-quality, customer-oriented services.*
10. *To work with cooperation partners.*
11. *To collect and analyse the business performance data.*
12. *To be well-versed in the accounting records.*
13. *To be well-versed in the national tax system and other laws and regulations applicable to the business sphere.*
14. *To be well-versed in the financial aid offers for business from funds, programs and organisations.*
15. *To conduct the analysis of supply and demand.*
16. *To work independently and in a team.*
17. *To be well-versed in and work with the new information technologies related to the speciality.*
18. *To prepare presentation materials and present them.*
19. *To respect the rules of ethics and conduct.*
20. *To have a command of the official language.*
21. *To have a command of at least two foreign languages at a conversational level.*
22. *To use professional terminology in the official language and at least two foreign languages.*
23. *To ensure compliance with the employment relationship regulations.*
24. *To comply with the environmental legislative requirements.*
25. *To be responsible for one's professional performance.*

Professional competences:

1. *Ability to plan, organise, coordinate and control the economic activities.*
2. *Ability to make business plans and implement them within the company's operations.*
3. *Ability to take responsibility for the tasks performed.*
4. *Ability to analyse and evaluate the company's operating performance, to make proposals for its improvement.*
5. *Ability to identify and analyse the risks of economic and financial activities.*
6. *Ability to analyse the characteristics of the circulation of the company's fixed assets and working capital.*
7. *Ability to represent the company in dealings with other companies and institutions.*
8. *Ability to make internal overviews and reports and to ensure communication among all levels of staff in relation to the information contained in the overviews and reports.*
9. *Ability to explore the needs of customers, to predict change trends in customer behaviour and to respond flexibly to them.*
10. *Ability to analyse the necessary amount of supplies and their quality and to assess the impact of supplies on the company's performance.*
11. *Ability to monitor the rational use of material resources and to analyse, plan and provide stocks of goods.*
12. *Ability to perform everyday business transactions.*
13. *Ability to understand the mechanisms of competition in the market, pricing policy and behaviour of competitors in the market.*

14. Ability to analyse, define and implement efficient measures contributing to product or service sales.
15. Ability to organise occupational health and safety measures and control compliance with occupational health and safety requirements.
16. Ability to navigate in and comply with the laws and regulations applicable to commercial activities, employment and finance (taxes) and other laws and regulations relating to the job of the specialist of business activities.
17. Ability to cooperate and build, coordinate and monitor effective communication between the customers and the company's personnel.
18. Ability to respect the rules of professional ethics.
19. Ability to organise one's work, to work independently and to improve professional qualifications.
20. Ability to understand and evaluate the importance of innovation in business.
21. Ability to communicate in the official language and at least two foreign languages.
22. Ability to use information technology in carrying out one's activities.
23. Ability to ensure compliance with the employment relationship standards.
24. Ability to ensure compliance with the environmental protection regulations.
25. Ability to take responsibility for one's professional performance.

2.3. Attainable results of the study programme

The results to be achieved within the study program are in accordance with the State Standard for the First Level Professional Higher Education and the aforementioned occupational standard for Business Specialist and are linked to the European Qualifications Framework (EQF). The knowledge, skills and competences to be acquired within the study program Business Administration have been analysed at the meetings of the methodology committee and divided into 8 modules.

The objective and goals as well as the expected study results have been set for each study module.

More detailed information on the compliance with the knowledge, skills and professional competences set forth in the occupational standard is given in Tables:

Compliance of the study program Business Administration with the requirements of the standard

Module	Knowledge (according to the standard)	Knowledge to be acquired and improved by the students
Economics	3.4. Economics	<i>Professional terminology and definitions in economics, the essence of macro- and micro-economic processes in the national and global economics. Basic knowledge of the history of economic thought and politics: its structure and dynamics, schools and lines, and its scientific contribution to the economic and political theory and practice</i>
Finance	2.2. Accounting; 2.4. System of Taxes and Duties; 2.7. Finance and Credit; 3.5. Management Accounting; 3.2. Analysis of Economic Activities and Risk Management;	<i>Knowledge of</i> <ul style="list-style-type: none"> • the Latvian system of taxes and duties and governing laws as well as other laws and regulations. • the requirements for financial accounting (regulatory framework). • the fundamentals of financial accounting, the necessity, importance, objectives and goals of accounting in the company (organisation). • the company's annual report, its role, drawing up,

		<p><i>submission and publication, requirements for drawing it up, as well as drawing up the cash flow statement, profit and loss account and the balance sheet and their interconnectedness.</i></p> <ul style="list-style-type: none"> • <i>objectives and goals of management accounting in the organisation.</i> <p><i>Understanding of</i></p> <ul style="list-style-type: none"> • <i>the financial accounting elements and the accounting of core business operations.</i> • <i>costs and their classification in the company as well as the necessity and goals of cost planning and accounting.</i> • <i>the notion and essence of the sales break-even point and its practical application.</i> • <i>the notion of the price cost of manufactured products or provided services, the necessity of calculating the price cost and the methods of calculating the price cost.</i>
Business Activities	3.1. Organisation, Planning and Management of Business Activities; 2.8. Creation of New Ideas;	<i>Professional terms of business management, ways and possibilities of planning, the company's sources of funding and their planning, planning of production and services.</i>
Law	2.4. Laws and Regulations Governing Business Activities; 3.10. Employment Relationship; 1.4. Civil Defence. 3.11. Occupational Health and Safety; 3.12. Environmental Protection;	<ul style="list-style-type: none"> • <i>Understanding of the basic principles of the application of laws and regulations; knowledge and practical skills regarding business activities, the employment relationship between the employee and the employer, building the social dialogue and dispute resolution procedure.</i> • <i>Knowledge of occupational health and safety, civil defence and environmental protection policy, basic principles, objectives and goals.</i>
Management	1.3. Fundamentals of Logistics; 2.5. Personnel Management; 2.6. Project Management;	<p><i>Knowledge of</i></p> <ul style="list-style-type: none"> • <i>the basic principles of the modern management theory;</i> • <i>the components of the functional process of the company's management and their interrelationship;</i> • <i>theoretical aspects of the personnel management system;</i> • <i>the policies and strategies of personnel management and their development trends;</i> • <i>the basic principles of the formation of the organisational structure;</i> • <i>personnel management rules and procedures.</i> • <i>project development and implementation;</i> • <i>understanding of the planned and unplanned change process and its specific features;</i> • <i>change management techniques and methods;</i> • <i>risk management;</i> • <i>procurement and logistics flow management.</i>
Marketing	2.9. Marketing Planning and Advertising; 3.7. Marketing;	<p><i>Knowledge of:</i></p> <ul style="list-style-type: none"> • <i>trends of marketing mix and types and their role in the modern communication and competition system and enhancement of the production efficiency.</i> • <i>the theoretical framework of marketing and the relevant practical techniques for solving the problems included in</i>

		<i>the question (task).</i>
Data Processing Methods	1.2. Statistics; 3.6. Applied Informatics and Information Technology	<i>To provide students with the knowledge of</i> <ul style="list-style-type: none"> <i>information technology and methods of data mining, explication, processing and analysis;</i> <i>further mathematics, proposing of alternative decisions and research;</i> <i>forecasting, advancing of hypotheses, test methods and test validity.</i>
Communication	2.10. Professional Terms in the Official Language and at Least Two Foreign Languages. 3.8. Official Language; 3.9. Two Foreign Languages at a Conversational Level; 1.1. Knowledge of Sociology; 2.1. Business Information Exchange; 3.3. Business Communication and Business Ethics;	<i>Professional terms in English/(Russian/German), grammar rules, creation and presentation of documents, communication types and styles, ethical principles in business.</i>

Module	<i>Skills (according to the standard)</i>	Skills to be acquired and improved by the students
Economics	15. To conduct the analysis of supply and demand.	<ul style="list-style-type: none"> <i>To be able to analyse national economic situations;</i> <i>To conduct the analysis of supply and demand;</i> <i>To be able to analyse the budgeting principles as well as the nature of fiscal and monetary policy.</i> <i>To be able to gather information on the credit and finance policy of the country;</i> <i>To be able to name and describe the lines, schools and personalities of the economic thought;</i> <i>To be able to understand the factors influencing the interactions of policy and business.</i>
Finance	1. To be well-versed in the company's economic activities. 11. To collect and analyse the business performance data. 12. To be well-versed in the accounting records.	<ul style="list-style-type: none"> <i>Skills of opening accounts, application of the double- entry principle, closing accounts, making turnover reports and the accounting balance sheet.</i> <i>Skills to understand and independently draw up the company's budget (financial budgets, functional budgets and the total budget), to carry out budgetary control, and to make changes (adjustments) in the budget if necessary.</i>
Business Activities	3. To be well-versed in business forms and use the most appropriate business form for the company's operating conditions. 9. To organise the provision of high-quality, customer-oriented services.	<ul style="list-style-type: none"> <i>To be well-versed in business forms and use the most appropriate business form for the company's operating conditions.</i> <i>To organise a high-quality, customer-oriented production process or provision of services.</i> <i>To be able to use modern approaches to business process modelling and research.</i>
Law	16. Ability to navigate in and comply with the laws and regulations applicable to	<ul style="list-style-type: none"> <i>Ability to independently navigate in the laws and regulations applicable to the business sphere;</i> <i>Ability to use sources of law and apply legal norms relating</i>

	<p>commercial activities, employment and finance (taxes) and other laws and regulations relating to the job of the specialist of business activities.</p> <p>23. Ability to ensure compliance with the employment relationship standards.</p> <p>15. Ability to organise occupational health and safety measures and control compliance with occupational health and safety requirements.</p> <p>24. Ability to ensure compliance with the environmental protection regulations.</p>	<p><i>to business activities and employment relationship in companies, institutions and organisations;</i></p> <ul style="list-style-type: none"> • <i>Ability to set up an occupational health and safety and civil defence system in the company in accordance with the applicable legislative requirements and ensure compliance with the occupational health and safety requirements in the company;</i> • <i>Ability to be responsible for one's professional performance.</i>
Management	<p>6. To prioritise activities and to delegate and control tasks.</p> <p>16. To work independently and in a team.</p> <p>10. To work with cooperation partners.</p> <p>25. To be responsible for one's professional performance.</p>	<ul style="list-style-type: none"> • <i>To define business objectives and business lines of the company to serve the interests of the owners and the society;</i> • <i>To draw up, approve, adjust and improve the company's business plans;</i> • <i>To develop the company's objectives system and follow up on its implementation;</i> • <i>To effectively plan and organise one's own work (as a potential manager);</i> • <i>To use the latest forms of organising the work and obligations;</i> • <i>To use one's theoretical knowledge and practical skills in order to introduce the personnel management system in public administration and business entities;</i> • <i>To solve all issues related to personnel management (discussions, case studies, team work and other active learning methods are planned to be used in addition to the traditional lectures).</i> • <i>To use the theoretical knowledge as a base for analysing the ongoing management processes during planned and unplanned changes;</i> • <i>To analyse the activities of changes and measures to be taken, while identifying risks and challenges;</i> • <i>To develop solutions to challenges by deciding on setting up the appropriate strategy within the processes of change.</i>
Marketing	<p>7. To apply marketing and advertising techniques based on the performed analysis.</p> <p>10. To work with cooperation partners.</p>	<ul style="list-style-type: none"> • <i>To be able to apply and analyse the set of marketing elements and the management system.</i> • <i>To be able to assess the importance of marketing in companies and to develop the decision-making processes relating to marketing issues.</i> • <i>To develop the skills to analyse the company's marketing activities, selecting appropriate methods.</i>
Data Processing Methods	<p>2. To have knowledge of quantitative methods used in decision-making and</p>	<ul style="list-style-type: none"> • <i>To improve the skills to perform data processing for the formulation and solution of economic and management tasks;</i>

	<p>assess qualitative factors in decision-making.</p> <p>4. To process data for the formulation and resolution of economic and management tasks.</p> <p>15. To conduct the analysis of supply and demand.</p>	<ul style="list-style-type: none"> • <i>To develop the skills in the application of the elements of further mathematics in economics and management science;</i> • <i>To develop the skills to anticipate situations and predict the results of one's performance.</i> • <i>To develop the skills to carry out research and evaluate the results obtained;</i> • <i>To develop the skills to analyse the data collected and use the results in decision-making.</i>
Communication	<p>8. To organise positive communication.</p> <p>18. To prepare presentation materials and present them.</p> <p>10. To work with cooperation partners.</p> <p>19. To respect the rules of ethics and conduct.</p> <p>20. To have a command of the official language.</p> <p>21. To have a command of at least two foreign languages at a conversational level.</p> <p>22. To use professional terminology in the official language and at least two foreign languages.</p>	<ul style="list-style-type: none"> • <i>To have a command of the official language and a foreign language at a conversational level;</i> • <i>To be well-versed in and use professional terminology;</i> • <i>To improve one's speaking and writing skills.</i> • <i>To be able to enrich one's knowledge and acquire new information and skills on a regular basis.</i> • <i>To act ethically.</i> • <i>To carry out work independently or in a team with other colleagues</i>

Module	Competences (according to the standard)	Competences to be acquired and improved by the students
Economics	<i>not required</i>	<i>To be able to analyse, compare and evaluate today's economic problems on the basis of the acquired knowledge and skills.</i>
Finance	<p>1. Ability to plan, organise, coordinate and control the economic activities.</p> <p>4. Ability to analyse and evaluate the company's operating performance, to make proposals for its improvement.</p> <p>5. Ability to identify and analyse the risks of economic and financial activities.</p> <p>6. Ability to analyse the characteristics of the circulation of the company's fixed assets and working capital.</p> <p>8. Ability to make internal overviews and reports.</p>	<ul style="list-style-type: none"> • <i>The ability to understand the information contained in the company's financial statements, to supervise the company's finances, cash flow, profit and loss account, balance sheet and other components of the annual report.</i> • <i>Understanding of the company's financial indicators and their relations, to develop the skills to analyse the company's financial position and economic activities, to develop the skills to identify further actions aimed at improving the financial position and financial indicators of the company/organisation and preventing a potential threat of bankruptcy.</i>
Business Activities	<p>2. Ability to make business plans and implement them within the company's operations.</p> <p>12. Ability to perform everyday business transactions.</p>	<ul style="list-style-type: none"> • <i>Ability to perform daily business transactions.</i> • <i>Ability to create, draw up, present and implement a business plan.</i>
Law	13. To be well-versed in the national tax system and other laws and regulations applicable to the business	<ul style="list-style-type: none"> • <i>Ability to analyse, select and apply the laws and regulations governing the business sphere and employment relationship in practice and ability to</i>

	<p>sphere.</p> <p>23. To ensure compliance with the employment relationship regulations.</p> <p>25. To be responsible for one's professional performance.</p> <p>5. To ensure compliance with the occupational health and safety requirements in the company.</p> <p>24. To comply with the environmental legislative requirements.</p>	<p><i>ensure compliance with the environmental legislative requirements in the company's daily work;</i></p> <ul style="list-style-type: none"> • <i>Ability to define activities, to carry them out and to control them in order to reduce the risks related to business, employment relationship and occupational health and safety;</i> • <i>Ability to build a social dialogue with partners and employees;</i> • <i>Ability to take responsibility for one's professional performance;</i> • <i>Ability to organise occupational health and safety measures and control the compliance with occupational health and safety requirements;</i>
Management	<p>1. Ability to plan, organise, coordinate and control the economic activities.</p> <p>3. Ability to take responsibility for the tasks performed.</p> <p>10. Ability to analyse the necessary amount of supplies and their quality and to assess the impact of supplies on the company's performance.</p> <p>11. Ability to monitor the rational use of material resources and to analyse, plan and provide stocks of goods.</p> <p>19. Ability to organise one's work, to work independently and to improve professional qualifications.</p> <p>20. Ability to understand and evaluate the importance of innovation in business.</p>	<ul style="list-style-type: none"> • <i>To be able and know how to organize one's professional work, using effective techniques and methods;</i> • <i>To use in practice and organise the administrative measures relating to personnel management, personnel management strategy and policy-making;</i> • <i>To be able and know how to manage the personnel records;</i> • <i>To be able to apply theoretical knowledge and practical skills in the company's change management, planning and control processes;</i> • <i>To be able to prepare basic information to the company's management for short-term and long-term decision-making in order to implement the change action plan;</i> • <i>To be able to rationalise the results obtained;</i> • <i>To be able to assess the actual economic and business situation during unplanned changes;</i> • <i>To take responsibility for decisions and, consequently, the related setbacks and results achieved;</i> • <i>To formulate and implement specific company's objectives, which are linked to the strategy set by the company's owners;</i> • <i>To be able to evaluate the importance of decision-making in the company's management processes;</i>
Marketing	<p>9. Ability to explore the needs of customers, to predict change trends in customer behaviour and to respond flexibly to them.</p> <p>13. Ability to understand the mechanisms of competition in the market, pricing policy and behaviour of competitors in the market.</p> <p>14. Ability to analyse, define and implement efficient measures contributing to product or service sales.</p>	<ul style="list-style-type: none"> • <i>To acquire knowledge and practical skills in order to create new approaches to marketing issues;</i> • <i>To be able to demonstrate knowledge of the need for the customer-oriented approach in the company's operations, and to be able to choose the most appropriate means of communication to attract customers;</i> • <i>To use rational criticism in decision-making;</i> • <i>To be able to evaluate the factors influencing the development of the communication systems and decide on the further development of the market-oriented operations.</i>
Data Processing Methods	<p>8. Ability to make internal overviews and reports.</p>	<ul style="list-style-type: none"> • <i>To build the competence and choose the most appropriate methods to analyse the situation and</i>

	9. Ability to explore the needs of customers, to predict change trends in customer behaviour and to respond flexibly to them. 22. Ability to use information technology in carrying out one's activities.	<p><i>evaluate the results;</i></p> <ul style="list-style-type: none"> <i>To build the competence in making the decisions based on the preliminary analysis of the situation.</i>
Communication	7. Ability to represent the company in dealings with other companies and institutions. 8. Ability to ensure communication among all levels of staff in relation to the information contained in the overviews and reports. 17. Ability to cooperate and build, coordinate and monitor effective communication between the customers and the company's personnel. 18. Ability to respect the rules of professional ethics. 21. Ability to communicate in the official language and at least two foreign languages.	<ul style="list-style-type: none"> <i>Ability to work with business texts.</i> <i>Ability to conduct discussions, including those in a foreign language, on marketing and management topics.</i> <i>Ability to select the required business information.</i> <i>Ability to independently bring forward the development of one's competence.</i> <i>Ability to apply the acquired knowledge when working with documents and obtaining the necessary information from the media.</i> <i>Ability to build positive communication with people, adhering to fundamental ethical principles.</i>

2.4. Plan of the study programme (list of study courses and modules, the volume thereof in credit points, distribution across the mandatory, limited or elective parts of the programme by indicating the amount in credit points and the plan of implementation).

Plan of the study programme "Business administration" for the full time studies

		List of study courses	CP	Semester				
Module		General subjects	20	1.s.	2.s.	3.s.	4.s.	Lecturer
Communication		Applied language I	3	3				Stepanova J.
		Applied language II	3		3			Polovko J.
		Communication, presentation and ethics	2			2		Berkmane I.
		Record keeping	1	1				Polovko S.
Law		Labour law	2		2			Brante I.
		Basics of commercial law	2			2		Brante I.
		Environment, labour and civil defence	1		1			Kalniņš A.
Data Processing Methods		Information technologies	2	2				Vāne S.
		Mathematics in economics and management	2	2				Liepa E.
		Statistics	2			2		Liepa E.

	Professional subjects	36					
Economics	Basis of economic theory	3	3				Papins A.
Finance	Basics of book keeping	2	2				Daukste G.
	Taxes and fees	2	2				Daukste G.
	Financial analysis and management	2		2			Pumpure I.
	Management accounting	2		2			Pumpure I.
Business Activities	Planning and launching of the business	4		4			Polovko S.
Management	Organization management	2	2				Kulberga I.
	Personel management	2		2			Parādniece I.
	Logistics	2			2		Minkēviča V.
Marketing	Marketing	3	3				Savenkovs K.
	Select part of the any module	10			6	4	
Research	Research methods	1			1		Minkēviča V.
	Study paper	1			1		
	Practice	16		4	4	8	
	Qualification test and paper	8				8	
	Total CP:	80	20	20	20	20	

Plan of the study programme "Business administration" for the part time studies

		List of study courses	CP	Semester				
Module		General subjects	20	1.s.	2.s.	3.s.	4.s.	5.s
Communication		Applied language I	3	3				
		Applied language II	3		3			
		Communication, prezentation and ethics	2			2		
		Record keeping	1	1				
Law		Labour law	2			2		
		Basics of commercial law	2			2		
		Environment, labour and civil defence	1		1			
Data Processing Methods		Information technologies	2		2			
		Mathematics in economics and management	2	2				
		Statistics	2		2			
		Professional subjects	36					
Economics		Basics of Economics	3	3				
Finance		Basics of book keeping	2	2				

	Taxes and fees	2		2			
	Financial analysis and management	2			2		
	Management accounting	2			2		
Business Activities	Planning and launching of the business	4		4			
Management	Organization management	2	2				
	Personel management	2		2	2		
	Logistics	2					
Marketing	Marketing	3	3				
	Select part of the any module	10				10	
Research	Research methods	1				1	
	Study paper	1				1	
	Practice	16			4	4	8
	Qualification test and paper	8					8
	Total CP:	80	16	16	16	16	16

2.5. Abstracts of the study modules

Module	Abstract
Economics	<p>The module is dedicated to the acquisition of knowledge on the fundamentals of economic theory. It develops students' ability to perceive and analyze the economic situation in the national economy, to orientate in the professional terminology and definitions in the economy, in the nature of macro and microeconomics processes on the national and global level. The module develops students' ability to analyze supply and demand in accordance with peculiarities of planning production, cost and pricing factors. Students learn to analyze, to compare and evaluate the current economic problems independently, basing on the acquired knowledge.</p> <p>The module gives an opportunity to get the basic knowledge of the history of economic thought and to understand the tendencies of interconnection of economics and politics.</p>
Finance	<p>The module provides the information how to keep records of enterprise transactions, about the legal regulations and basic principles of bookkeeping. One of them, to ensure business continuity, and to demonstrate the essence of business - to work for a long time, with a positive result, taking into consideration the legal norms. Students gain an understanding of the tax legislation, calculation and application of taxes and duties.</p> <p>Students receive the basic information about the financial indicators of the enterprise, its links, and the opportunities to identify the further actions to eliminate the potential risk of bankruptcy. It improves the ability to understand the information reflected in the financial statements, to orientate in the financial and cash flows, and to plan the further actions based on the analysis. Students will be able to identify, anticipate and plan costs, as well as calculate the cost of goods or services.</p>
Business Activities	<p>The module is dedicated to the study of the methodology and techniques of business planning, to expansion of knowledge in the business field, to the study of essence, objectives and content of the business plan sections, to the study of modern approaches to business process modeling, arranging and presentation of a business plan.</p>
Law	<p>The module gives students basic knowledge and skills needed for practical application of legal norms in the field of commercial activities, labor law, emphasizing bilateral legal relationship of employee and employer, the creation of social dialogue and settlement of disputes, as well as the use of normative acts in the sphere of environmental protection in enterprises. In the frames of the learning process, the basic institutions of</p>

	<p>commercial law are studied – an entrepreneur and commercial activities, the commercial register, a company, a subsidiary, a firm, the certain kinds of commercial representation, commercial transactions and its legal regulation. Students master the legal regulation of labor relations, including the regulatory framework that governs contractual relations of an employee and employer, as well as the relationships that are closely connected to labor relations. In the frames of the learning process it is emphasized how the Latvian state policy in the field of labor protection is based on the priorities of health and safety of workers, thereby increasing the significance of the health preservation, improvement of working conditions, as well as creation of positive psychological climate in the workplace. This regulation is essential to accelerate economic and social progress in the country, as well as to regulate the business environment. It is connected with the requirements of effective labor protection, the state employment policy and the business environment.</p>
Management	<p>Having learned the module "Management" the students will have the opportunity to gain knowledge of management processes in the enterprise. The module "Management" is designed to improve knowledge in management field and to create and further develop the leader's competences for specialists in business / commercial activities. Students will have the opportunity to gain new and update existing theoretical and practical knowledge in the area of organization's management and its structural subdivisions. After mastering the elective parts of the module, students will be able to settle the issues connected with management functions in the field of interest, as well as to get an overview of the basic improvement principles of their management skills.</p>
Marketing	<p>Module content covers a range of issues related to marketing activity in the modern market conditions. The central marketing questions consider the comprehensive analysis of marketing and internal company environment, the process of developing, marketing components of the company's development strategy, marketing decisions regarding the company's product, pricing, promotion and distribution. It provides the general scientific marketing basics, the principles of management of marketing information and the organizational aspects of marketing activity.</p>
Data Processing Methods	<p>This module is needed to familiarize students with types of data acquisition and processing methods, an ability to display and process data using the information technology, to learn how to assess data reliability and received results, as well as to analyze the results and draw conclusions.</p>
Communication	<p>The module is dedicated to improving the use of language knowledge and communication in the professional</p>

	environment. It promotes the fluency development and accuracy of perception, improvement of communication skills, which help students to work confidently in the business world. It develops students' ability to communicate in a wide range of business situations, applying the principles of professional ethics. It aims at improving the knowledge of foreign languages in the basic skills such as reading, writing, speaking and listening, as well as the knowledge acquisition in key business areas such as marketing, management, finance etc. In addition, the module focuses on enlarging vocabulary used in the global business environment, as well as on the business correspondence, presentations and skills needed to work in business sector. Students will learn how to communicate efficiently in business meetings, presentations, negotiations and express their opinions easy and confidently, what will contribute to their career development.
Research	One of the tasks of this module is to develop the research skills. In the frames of this module, the students will be prepared for the writing of educational works and publications for conferences, creating scientific- practical research skills and motivating for self-development.

Study modules are more detailed described in Annex 2.

2.6. Requirements for admission to the study programme

Admission in the study programme is implemented in accordance to College's terms of admission that are issued and developed in line with 2nd Part of Article 46 on the Law on Higher Education Institutions, Minister Cabinet regulations No. 846, 10.10.2006, "Regulations for requirements, criteria and procedure for admission to study programme". Admission terms for each study year are developed and approved by the College board meeting (<http://kvk.lv/gribu-studet/uznemsanas-noteikumi/>).

2.7. Practical implementation of the study programme (used study methods and forms, use of remote teaching methods)

During the course of the programme, the student:

- acquires general education subjects in the disciplines of general psychology, social, legal and biblical sciences providing the necessary theoretical basis for the students and develops the general outlook of the world for the student;
- acquires industry (mandatory) subjects or study subjects that are necessary for acquisition of the selected qualification;
- acquires industry elective study subjects;
- completes internship;
- completes national final exam by defending the graduation paper which includes a sociological study related to the trade to be acquired.

The total amount of credit points (CP) in the study programme of "Business administration" is **80** (120 ECTS), which by **part time** students are acquired in two and a half years, whereas by **full time** students - in two years.

In the second, third and fourth semesters, full time students alongside with their classes and study work have internship (accordingly 4KP, 4KP and 8 KP). In the part time studies, general education courses and mandatory courses are acquired during the first four semesters. During the third and fourth semesters students additionally have 4 week internship in each of these semesters. In the last semester, the students have qualification internship in the amount of 8 KP in enterprises or in business incubator "Kiwi" (see Annex No.7) and develop their graduation paper (8KP).

During the studies, students can independently select elective parts of the modules in the amount of 10 KP (15 ECTS).

During the internship, students have to work on the development of a research paper, the goal of which is to teach students to collect, summarize and interpret professional information in inscope of their speciality, work independently, present their results both to the audience of specialists and non-specialists. The research developed in scope of the internship has to be presented to the defence commission for evaluation and thus research results would form the basis for the graduation paper.

The practical implementation of the study programme is formed and organised by the director in consultation with the programme's teaching staff and administration. The programme is approved by the board of the College. Implementation of the study programme is closely related to the quality management system (see more online; <http://kvk.lv/studijas/uznemejdarbibas-vadiba/>).

The study programme employs various forms and methods of study that depend on the specifics of each individual study course:

- With the use of interactive lectures, with the use of internet and multimedia equipment;
- workshops and hands-on sessions;
- individual papers and projects;
- appointments in company and trip sessions;
- research and project development both individually and in groups;
- internship outside the educational institution;

The studies make use of integrative and cooperative learning methods that develop the self-esteem of students, generate social skills, promote student motivation and responsibility, facilitate mutual trust and understanding among students and lecturers. Learning methods and forms are selected in a manner that students would be able both in the study process as well as later in practice solve problems, adopt decisions and take responsibility.

The Moodle environment provides students with information on the study course programmes and methodological aids. This system allows to publish the study aids developed by the teaching staff of the college and render the same available to the students in a highly convenient manner.

2.8. Evaluation system (education criteria and evaluation methods for achievement and assessment of study results, forms and procedure of testing).

Study results are evaluated in line with Minister Cabinet Regulations No. 141 " On the national first level professional higher education standard".

Student knowledge evaluation criteria:

- student matriculation terms;

- tests and exams;
- essays, term papers and graduation paper;
- independent work;
- internship (including the internship prior to development of the qualification paper);
- graduation exam and paper.

The point of reference for acquisition of a evaluation is the level of acquired knowledge and skills during the specific study course. Results are summarised in exam and test reports that are official documents.

Assessment of student knowledge is performed in line with the Law of Professional Education, Instructions by the Ministry of Education and College Provision.

The basic principles of student education evaluation are as follows:

- summary of positive achievements;
- mandatory evaluations;
- transparency and clarity of requirements;
- diversity of forms of evaluation;
- adequate evaluation.

Students are informed of the form of evaluation employed at the beginning of the study course as they are introduced to the study programme.

Exams are a written, verbal or visual way of evaluating student's knowledge, skill and ability performance evaluated in the scale of 10. Exam and rated test are considered passes if knowledge, skills and abilities are not rated with less than the grade of 4.

Test is a written or verbal way of evaluating student's knowledge, skills and abilities, rated as passed, not passed or given a score.

The type of evaluation is determined by the education programme, while the form of evaluation (written or verbal) is set by the lecturer of the specific study course. The exam is seated by the lecturer of the discipline or, if necessary, by a commission. In the absence of a commission, a student may attempt any given exam no more than 2 times.

The performance of the **Internship** programme is rated in a scale of 10. The evaluation is performed by the internship supervision at the place of employment and the college. Credit points are credited for the acquired course and internship if the score in the scale of 10 has not been less than 4 - "almost average".

The graduation paper is rated in a scale of 10; the lowest passing grade being 4. Presentation of the qualification paper takes place in person before the graduation committee summoned by the college. The following terms are observed upon organisation of the above:

- the presentation of the graduation paper takes place during a meeting of a professional graduation commission;
- the commission shall be composed of no less than 5 persons;
- the commission is formed by the specialists from industry organisations and professional units, deans of similar programmes as well as representatives of the College;
- no less than 50% of the commission, as well as the chairman, must be a representative of a business related organisation or of a professional union;
- the roster and the chairman of the commission is approved by the director of the college and the management of the programme.

The first level professional higher education certificate for acquisition of the respective education at the college is issued to graduates who have successfully complied with the requirements set out in the education programme; successfully completed the graduation exam and presented their graduation paper with a score of no less than 4 (almost average).

2.9. *Costs of the study programme*

The financial sources of the field of study at the College are as follows:

- student tuition fee,
- founder's financial means,
- donations by private and legal entities,
- funds obtained via economic and research activities.

The tuition fee in CLC study programmes may be paid:

- in whole (in this case, the student receives a 10% discount from the tuition fee);
- in two to four parts;
- in five to ten parts (in this case, the tuition fee is increased by 10% from tuition fee by semester).

Payment procedure is stipulated in the study agreement. The most convenient way of payment for each student is agreed upon with each student on an individual basis.

The tuition fee for each study year is approved by the board of the college

<i>Study programme</i>	<i>Annual tuition fee (EUR)</i>			
	<i>2011/2012</i>	<i>2012/2013</i>	<i>2013/2014</i>	<i>2014/2015</i>
<i>Business administration</i>	<i>1109.84</i>	<i>1109.84</i>	<i>1109.84</i>	<i>1110</i>

In 2015/2016. Study year, the admission of students was not held, but the planned tuition fee for 2017./2018.study year is 1110 EUR per year.

2.10. *Compliance of the study programme with the academic education standard or profession standard and the higher education national standard and other regulatory acts applicable to higher education*

The study programme of "Business administration" has been established in line with Minister Cabinet Regulations No. 141 " On the national first level professional higher education standard" and with regard to the procedure, form and structure set by the Christian Leadership College.

Objective of the programme: the goals of the programme to be accredited comply with the requirements of the national standard.

Content of the programme: the content of the programme to be accredited comply with the requirements of the national standard. The basic parts of the programme are as follows: study courses (general education, industries), internship outside the educational institution and graduation paper.

Volume of the programme: the volume and the structural division thereof, of the programme to be accredited comply with the requirements of the national standard. The volume of the programme and the study courses is expressed in credit points.

Basic principles of evaluation: the evaluation principles in the study programme comply with the requirements of the national standards: positive achievements are summarised; evaluation at the end of the course is mandatory; transparency and clarity of requirements; diversity of types of evaluation.

Compliance of the programme's volume and structure to the requirements of the national standard

Criteria	Standard requirements	Study programme "Business administration"
Total programme volume	80 - 120 CP	80 CP
<i>Study courses</i>	<i>No less than 56 CP, not exceeding 75% of the total volume</i>	<i>56 CP</i>
<i>Volume of general education study courses</i>	<i>No less than 20 CP</i>	<i>20 CP</i>
<i>Industry study course volume</i>	<i>No less than 36 CP</i>	<i>36 CP</i>
<i>Volume of internship</i>	<i>No less than 16 CP</i>	<i>16 CP</i>
<i>Volume of the graduation paper</i>	<i>no less than 8 CP but not exceeding 10% of the total volume</i>	<i>8 CP (10% of the total number of CP)</i>

The study programme of "Business administration" complies with the trade standard of a business specialist.

Graduates of the study programme may continue second level professional higher education studies in the appropriate study programmes at the Baltic International Academy, Riga Technical University as well as others.

2.11. Comparison to a study programme of an equal level and belonging to the same field of studies in Latvia (if similar study programme is offered in Latvia) and at least two recognised European Union or college study programmes

Comparison with similar study programmes in Latvia and abroad

The study programme of "Business administration" at the College is compared to the study programme "Business" offered by Alberta Koledža or the study programme of "Small and medium business administration" offered by the Baltic International Academy (hereinafter - BSA) (See tables 2.6 and 2.7), Greenwich University (Great Britain) study programme of "Business and management" (Table 2.9) study programme of "Business administration" offered by the LCC International University (Lithuania).

Comparison with study programmes implemented in Latvia

Higher education institution	Christian Leadership College (CLC)	Baltic International Academy (BSA)	Alberta koledža

Name of the programme	<i>Business administration</i>	<i>Small and medium business administration</i>	<i>Business</i>
Qualification	<i>Business specialist</i>	<i>Business specialist</i>	<i>Business specialist</i>
Duration of the studies	<i>2.5 years - part time</i>	<i>2 years - full time</i>	<i>2 years - full time 2.5 years - part time</i>
Amount of CPs	<i>80 CP</i>	<i>80 CP</i>	<i>80 CP</i>
General education volume	<i>20 CP</i>	<i>20 CP</i>	<i>20 CP</i>
Industry specific course volume	<i>36 CP</i>	<i>36 CP</i>	<i>36 CP</i>
Internship	<i>16 CP</i>	<i>16 CP</i>	<i>16 CP</i>
Graduation paper	<i>8 CP</i>	<i>8 CP</i>	<i>8 CP</i>

Upon comparing the 1st level professional higher education programme of CLC with programmes offered by other higher education institutions, it may be concluded that programmes in essence are similar - it is offered to complete them in two or three years in various forms - both as full as well as part time studies. General secondary education is sufficient for admission in the programme. A very clear match in terms of credit points (CP) and study subjects is evident with the study programme of Alberta koledza which may be explained by the fact that the programmes were formed based on the trade standard and professional higher education standard developed in Latvia.

At the conclusion of the study programme, students develop a graduation paper as well as students are evaluated in the acquisition of the courses both individually as well as a part of group, situational analysis and finally - in tests and exams.

Comparative analysis indicates to the following:

1. The CP volume for mandatory study courses is the same - 20 CP. In terms of each study course and the respective proportion of CP, it may be concluded that the programmes are different, for example, Alberta Koledza views psychology from the social aspect, BSA not having such study course at all, while CLC views it from the general viewpoint and that of interaction. It may be noted that the mandatory study courses of Alberta Koledza and CLC are similar, while BSA features different study courses.
2. Industry elective study courses - Alberta Koledza offers only 2 CP from 6 study subjects, while BSA and CLC - 6 CP.
3. None of the above mentioned programs, with the exception of KVK, not having a modular system.

Similarities:

- All of the aforementioned programmes prepare specialists in the field of business as well as provide an opportunity for continuation of studies in 2nd level higher education programmes;
- In principal subject groups, the compared study programmes are considered similar;
- All study programme feature economics related subjects such as micro economics, macro economics, marketing, business;
- Computer science related subjects across all aforementioned higher education institution are equal with only differences being in the volumes thereof.

Differences:

- CLC programme is more detailed - more study subjects of smaller volume, wider range of acquired knowledge;
- *KVK program is built on the basis of the expected learning outcomes.*
- CLC offered theological study subjects which are closely related to the grooming of Christian values and traditions among students, topicality of dogmatics and applicability thereof in the context of the modern life by integrating biblical verities in the study process.

Comparison with study programmes implemented abroad

Comparison of the study programme with short cycle professional higher education study programmes of colleges recognized in the European Union Member States -National College of Ireland³ and Leila Ltd., Higher Vocational College (Slovenia)⁴

Module	CLC study programme "Business Administration"	ECTS	Leila Ltd., Higher Vocational College "Tertiary education business administrator programme"	ECTS	National College of Ireland "Higher Certificate in Business"	ECTS
Communication	Applied language I	4,5	Foreign Business language 1	30		
	Applied language II	4,5	Foreign Business Language 2			
	Communication, presentation and ethics	3	Business Communication		Individual Organisational Behaviour	3
	Record keeping	1,5	Slovene Business Communication			
Law	Labour law	3	Constitution and System of Government	13	Work, business and society in Ireland	3

³<https://www.ncirl.ie/Courses/Course-Details/course/Higher-Certificate-in-Business-HCBS3>

⁴<http://www.leila.si/?page=opisang>

	Basics of commercial law	3	Commercial Law		Aspects of Business Law	3
	Environment, labour and civil defence	1,5				
Data Processing Methods	Information technologies	3	Information and Communication Office Assistance	14	Software Applications for Business	3
	Mathematics in economics and management	3			Business Mathematics and Statistics	6
	Statistics	3	Information Technology and Data			6
Economics	Basics of Economics	4,5	Business Economics		Economics in the World	6
Finance	Basics of book keeping	3	Accounting	12	Financial Accounting I	12
	Taxes and fees	3				
	Financial analysis and management	3	Financial Management		Financial Accounting II	6
	Management accounting	3				
Business Activities	Planning and launching of the business	6	Project Organisation of Business Events	13	Creativity, Teamwork & Business Skills	12
Management	Organization management	3	Management Basics and Operations Management	16	Fundamentals of Management Portfolio Project	6
	Personnel management	3	People and Organizations		Human Resource Management	6
	Logistics	2	Modern Office Management;		Introduction to Entrepreneurship, Sales& Networking	12
Marketing	Marketing	4,5	Marketing and Market Communication	12	Marketing in the Digital Age Brand Management	6 6
	An optional module of their own choice	15	An optional module of their own choice	5	-	
Research	Research methods	1,5			Managing Your Learning	3
	Study paper	1,5			Academic Writing Skills	3
	Practice	24	-		-	
	Qualification test and paper	12	Thesis	5		
	ECTS:	120		120		120

The duration and amount of credit points of three study programmes is 2 years of full-time studies and 120 ECTS, but only in CLC practice is provided.

Comparing CLC and **Higher Vocational College (Slovenia)** study programmes can notice that in this educational institution are also made modules, the only difference is that there are not separated modules of Finance and Economy, and is not offered scientific practical research module.

Broadest module is Communication; amount of qualification work is only 5 ECTS.

Moreover, the **National College's of Ireland** programme does not provide qualification work, Communication module and learning foreign languages.

Management and Business modules are broad, but as there are not the optional study courses, the amounts of these modules are similar to the CLC.

2.12. Information about students

Data on students:

<i>Study year</i>	<i>Students</i>	<i>Exmatriculated</i>	<i>Graduates</i>
<i>2009./2010.</i>	<i>95</i>	<i>0</i>	<i>0</i>
<i>2010./2011.</i>	<i>73</i>	<i>5</i>	<i>0</i>
<i>2011./2012.</i>	<i>75</i>	<i>38</i>	<i>18</i>
<i>2012./2013.</i>	<i>125</i>	<i>49</i>	<i>8</i>
<i>2013./2014.</i>	<i>101</i>	<i>27</i>	<i>8</i>
<i>2014./2015.</i>	<i>75</i>	<i>75</i>	<i>19</i>
<i>2015./2016.</i>	<i>0</i>	<i>0</i>	<i>0</i>

Neither in 2014/2015, nor in 2015/2016 admission of students in the study programme "Business administration" was announced due to the fact the implementation of the study direction was suspended and therefore imatriculation did not take place.

2.13. Student surveys and analysis thereof

Quality control of the study programme is implemented on a regular basis. One of the types of control is a student survey on matters important to students - quality of the study process, content of the study programme, study organisation, lecturer performance, social conditions, internship and future aspirations. The survey reflects students' opinion on the strengths and weaknesses of the study process. Survey forms and results summary is kept by the dean of the study programme.

The student survey performed in study year 2013 - 2014 revealed that:

- students are positively critical about their level of preparation during the acquisition of the study courses, internship and graduation paper, but this indicator is set for a positive change;
- In the study year of 2013 - 2014, the speed of study process organisation and information exchange has improved substantially
- total of students consider the performance of the college as good or very good. (Annex 5)

Results from the survey were duly summarised and used for the improvement of programme quality

2.14. Graduate (if any) survey and analysis thereof

At the conclusion of a study programme, a graduate survey takes place. Survey results reflect on the positive and negative sides of the programme implementation. The study programme, its content, internship and acquired knowledge become subject of evaluation.

In line with "Quality assurance action plan of Christian leadership college", approved by the CLC board on minutes of meeting No. 25/2010, graduates are surveyed once in two years.

The last graduate survey was conducted at the conclusion of study year 2012 - 2013 and the next shall be performed at the end of study year 2014 - 2015.

The graduates surveyed in 2012 - 2013 indicated that they have been operating in business for 5 - 6 years. Graduates positively evaluated the acquired theoretical and practical skills. The principal suggestion for the improvement of the programme and supporting measures given by the graduates was as follows:

- organise workshops or trainings for graduates in order to maintain and improve knowledge in business;
- wish that CLC would offer bachelor studies and thus it would be possible to continue studies at the College;
- implement a separate projects - support study course for students from the ages of 14 to 17 on economics thus assisting them in selecting their professional career. (Annex 5).
- part of graduates plan to continue studies.

The data obtained via the survey were discussed and assessed during the board meetings.

2.15. Co-participation of the students in the improvement of the study process

Some of the basic principles in the implementation of the study programmes is democracy and dialogue with students. Co-participation of students in the improvement of the study process is implemented via organisation of student surveys on study organisation matters and the opinions and proposals are taken into consideration in the further improvement of the programme (Annex No. 5).

Students influence the improvement of the study process by exercising their rights provided in the College provision - via student council, its representation in the council, by taking part in discussion of projects, in preparation of decision drafts and in making of decisions. Each student may address the student council with proposals, critique, suggestions that are latter brought forward at the College council.

In the framework of study subjects, teaching staff provides feedback with students thus obtaining information on their previous preparedness, additional interests, opportunities of developing independent works etc., that are further taken into consideration throughout the studies.

During the course of the study programme, dean shall on regular basis meet students and discusses important matters whilst attempt to find a prompt solution.

There are various opportunities for the students to co-participate in the improvement of the study programme allowing each and every student to select the most appropriate means for affecting the study process.

The principal of the aforesaid are as follows:

- Student council;
- Surveys;

- Research;
- Promotion of the college.

Students have an opportunity to take part in the operation of the Student council. A representative of CLC student council takes part in the CLC council meetings - in these meetings the long term strategic plans of CLC, regulatory documents and changes to the study programmes are harmonised.

3. Summary of the development plans for the field of study

3.1. Prospective assessment of the field of study and study programme in consideration of Latvia's tasks in implementation of the common strategy of European Union

The programme of "Business administration" of the study field of "Leadership, administration and real estate management" complies with the requirements of the following regulatory acts:

- Law on Higher Education Institutions
- Law on Professional Education
- Minister Cabinet Regulations No. 141 of 20.03.2001 on "On the national first level professional higher education standard"
- Minister Cabinet regulations No. 846 of 10.10.2006. on "Regulations on requirements, criteria and procedure for admission in study programmes"
- Minister Cabinet regulations No. 932 of 16.11.2004 on "Study commencement procedure in later stages of studies"
- Minister Cabinet Regulations No. 36 of 10.01.2012 on "Regulations for recognition of achievements and study results achieved in previous education or professional experience"
- Minister Cabinet regulations No. 142 of 28.02.2012 on "Equalisation procedure for degrees and professional qualifications"

3.1.1. Compliance of the study programme with the requirements of the regulatory acts and the recommendations for formation of a uniform European higher education space.

the following European higher education space documents have been taken into account in the field of study of "Leadership, administration and real estate management":

- **Lisbon strategy:** European Union strategic development documents approved at the European Council of Lisbon on 23rd - 24th, 2000 providing that Europe until 2010 must create the most competitive, dynamic and knowledge based economy in the world. For the accomplishment of the goal in education, work of EU action programme in the field of life-long education has commenced (2007 - 2013).
- **Bologna process:** The Bologna declaration signed on 19th June, 1999 by ministers of education from 29 European countries expresses and undertaking to create a uniform higher education space in Europe until 2010. Currently, a total of 40 countries have joined the project in an effort to create such system of academic degrees that is easily understood and referenced at an international level thus improving student, lecturer and researcher mobility and simplifying the recognition of certificates in Europe.
- **Copenhagen process:** On 29th - 30th November, 2002, 32 countries in the framework of Copenhagen declaration expressed an undertaking to facilitate cooperation among education systems and in the field of professional education restructuring and development. Currently efforts are being put towards implementation of a European credit points system thus simplifying mutual recognition of professional qualification. It also includes a plan for European qualification system in life-long education.

Common goals in education set forth by **EU** for 2020:

- at least 15% of adults should be involved in life-long education;
- number of 15 years old persons who have poor performance in reading, maths and science would be less than 15%;
- the proportion of such persons in the ages of 30 - 34 years old who have higher education must be at least 40%;
- the number of persons who prematurely discontinue education and training (5) should be less than 10%.

Upon implementing the field of study, CLC observes the recommendations set forth by the European council for member states that would assist in the development of EU education spave on the basis of the document "Conclusions of European Council: 11th May, 2010, May press release) on the consideration of the international aspects for higher education" (<http://register.consilium.europa.eu/doc/srv?l=LV&f=ST%208799%202010%20INIT>)

The following considerations have been taken into account by CLC upon implementing the field of study:

1. The aforesaid institutions would encourage a truly international culture, for example:

- a) by promoting cooperation among higher education institutions, businesses, formation of contacts and interaction at an international scale because it is a part of movement towards a fully functioning triangle of knowledge;
- b) by facilitating the mobility of foreign students, lecturers and other teaching staff;
- c) students, teachers and other persons interested in higher education shall be provided with studies and knowledge that are required for work in a truly open international environment;
- d) by hiring staff with international experience who would help students and teaching staff from particular countries grasp broader international horizons;
- e) by ensuring quality teaching plans and using such teaching methods that would account for the international aspect;
- f) by creating such organisational environment that would facilitate co-participation of students, teaching staff and researchers in international research projects;
- g) by inviting higher education institutions to develop strategies for international aspects of education and/or include such aspects in own development plans.

2. Increase the attractiveness of higher education institutions at an international scale, for example:

- a) by improving the admission, living and return service quality for foreign students, teachers, researchers and other teaching staff;
- b) simplify qualification and the recognition of the study time spent abroad in line with the quality assurance mechanisms;

3. Facilitate the international aspects of higher education institutions and understanding of the social responsibility, for example:

- a) in higher education circles, promote international cooperation in new and innovative forms;
- b) via appropriate stimulus and support - facilitate and improve equal access to higher education and international mobility systems;

c) feed knowledge back into the public both at a domestic, as well as in the scale of respective countries and globally, thus assisting the public in satisfying its needs and resolving other important social matters.

3.1.2. Information provided by employers and professional organisations on graduate employment opportunities over a period of at least the next six years

Upon analysing the level of theoretical and practical knowledge on the part of graduates, employers are surveyed every other year in order to ensure that the graduates are adequately prepared for the labour market. Until now, employers have positively evaluated graduates' level of knowledge, considering the level to be adequate for the level of education and requirements of the labour market which means that graduates shall have employment opportunities. Graduates of the study programme "Business administration" come from the following countries - Latvia, Ukraine and Belarus. Acquisition of education provide students with an opportunity to start own business as well fulfil the role of a successful leaders and project managers. Upon analysing data about graduates of 2013 - 2014, it can be concluded that the average age of graduates is 30 years and it is already the second higher education for 50% of the graduates. Thus the graduates of this programme have very broad opportunities to work in the trade.

A higher education institution must carefully follow-up with the trends in the employment market so it would be able to provide students with useful knowledge and align with the requirements of the labour market.

4. Annexes to the self-assessment of the field of study

1. Extract from the Policy and Development Strategy of the Foundation Christian Leadership College until 2020
2. The description of the study modules
3. Curriculum Vitae of the teaching staff involved in the implementation of the study direction
4. Cooperation agreements
5. The materials of students, graduates and employers' surveys
6. Placement agreements
7. Placement Rules
8. Guidance on Working with the File Nomenclature, Educational Learning Materials and Study-Related Documentation of the Foundation Christian Leadership College
9. Foreigners Application Procedure
10. Regulations of the Support System for the Distance Learning Teaching Method Manuals and Studies

EXTRACT

Policy and Development Strategy of the Foundation Christian Leadership College until 2020

APPROVED:
at the Council meeting of
the Foundation Christian Leadership College
on 10 October 2012,
Minutes No. 40/2012

Mission of the Foundation Christian Leadership College

By ensuring the process of studies based on the Christian world view and training specialists for work in Christian organisations, social sphere and management, to promote the preparation of socially responsible professionals who would contribute to spiritual and temporal well-being of the society.

Policy of the Foundation Christian Leadership College

The policy of the College includes the development of the College's environment, which is closely linked to the explanation of Christian values and their applicability in the context of modern life to students, integrating the Biblical knowledge into the process of studies.

Mainlines of activities (objectives) of the Foundation Christian Leadership College

1. To develop and implement the first level professional higher education programs in Christian leadership, social sciences and theological sciences, preparing qualified specialists for the church and the labour market;
2. By implementing the educational process, to promote the development of the students' personalities and their social responsibility and to provide them with the opportunity to obtain the first level professional higher education and the fourth level professional qualification;
3. To provide the students with the opportunity to prepare for further education in order to obtain the second level professional higher education and the fifth level professional qualification;
4. To make the College an attractive higher education institution for both Latvian and foreign students, and support the College's graduates in starting their professional activity.

Goals of the Foundation Christian Leadership College

1. to develop vocational study programs according to the occupational standards and the state vocational education standards related to the College's fields of study *Social Welfare, Management, Administration and Real Estate Management* and *Religion and Theology*, and to organise their implementation;
2. to develop the examination content and methods, as well as to organise qualification examinations;
3. to prepare, theoretically and practically, qualified and socially responsible specialists able to compete in the church and in the labour market, based on the Christian world view;
4. to ensure the study process and testing on a level of quality which will guarantee recognition of the vocational education obtained at the College both in Latvia and foreign countries;
5. to carry out research in accordance with the study profile and promote the students' research work;
6. to organise activities in line with the main fields of operation of the College (such as public courses, lectures and conferences);
7. to cooperate with Latvian and foreign institutions of higher education and employers in the field of vocational education;
8. to inform the public about the activities of the College and the opportunities for the acquisition of vocational education at the College;
9. to carry out economic and other activities which do not conflict with the laws and regulations and the main lines of the College's activities;
10. to promote the spiritual health and conservation of moral and spiritual values in the Latvian society.

Particularity/ Specificity	Measurability	Achievability	Relevance/ Applicability/ Feasibility	Time limit
To prepare qualified specialists to meet the needs of the Church and the labour market by implementing the study programs within the fields of study at the College.	In cooperation with employers, work placement providers and graduates, to determine (through the internal quality assessment system) whether the objective has been achieved in accordance with the occupational standard.	By carrying out the internal quality assessment (surveys of students and staff; discussions with the staff), to determine whether the CLC has the necessary material and technical facilities and staff to achieve the objectives.	During the process of the implementation and evaluation of the study program, to take into account all the interests of the parties involved in the study process, based on democratic relations (tuition fees, access to services, etc.).	All the above-mentioned criteria are subject to one cycle of implementing the study program (two to three years).

Activities of the College and their prospects

The College as an educational institution established by the Union of Baptist Churches in Latvia (UBCL) has been entrusted to continue the work of the Theological Seminary that was founded in 1922. The College has been charged with a task to ensure through its work the training of the spiritual and administrative staff required by the UBCL communities and other theologically related congregations. In doing its work, the College is expected to strengthen the existing and introduce new educational methods and forms of high quality.

In order for the College to successfully achieve and support its goals in a quality manner, the task that falls within the competence of the College Board and the Council is to draw up and implement the College's development plan for the 10-year cycle. The College's development planning is closely linked to the priorities set out during the assessment of the quality of the College's work.

The long-term concept of the College's development aimed at ensuring the sustainability of the College covers the College's development:

- **in the field of quality related to study and research;**

During the period until 2020, the College plans to have a more pronounced focus on those students who have already acquired an occupation and who want to extend their professional qualifications or to learn a new occupation.

To ensure the quality of study and research, it is envisaged to constantly follow the internal quality system and implement the activities laid down therein. The lines of research for both students and the academic staff would be defined and set out as a result of the internal quality evaluation of each field of study.

Since the College has set out the attracting of foreign students as one of its priorities, during the period until 2019-2020 it is expected to invest efforts towards the implementation of the study process at the College in Russian and English in addition to Latvian. Furthermore, following the general global trend in the field of education, it is envisaged to provide a large portion of studies available as e-learning to an even greater extent and in several languages.

In order to develop the study and research work at the College in the long term, as well as to achieve the above-mentioned objectives, an important and continuous task is to improve the professional preparedness of the academic and general staff for the direction and management of the educational process. The personnel of the College has to be able to manage the technology. An equally important task for improving the quality of the study and research work at the College is the continuing education and professional development of the academic staff. The College relies on cooperation with other higher education institutions in the implementation of mobility projects as a significant factor in this matter.

During the period until the academic year 2019-2020, the College will continue to place considerable emphasis on the release of textbooks in printed and electronic formats, as well as organisation of conferences and other events related to the studies.

- **in the field of the development of material and technical facilities and human resources;**

The College has at its disposal modern training premises at Lāčplēša Street 37, Riga, which are the property of the Founder. At the same time, the long-term development concept provides for the development of the College also in Pārdaugava, at Mārupes Street 16, Riga. Currently, repairs are under way at Mārupes Street 16 in order to establish a student hostel, administrative offices, and training premises. The building at Lāčplēša Street 37 houses the College's library and instruction rooms.

The Founder of the College and its individual congregations have at their disposal suitable premises for the implementation of the College's activities; therefore, the key mission of the College is to work on ensuring the proper material and technical facilities required to provide the study process in the instruction rooms or to provide e-learning. The College has now set out the development of e-environment as its immediate priority in this area to facilitate the studies for the current students at the College, as well as to attract new students from both Latvia and abroad. The objective of the College is to have from 300 to 400 students enrolled by the year 2019-2020.

The development plan of the College provides for the availability of highly professional academic staff in all fields of study, whose professionalism is based on their personal activities and professional activities recognised by others, as well as the appropriate academic preparedness. The selection of the academic staff of the College is carried out in accordance with the By-Laws on the Elections in the Administrative and Academic Positions (http://kvk.lv/wp-content/uploads/2011/12/Nolikums_par_veleshanam_administrativajos_akademiskajos_amatos.pdf). The human resource development requires that each elected member of the academic staff of the College is supposed to improve his or her academic and professional qualifications on an annual basis through participation in international conferences, publishing articles in internationally quoted periodicals or issuing his or her own teaching materials. The College provides for issuing such materials at its own expense, as well as for covering participation fees in conferences and related expenses.

- **in the field of academic and research cooperation.**

During the period until the academic year 2019-2020, the College will strengthen the existing study programs and enhance its cooperation with partners by organising and implementing research projects. Priority is given to strengthening the cooperation with the following higher education institutions (HEIs): Dallas Baptist University (the US); Eastern University (the US); East Texas Baptist University (the US); LeTourneau University (the US); Baylor University (the US); International Baptist Theological Seminary (Czech Republic); Bristol Baptist College (the UK). The goal of the cooperation will be to adopt the experience and competence of the mentioned HEIs in the field of higher education. In addition to those HEIs, the College hopes to strengthen cooperation with Latvian HEIs, such as Alberta College and Riga Stradins University.

Strategic objectives of the fields of study:

1. Until 1 September 2015, to ensure that the share of the elected members of the academic staff is 75%.
2. Until 1 September 2019, to ensure that the share of the elected members of the academic staff with a doctoral degree is 40%.
3. Starting from 1 September 2015, to attract at least 50 students from abroad every year.
4. Until 1 September 2019, to create 2 joint study programs with foreign higher education institutions.
5. Until 1 September 2015, to engage in professional organisations, providing students with placements where they can effectively acquire and improve their skills and competences.

**THE DESCRIPTION OF THE STUDY
PROGRAMME“BUSINESS MANAGEMENT”
STUDY MODULES**

STUDY MODULE „COMMUNICATION” DESCRIPTION

Module name in Latvian	Komunikācija
Module name in English	Communication
Module name in Russian	Коммуникация
Study program/-s, which is offered study module	Business administration
Status (section A, B, C)	A
Number of credit points; CP distribution in the compulsory and optional part	9 CP compulsory part 5 CP optional part (minimum – 9 CP, maximum – 14 CP)
MODULE DEVELOPERS	
Name, surname	Position, degree
Jeļena Stepanova	Lecturer, Mg.Soc.Sc.
Jeļena Polovko	Lecturer. Mg.phil.
Ieva Berkmane	Lecturer. Mg.paed.
MODULE CONTENTS	
Module compulsory part:	Business Foreign Language I (3 CP)
	Document Management (1 CP)
	Business Communication, Presentation and Ethics (2 CP)
	Business Foreign Language II (3 CP)
Module optional part:	Language for Beginners (5CP)
MODULE GOAL AND OBJECTIVES	
Module goal	To improve students' vocabulary in foreign languages and knowledge of grammatical rules, encourage oral and written communication skills in the field of business management.
Module objectives	<ul style="list-style-type: none"> • To improve speaking skills and communicative skills in the professional communication sphere in the state language and two foreign languages. To promote in-depth mastering of business terminology and its use. • To develop the ability to work in a team. • To develop business correspondence skills • To deepen understanding of the linguistic and stylistic aspects, using authentic materials and learning specific business management terminology. • To develop the ability to work with the texts of business content, to improve listening ability to perceive and select the necessary information, to improve the writing skills on the basis of a variety of business management-related literature.
Module language	Latvian, English, Russian

THE STUDY MODULE RESULTS: KNOWLEDGE, SKILLS, COMPETENCES

Knowledge	rules, drawing up and execution of documents, communication types and styles
Skills	<ul style="list-style-type: none"> • To have a good command of the state language and foreign language at the communication level. • To be well- informed about and use professional terminology. • To improve speaking and writing skills. • To be able to independently expand their knowledge, acquire

	<p>new information and skills.</p> <ul style="list-style-type: none"> • To carry out work independently or collectively with other colleagues.
Competences	<ul style="list-style-type: none"> • Ability to work with texts of business content. • The ability to hold a discussion, including ones in the foreign language on marketing and management topics. • The ability to select the required business information. • The ability to independently guide their competence development • The ability to apply the acquired knowledge, when working with documents and capture the necessary information in mass media.
MODULE ABSTRACT	
In Latvian	<p>Modulis ir veltīts valodas zināšanu un komunikācijas pilnveidošanai profesionālajā vidē. Tas veicina uztveres ātrumu un precizitāti, komunikācijas iemaņu pilnveidošanos, kas palīdzēs studentiem pārliecinoši darboties biznesa pasaulē. Tas attīsta studentu saskarsmes prasmes, pielietojot profesionālās ētikas principus, plaša diapazona lietišķajās situācijās. Tas mērķtiecīgi virzīts uz svešvalodu līmeņa paaugstināšanu galvenajās iemaņās: lasīšana, rakstīšana, runāšana un klausīšanās, kā arī prasmes tās lietot dažādās biznesa jomās – mārketingā, menedžmentā, finansēs u.c. Bez tam, modulis sniedz iespēju paplašināt vārdu un frāžu krājumu, kā arī organizēt lietišķo saraksti un vadīt prezentācijas, kas palīdzēs studentiem veiksmīgāk darboties globālajā biznesa vidē. Studenti mācās izteikt savu viedokli mierīgi un pārliecinoši dažādās lietišķajās vizītēs, sanāsmēs, pārrunās un prezentācijās, kas veicina efektīvu saskarsmi un palīdzēs viņu karjeras izaugsmei.</p>
In English	<p>The module is dedicated to improving the use of language knowledge and communication in the professional environment. It promotes the fluency development and accuracy of perception, improvement of communication skills, which help students to work confidently in the business world. It develops students' ability to communicate in a wide range of business situations, applying the principles of professional ethics. It aims at improving the knowledge of foreign languages in the basic skills such as reading, writing, speaking and listening, as well as the knowledge acquisition in key business areas such as marketing, management, finance etc. In addition, the module focuses on enlarging vocabulary used in the global business environment, as well as on the business correspondence, presentations and skills needed to work in business sector. Students will learn how to communicate efficiently in business meetings, presentations, negotiations and express their opinions easy and confidently, what will contribute to their career development.</p>
In Russian	<p>Модуль посвящен улучшению использования языковых знаний и коммуникации в профессиональной среде. Он способствует развитию беглости и точности восприятия, усовершенствованию коммуникативных навыков, которые помогут студентам уверенно работать в деловом мире. Он развивает способность студентов общаться в широком диапазоне деловых ситуаций, применяя принципы профессиональной этики. Он нацелен на повышение уровня владения иностранными языками по основным навыкам, таким как чтение, навык письма, разговорного языка и аудирования, а так же получения знаний в ключевых областях бизнеса, таких как маркетинг, менеджмент, финансы и др. Кроме того, модуль фокусируется на увеличении словарного запаса и фраз, используемых в глобальной бизнес-среде, а также на составлении деловой переписки,</p>

	презентаций и навыках, необходимых для работы в бизнесе. Студенты узнают, как эффективно общаться на деловых встречах, презентациях, переговорах и выражать свое мнение спокойно и уверенно, что будет способствовать их карьерному росту.
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SUMMARY OF THE MODULE PLAN AND CONTENTS		
MODULE COMPULSORY PART		
<u>„BUSINESS FOREIGN LANGUAGE I (3 CP)”,</u>		
<u>„ BUSINESS FOREIGN LANGUAGE II (3 CP)”</u>		
Total number of hours (1 cP = 40 hours.)	120	
Number of lecturer hours	Full time studies - 24, Part time studies - 10	
Number of seminars or practical training hours	Full time studies -24, Part time studies - 14	
Number of independent works	8	
Testing form / -s	Exam	
Background knowledge	Basics of foreign language (A2)	
Science branch- subbranch	Business foreign language	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Tirgvedības terminoloģija. Brands. Brand Management. Outsourcing production. Бренд. Управление брендами. Продвижение товара.	2/1	Lecture, Practical training
2. Biznesa plānošana. Problēmu situācijas. Critical thinking, problem's solutions. Case Study . Present Simple and Present Continuous. FormalLetter. Планирование бизнеса. Критическое мышление, решение проблемных ситуаций. Правильные формы имен существительных. Деловое письмо.	4/2	Lecture, Practical training
3. Mārketinga vide. Marketing Mix, SWOT, Marketing plan План маркетинга. ССВУ анализ. Определение маркетинговых преимуществ.	4/2	Lecture, Practical training
4. Praktiskā domāšana. Act local, think global. Практическое мышление. Дискуссии.	4/2	Lecture, Practical training
5. Ētika. Atbildīga uzņēmējdarbība. Ethics. Responsible business. Past Continuous and Past Perfect. Этика. Ответственное предпринимательство. Грамматика: Имя прилагательное.	4/2	Lecture, Practical training
6. Uzņēmuma struktūra. Misija un vīzija. Company Structure. Mission and vision. Структура предприятия. Миссия и видение.	4/2	Test

7. Veiksmīga uzņēmuma pazīmes. Nākotnes plāni. A successful organization. Talking about the future. Признаки успешного предприятия. Планы развития.	4/2	Lecture, Practical training
8. Kritiskā domāšana, problēmsituācijas. Case Study 'Auruc Bank'. Critical thinking, problem's solutions, play-role. BusinessReport. Решение проблемных ситуаций. Различные виды деловых переговоров. Отчет.	4/2	Lecture, Practical training
9. Līderība. Kā kļūt par līderi. Lēmumu pieņemšana. Leadership. How to become a leader. Decision-making. Лидерство. Как стать лидером. Принятие решений.	4/2	Lecture, Practical training
10. Korporatīvā kultūra. Corporate Cultures. Корпоративная культура.	4/2	Lecture, Practical training
11. Kultūras izpratne un kultūras jautājumi. Cultural awareness and cultural issues. Понятие культуры и вопросы культурного развития.	4/2	Lecture, Practical training
12. Padomi kultūras komunikācijā. Idiomas kultūrā. Cultural idioms. Cultural advices. Modal verbs of advice, obligation and necessity. Советы в организации культурного общении. Идиомы в культуре.	4/2	Lecture, Practical training
13. Pārrunas ar ārzemju viesiem. Diskusija. Case study 'Visitors from China', critical thinking, problems's discussion. Agenda. Переговоры с иностранными гостями. Особенности различных культур в бизнесе.	4/2	Test
14. Starptautiskās karjeras veidošana. Global careers. Создание международной карьеры.	4/2	Lecture, Practical training
15. Nodarbinātība. Pārrunas. CV un motivācijas vēstule. Veiksmīgās intervijas. Employment. The recruitment process. CVs and covering letters. Successful and unsuccessful interviews. Трудоустройство. Переговоры о найме на работу. CV и мотивационное письмо. Успешное интервью.	4/2	Lecture, Practical training
16. Kvalificētā personāla meklēšana. Retaining good staff. Headhunting. Present Perfect and Past Simple. Поиск квалифицированного персонала.	4/2	Lecture, Practical training
17. Lietišķā spēle. Kritiskā domāšana. Case Study 'Slim Gyms'. Critical thinking, role-play. Minutes. Деловая игра. Критическое мышление – дискуссия.	4/2	Lecture, Practical training
18. Inovācijas. Diskusija. Innovations. Discussion. Passive Voice. Инновации. Дискуссия. Грамматика: Глагол.	4/2	Lecture, Practical training
19. Finances. Uzņēmuma kapitāls un tā pārvaldīšana. Financial terms. Raising Business Capital and Reporting Financial Success Финансы. Капитал предприятия и управление капиталом.	4/2	Lecture, Practical training
20. Veiksmīgu sarunu vadīšana. M&A. Negotiating techniques.	4/2	Test

Ведение успешных переговоров.		
21. Tirdzniecība. Pārdošanas process un mārketing. Free Trade. Sales and Marketing. Conditionals. Процесс продаж и продвижения товара.	4/2	Lecture, Practical training
22. Sakaru kompānijas. Telefonsarunu vadīšana. Telephone complains. Speaking Techniques. Телефонный маркетинг. Организация процесса переговоров и продаж по телефону.	4/2	Lecture, Practical training
23. Konkurētspēja un tās paaugstināšana. Loosing Competitive Edge. ModalVerbsofProbability. Конкурентоспособность и ее повышение.	4/2	Lecture, Practical training
24. Prezentāciju tehnikas. Prezentāciju sagatavošana. Presentation techniques. Makingthe presentations. Техники ведения презентаций. Подготовка презентаций.	4/2	Practical training

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
All themes of the study course	The studies of literature, sources and methodological resources	52/76/100	Passed theoretical part of exam
1. Marketing. Business communication.	1. To find out what kinds of business letter samples exist. 2. To read the case study and to write a letter. The theme - Marketing. 3. To use marketing terminology.	8	Written homework. A letter according to problem situations
2. Marketing complex. Marketing plan.	1. To work in a team. 2. To read the case study, to work out a report. 3. Prepare a presentation; to present a problem orally and propose solutions.	10	Solving problem situations (marketing) and group work presentation
3. Management. Business ethics.	1. To learn what kinds of report forms exist. 2. To read the case study and to write a report. The theme - Management. 3. To use the new terminology associated with management.	8	Written homework. A report according to the problem situation
4. The organization's management	1. To work in a team. 2. To read the case study and work out a report. 3. To prepare presentation; to present orally the problem and proposed solutions.	10	Solving problem situations (management) and group work presentation
5. Meeting organization and	1. To find out what kinds of meeting agenda (plan) forms	8	Written

management (Agenda)	exist. 2. To read the case study and write the plans of the meeting. The theme - intercultural relations. 3. To use the new terminology.		homework. The meeting plan in accordance with the problem situation
6. Interviews (personnel selection, business meetings, etc.)	1. To work in a team. 2. To read the case study and develop the strategy of negotiation. 3. To use efficiently the negotiation strategies of business negotiations.	10	Organized business talks
7. Action Minutes	1. To find out what kinds of examples of minutes of the meeting exist. 2. To read the case study and the minutes of the meeting. 3. To use the new terminology.	8	Written homework. Meeting protocol
8. Presentation a	1. To find out what types of presentations exist. 2. To learn how to design and make effective presentations. 3. To develop an individual presentation on any business topic.	10	Development and demonstration of business presentation

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*	*	10
2.	*			5
3.	*	*	*	10
4.	*	*		5
5.	*	*	*	10
6.	*		*	5
7.	*	*	*	5
8.	*	*	*	10
Exam	*	*	*	40

LITERATURE

Basic literature	<ol style="list-style-type: none"> 1. Market Leader Business English, Pearson Education Limited, Intermediate, 3rd edition, 2013- 176 p. 2. Market Leader. Marketing. Nina O'Driscoll, 2010, -96 p. 3. Market Leader: Business Grammar and Usage: Business English, Peter Strutt, Pearson Education Limited, 3rd edition, 2010, - 208 p 4. Cambridge Business English Dictionary, Cambridge University Press, http://dictionary.cambridge.org/dictionary/business-english/ 5. М. Puzaitė, L. Šernienė Шар за шагом . RaKa 2010 6. M. Krasnais, V. Pužule, G. Silakalne Грамматика легко и просто , Krievu valodas gramatikas rokasgrāmata, Zvaigzne ABC, 2004. 7. Лебедев В.К., Петухова Е.Н. Деловая поездка в Россию. Учебное пособие по русскому языку для иностранных учащихся. Санкт-Петербург, 2002.
Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. International Management, Business English with Financial Times, Pearson Education Limited, 2006, - 96 p. 2. Oxford Leaving Grammar, Intermediate, Oxford University Press, 2010, -161 p. 3. Grammar Practice for Intermediate Students, Pearson Longman, 2009, -192 p. 4. Longman Business English Dictionary, Pearson Education Limited, 2007, -594 p. 5. Business English Study, Didital Publishing, UK, 2011 6. Grammar Practice for Intermediate Students, Steve Elsworth, Pearson Longman, UK, 2000 7. Business English. Meetings, OUP Oxford, UK, 2007, -80 p. 8. Business English. Presentations, OUP Oxford, UK, 2008, -80 p. 9. Business English: The Writing Skills You Need for Today Workplace, 2010, -384 p. 10. Everyday Business Writing (English for Work), Ian Badger and Sue Pedley, Pearson Education Limited, 2003, - 96 p. 11. Ready for Business English, Jumava, 2011, - 63 p. 12. The Business of English (video) at http://www.youtube.com/watch?v=EafujAXpXHE 13. Communicating in Business English, Bob Dignen, Compass Publishing, 2003, - 192 p. 14. Business English with BBC, BBC Learningenglish.com 15. How to Write Effective Business English: The Essential Toolkit for Composing Powerful Letters, E-Mails and More, for Today's Business Needs, Fiona Talbot, Cogan Page, 2009, -160 p. 16. Oxford Business English Dictionary, Oxford University Press, 2005, - 616 p. <ol style="list-style-type: none"> 1. Асаул А.Н. Организация предпринимательской деятельности: учебник – Санкт-Петербург, 2009. http://www.aup.ru/books/m6/ 2. Бизнес & Балтия. http://arhiv.bb.lv/index.php?p=1&i=5296&v=short 3. Коммерсант. http://www.kommersant.ru/daily 4. Современный экономический словарь. http://slovari.yandex.ru

„BUSINESS COMMUNICATION, PRESENTATION AND ETHICS (2 KP)“

Total number of hours (1 cP = 40 hours.)	80	
Number of lecturer hours	Full time studies - 16, Part time studies - 8	
Number of seminars or practical training hours	Full time studies - 16, Part time studies - 8	
Number of independent works	4	
Testing form / -s	Test	
Background knowledge	Not necessary	
Science branch- subbranch	Communication science	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
Communication. Role of communication in the society: - functions of communication; - the structure of communication.	2/1	Lecture, Practical training
Social perception. Mechanisms of people`s mutual perception and understanding: - the main socio-psychological mechanisms: identification, reflection, empathy, stereotypisation.	2/1	Lecture, Practical training
The first impression about a person: - diagrams and factors of the development of a first impression; - halo effect.	2/1	Lecture, Practical training
Communication. The ability to provide information. The ability to listen: - communication structure and function; - communication psychological barriers; - non-reflexive and reflexive listening; - the feedback in a conversation.	2/1	Lecture, Practical training
Non-verbal communication: - sign systems for non-verbal communication; - gestures; poses; facial expressions; visual contact; distance of communication; - poses that can distract one`s attention.	2/1	Lecture, Practical exercises
Interaction – interaction of people experiencing mutual communication: - roles and positions in communication; - Eric Berne <i>three alter ego</i> conception; - transactions in communication; - Eric Berne <i>Game analysis</i> .	2/1	Lecture, Practical exercises
Ways of influencing a partner in communication. Psychological manipulations in communication: - types of psychological manipulators; - systems of psychological manipulators; - actualisation.	2/1	Lecture, Practical exercises
Regulation of conflict in communication:	2/1	Lecture,

<ul style="list-style-type: none"> - types of conflicts; - conflict situations of the tactic of behaviour; - solving an interpersonal conflict. 		Practical exercises
Temperament <ul style="list-style-type: none"> - psychological types of temperaments; - psychological types of temperaments in respect to people. 	2/1	Lecture, Practical exercises
Presentation. Planning of a presentation, structure, and content: <ul style="list-style-type: none"> - introduction; - main part; - conclusion. 	2/1	Lecture, Practical exercises
Self-organising: <ul style="list-style-type: none"> - law of 60/20; - use of technical resources; - questions that must be clarified ; - the ten most common public speaking mistakes . 	2/1	Lecture, Practical exercises
Basic principles for communication and presentation: <ul style="list-style-type: none"> - perception peculiarities; - attention peculiarities; - types of attention attraction; - appearance ; - voice dynamics; - cooperation with the audience. 	2/1	Lecture, Practical exercises
Stress management: <ul style="list-style-type: none"> - the concept and classification of stress; - basic techniques for stress regulation; psychological preparations for a presentation.	2/1	Lecture, Practical exercises
Ethics. Essence of ethics: <ul style="list-style-type: none"> - directions of the contemporary ethics; - ethics of communication process; - professional ethics; - Codices of the professional ethics. 	2/1	Lecture, Practical exercises

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
Communication	Dialogue. Situation analysis, manipulation.	4	The improved communication skills
Presentation	Presentation of a specific theme in MS Power Point.	8	The improved presentation skills
Ethics	Essay. the theme: "My Personal Code of Ethics."	8	Improved understanding of values
All themes	Literature studies. Final test- the theoretical	28/44/60	Improved knowledge in

	knowledge test.		communication psychology and ethics
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Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*	*	20
2.	*	*	*	20
3.	*	*	*	20
Test	*			40

LITERATURE	
Basic literature	<p>1. Dirks K., Eizermans T. Tava prāta klupšanas akmeņi. – Rīga: Jumava, 2011.</p> <p>2. Keigels T.Dž. Uzstāšanās māksla. – Rīga: Arka, 2008.</p> <p>3. Lasmāne S. Komunikācijas ētika. – Rīga: Latvijas Universitāte, 2012.</p> <p>4. Omārova S. Cilvēks runā ar cilvēku. Saskarsmes psiholoģija. – Rīga: Kamene, 2006.</p>
Additional literature, internet resources and other sources	<p>1. Dubkēvičs L., Ķestere I. Saskarsme. Lietišķā etiķete. – Rīga: Jumava, 2003.</p> <p>2. Frenks P. Manipulācija ar cilvēkiem. Pozitīvā pieeja. – Rīga: Zvaigzne ABC, 2012.</p> <p>3. Goulmens D. Tava emocionālā inteliģence. – Rīga: Jumava, 2007.</p> <p>4. Hindls T. Prasme uzstāties. – Rīga: Zvaigzne ABC, 2006.</p> <p>5. Karpova Ā., Plotnieks I., Personība un saskarsme. – Rīga: LVU, 2005.</p> <p>6. Kozlovs N. Saskarsmes māksla. – Rīga: Jumava, 2009.</p> <p>7. Kincāns V. Etiķete. – Rīga: Biznesa partneri, 2011.</p> <p>8. Mērfijs Dž. Tavs zemapziņas spēks. – Rīga: Jumava, 2007.</p> <p>9. Milts A. Saskarsmes ētika. – Rīga: Zvaigzne ABC, 2004.</p> <p>10. Nelke K. Prezentēšana. – Rīga: Balta eko, 2005.</p> <p>11. Ozoliņa Nucho A., Vidnere M. Stresa menedžments. – Rīga: AGB, 2008.</p> <p>12. Pīzs A. Ķermeņa valoda. – Rīga: Jumava, 2006.</p> <p>13. Rats T., Kliftons O.D. Cik pilns ir jūsu spainītis? – Rīga: Trīs, 2005.</p> <p>14. Reņģe V. Psiholoģija. Savstarpējo attiecību psiholoģija. – Rīga: Zvaigzne ABC, 2005.</p> <p>15. Šostroms E. Antikārnegi jeb cilvēks manipulētājs. – Rīga: Tapals, 2009.</p> <p>16. Hartley D. Interpersonal communication. – London, New York, 2005.</p> <p>17. Вердербер Р., Вердербер К. Общение. – СПб: Прайм Еврознак, 2007.</p> <p>18. Под. ред. Лавриненко В.Н. Психология и этика делового общения. – Москва: Юнити – Дана, 2006.</p> <p>19. Мазилкина Е.И. Искусство успешной презентации. – Москва: Гросс Медия, 2007.</p> <p>20. Матяш О.И., Погольша В.М., Казаринова Н.В., Биби С.А., Зарицкая Х.В. Межличностная коммуникация. – СПб: Речь, 2011.</p> <p>21. Чернова Г.Р., Столина Т.В. Психология общения. – СПб: Питер, 2012.</p>

„RECORD KEEPING(1CP)”

Total number of hours (1 cP = 40 hours.)	40	
Number of lecturer hours	Full time studies - 8, Part time studies - 4	
Number of seminars or practical training hours	Full time studies -8, Part time studies - 4	
Number of independent works	2	
Testing form / -s	Test	
Background knowledge	Not necessary	
Science branch- subbranch	Communication science	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Records management . Records management and document management. The legal base of records management. Documentation systems. The role of record-keeping in the company's or institution work organization.	2/1	Lecture, Practical training
2. Documents Documents (paper, electronic). Technical processing of documents. Document functions.	2/1	Lecture, Practical training
3. Legal force of a document Authorization. Types of authorization. Document details. Service notes.	2/1	Lecture, Practical training
4. Clerical work organization The system of administrative documents. Record-keeping instruction. Nomenclature of files.	2/1	Lecture, Practical training
5. Document text elaboration The document's purpose. The language used. Development of certain types of documents (orders, minutes, deeds, certificates, powers of attorney, regulations, contracts, letters, CVs).	2/1	Lecture, Practical training
6. Work with ready documents Document registration and circulation. Document control (number, execution, circulation).	2/1	Lecture, Practical training
7. Electronic documents Electronic Documents Law. The concept of an electronic document and electronic signature. Verification of the authenticity of an electronic signature. Rules for electronic document archiving.	2/1	Lecture, Practical training
8. Saving and availability of documents Documents value expertise. The company's expert commission. File compilation and design in record-keeping. Requirements for document storage.	2/1	Lecture, Practical training

THE STUDENT'S INDEPENDENT WORK

Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
1. Types of documents. Drawing up documents. Language styles.	Preparation of business correspondence between the two companies according to a specific assignment.	8	Written homework.
2. CV and a cover letter.	Preparation CV and a cover letter.	10	Written homework.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Test
1.	*	*	*	25
2.	*			25
Test	*	*	*	50

LITERATURE	
Basic literature	<p>1. V. Zemļanovs. Lietvedība no A līdz Z. Info Tilts. Rīga, 2015</p> <p>2. V. Bahanovskis. Lietiņšie dokumenti. Izstrādāšana un noformēšana. Info Tilts. Rīga, 2015</p> <p>Regulations: Dokumentu juridiskā spēka likums (2010). Dokumentu izstrādāšanas un noformēšanas kārtība, MK noteikumi Nr. 916 (2010)</p>
Additional literature, internet resources and other sources	<p>1.Z. Jantēna. Ievads dokumentu pārvaldībā. Atjaunots un papildināts 2 izd. Lietišķās informācijas dienests, SIA. Rīga, 2014</p> <p>2.I. Kalve. Dokumentu pārvaldība no A līdz Z. Biznesa augstskola Turība. Rīga, 2013</p> <p>3.S. Važa. Dokumentu pārvaldība (lietvedība): uzdevumi un dokumentu paraugi. Mācību līdzeklis. Rīgas Tirdzniecības Tehnikums, Rīga, 2011</p> <p>Regulations : Darba likums, likums publicēts LatvijasVēstnesis Nr. 105, 06.07.2001. Par arhīviem, likums publicēts Ziņotājs Nr. 21, 01.01.1991, Civillikums (1937) Likums «Par arhīviem» (26.03.1991.) Valsts valodu likums (21.12.1999) Likums «Par Latvijas valsts ģerboni» (19.02.1998). Elektronisko dokumentu likums (31.10.2002.). Informācijas atklātības likums (29.10.1998.) Fizisko personu datu aizsardzības likums (23.03.2000) MK 23.04.1996. noteikumi Nr.154 «Dokumentu izstrādāšanas un noformēšanas noteikumi». MK 13.06.2000. Konceptija par elektronisko dokumentu juridisko statusu Latvijā. Latvijas Valsts arhīvu ģenerāldirekcijas instrukcija «Par juridisko personu arhīvu dokumentu uzkrāšanu, uzskaiti, saglabāšanu un izmantošanu (10.10.1995.) LVS ISO 9706:1994 «Informācija un dokumentācija. Dokumentu</p>

	<p> papīrs.Ilgizturības prasības». Starptautiskais standarts ISO/TR15489-2:2001(E) Arhīvu/dokumentu pārvaldība. Parējie normatīvie akti, kas Latvijas Republikā reglamentē lietvedību un ar lietvedību saistītie normatīvie akti. </p>
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Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „LAW” DESCRIPTION

Module name in Latvian	Tiesības
Module name in English	Law
Module name in Russian	Право
Study program/-s, which is offered study module	Business administration
Status (section A, B, C)	A
Number of credit points; CP distribution in the compulsory and optional part	5 CP compulsory part
MODULE DEVELOPERS	
Name, surname	Position, degree
Ināra Brante	Lecturer, Mg.lur., ph.d.
Aivars Kalniņš	Lecturer. Mg.man.
MODULE CONTENTS	
Module compulsory part:	Labour law (2CP)
	Basics of commercial law (2CP)
	Environment, labour and civil defence (1CP)
Module optional part:	no
MODULE GOAL AND OBJECTIVES	
Module goal	To provide the students with knowledge of business activities, laws and regulations regulating labour relations, to develop the ability to navigate them, and control the execution of laws and regulations in the company.
Module objectives	<ul style="list-style-type: none"> • To introduce students to the Commercial Law, Labour Law, guiding principles of the regulations for environment and occupational health and safety issues as well as their goals and objectives; • To provide students with the knowledge and practical skills in the system of legal and regulatory instruments governing commercial activities and labour relations, as well as to provide them with knowledge of the requirements of the laws of the Republic of Latvia, the EU environmental directives on occupational health and safety matters, civil protection and fire safety basic principles; • To teach skills in solving problems of a legal nature, in the establishment of a company, its management, in the regulatory framework for commercial liability, in solving labour relations; • To provide them with theoretical knowledge of the work environment risk factors, as well as an understanding of risk management, evaluation methods; • To develop skills to apply theoretical knowledge in practice.
Module language	Latvian, English, Russian
THE STUDY MODULE RESULTS: KNOWLEDGE, SKILLS, COMPETENCES	
Knowledge	<ul style="list-style-type: none"> • Understanding of the basic principles of the use of regulatory enactments; knowledge and practical skills in business, the employer's and the employee's mutual labour relations, creating opportunities for social dialogue and the

	<p>procedure for dispute resolution.</p> <ul style="list-style-type: none"> • Knowledge of labour protection, civil defence and environmental protection policies, their guiding principles, goals and objectives.
Skills	<ul style="list-style-type: none"> • The ability to navigate independently in the business regulatory enactments; • To use legal sources and apply legal norms relating to commercial activities; labour legal relations in enterprises, institutions and organizations; • The ability to create the labour protection and civil defence system in the company, in accordance with the requirements of legislation and ensure compliance with labour safety and sanitary-hygienic requirements in the company; • To be responsible for their professional activity results.
Competences	<ul style="list-style-type: none"> • improved skills and abilities to analyze, select and apply statutory enactments regulating the commercial and labour relations in practice, and the ability to ensure compliance with the environmental legislative requirements in the company's daily work; • to know how to define the measures, to carry out their enforcement, and to control them with a view to reducing the risks in business activities, in scope of labour relations and occupational health. • the ability to build a social dialogue with partners, employees; • the ability to take responsibility for their professional performance; • the ability to organize labour protection measures and control compliance with occupational health and safety requirements. •
In Latvian	<p>Sniegt priekšstatu, pamat zināšanas un praktiskas tiesību normu piemērošanas iemaņas komercdarbībā, darba tiesiskajās attiecībās, akcentējot darba devēja un darbinieka savstarpējās tiesiskās attiecības, sociālā dialoga veidošanu un strīdu risināšanas kārtību, kā arī normatīvo aktu piemērošanā vides aizsardzībā uzņēmumos. Mācību procesā tiek apskatīti galvenie komerciesību pamat institūti - komersants un komercdarbība, komercreģistrs, uzņēmums, filiāle, firma, atsevišķi komerciālās pārstāvības veidi, komercdarījumi, to tiesiskais regulējums. Tiek apgūts darba tiesisko attiecību regulējums, tas ir, normatīvu bāze, kas regulē darba devēja un darbinieka līgumiskās attiecības, un ar darba attiecībām cieši saistītās attiecības. Mācību procesā tiek akcentēts, ka Latvijas valsts politika darba aizsardzības jomā pamatojas uz nodarbināto drošības un veselības prioritāti, tādējādi pievēršoties veselības saglabāšanai, darbavietu un apstākļu uzlabošanai, un tam, laistrādājošiem izveidotulabu psiholoģisko klimatu. Minētajiem normatīvo aktu regulējumiem ir svarīga nozīme valsts ekonomiskā un sociālā</p>

	<p>prograsa sekmēšanā, kā arī uzņēmējdarbības vides sakārtošanā. Tās saistās ar efektīvas darba aizsardzības prasībām, valsts nodarbinātības un komerciālās vides politiku.</p>
<p>In English</p>	<p>The module gives students basic knowledge and skills needed for practical application of legal norms in the field of commercial activities, labor law, emphasizing bilateral legal relationship of employee and employer, the creation of social dialogue and settlement of disputes, as well as the use of normative acts in the sphere of environmental protection in enterprises. In the frames of the learning process, the basic institutions of commercial law are studied – an entrepreneur and commercial activities, the commercial register, a company, a subsidiary, a firm, the certain kinds of commercial representation, commercial transactions and its legal regulation. Students master the legal regulation of labor relations, including the regulatory framework that governs contractual relations of an employee and employer, as well as the relationships that are closely connected to labor relations. In the frames of the learning process it is emphasized how the Latvian state policy in the field of labor protection is based on the priorities of health and safety of workers, thereby increasing the significance of the health preservation, improvement of working conditions, as well as creation of positive psychological climate in the workplace. This regulation is essential to accelerate economic and social progress in the country, as well as to regulate the business environment. It is connected with the requirements of effective labor protection, the state employment policy and the business environment.</p>
<p>In Russian</p>	<p>Модуль дает представление, основные знания и навыки практического применения норм законодательства в сфере коммерческой деятельности, трудового права, акцентируя двусторонние правовые отношения работника и работодателя, создание социального диалога и порядок разрешения споров, а так же применение нормативных актов в сфере защиты окружающей среды на предприятиях. В рамках учебного процесса рассматриваются основные институты коммерческого права – коммерсант и коммерческая деятельность, коммерческий регистр, предприятие, филиал, фирма, определенные виды коммерческого представления, коммерческие сделки и их правовое регулирование. Осваивается правовое регулирование трудовых отношений, в т.ч. нормативная база, которая регулирует договорные отношения работника и работодателя, а так же отношения, тесно связанные с</p>

	<p>трудовыми отношениями. В рамках учебного процесса акцентируется, как Латвийская государственная политика в сфере охраны труда основывается на приоритетах здоровья и безопасности работающих, таким образом усиливая значение сохранения здоровья, улучшению условий труда, а так же созданию положительного психологического климата на рабочем месте. Упомянутое регулирование имеет важное значение для ускорения экономического и социального прогресса в государстве, а так же упорядочивания предпринимательской среды. Это связано с требованиями эффективной охраны труда, государственной политикой занятости и коммерческой среды.</p>
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SUMMARY OF THE MODULE PLAN AND CONTENTS		
MODULE COMPULSORY PART		
“BASICS OF COMMERCIAL LAW” (2CP)		
Total number of hours (1 cP = 40 hours.)	80	
Number of lecturer hours	Full time studies – 20, Part time studies - 10	
Number of seminars or practical training hours	Full time studies -12, Part time studies - 6	
Number of independent works	4	
Testing form / -s	Test	
Background knowledge	Commercial module	
Science branch- subbranch	Law	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. System of the Commercial law and basic principles. Legal framework of the relationship of the Commercial law. Concept and system of the Commercial law.	2/2	Lecture
2.General principles of commercial activities. Limitations for commercial activities.	4/2	Lecture
3. Commercial register and its functions. Keeping of the commercial register, openness, record content, and entry of a record in the commercial register.	4/1	Lecture, Practical training
4. Concept of a company. Commercial secret. Transition of a company. Branch and its concept. Entering a record of a branch into the commercial register and exclusion from it. Mission and branch of a foreign entrepreneur.	2/2	Lecture

Firm and its concept, limitations of the choice of a firm and protection of the firm.		
5. Procurator and ordinary franchise. Issue, limitation, and termination of a procurator. Signature of the franchisee, further transfer of the franchise.	2/1	Lecture
6. Commercial agent and its concept. Commercial agent's contract form, obligations, remuneration. Principal's obligations. Rights to provision, term of the remuneration. Del credere. Broker and its concept. Broker's liability, transaction act, remuneration, transaction log.	2/1	Lecture
7. Capital companies, their concept and legal status. Participant. Limitation of liability of a company, legal address. Founders of the company, procedure, documents. Management institution and its creation. Company's fixed capital. Dividends. Responsibility.	2/2	Lecture
8. Reorganisation of capital companies, general provisions and special provisions for a reorganisation. Procedure of a reorganisation, types.	2/1	Lecture, Test
9. Commercial transactions and their general and special provisions. Commercial purchase contract. Commercial commission contract. Forward contract. Commercial bailment contract. Lease contract. Factoring contract. Franchise contract.	8/2	Lecture, Practical training

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	The expected results
All themes of the study course	Literature, sources and methodological resources studies	8/24/40	The theoretical part of the exam passed
Procurator's and simple commercial power of attorney	Learn how to write a commercial power of attorney, what is its scope and how you can withdraw it.	4	Written commercial power of attorney
Commercial relations legislation	To prepare for the test	12	Tests
Presentations to reflect of the study process results (development of independent work on the given topic and presenting it).	To prepare a presentation, presenting the problem and the proposed solution on existing problematic situations in business activities, the possibilities to apply the statutory enactments regulating the sector in practice.	12	Essays and presentation preparation, its presentation

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*		15
2.	*			15
3.	*	*	*	15
4.	*	*	*	15
Test	*			40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. 13.04.2000. likums "Komerclikums" 2. <u>09.08.2010. likums "Mikrouzņēmumu nodokļa likums"</u> 3. <u>17.07.2008. likums "Noziedzīgi iegūtu līdzekļu legalizācijas un terorisma finansēšanas novēršanas likums"</u> 4. <u>23.03.2000. likums "Koncernu likums"</u> 5. <u>20.11.1990. likums "Par Latvijas Republikas Uzņēmumu reģistru"</u> 6. <u>28.01.1937. MK likums "Civillikums"</u>. 7. 01.01.2008. „Negodīgas komercprakses aizlieguma likums”.
Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. <u>29.06.2010. MK noteikumi Nr.598 "Noteikumi par kārtību, kādā ved mantiskā ieguldījuma vērtētāja sarakstu, un vērtētājiem izvirzāmām prasībām.</u> 2. <u>Noteikumi par ierakstu izdarīšanas Uzņēmumu reģistra žurnālā un komercreģistrā, kā arī iesniedzamo dokumentu reģistrēšanas valsts nodevu .</u> Ministru kabineta 17.12.2013. noteikumi Nr. 1530/LV, 253 (5059), 30.12.2013. 3. <u>Noteikumi par Latvijas Republikas Uzņēmumu reģistra maksas pakalpojumiem</u> Ministru kabineta 17.12.2013. noteikumi Nr. 1525/LV, 252 (5058), 28.12.2013. 4. <u>Oficiālo publikāciju noteikumi.</u> Ministru kabineta 29.01.2013. noteikumi Nr. 65/LV, 23 (4829), 01.02.2013. 5. <u>Noteikumi par kārtību, kādā ved mantiskā ieguldījuma vērtētāju sarakstu, un vērtētājiem izvirzāmām prasībām</u> Ministru kabineta 29.06.2010. noteikumi Nr. 598/LV, 109 (4301), 13.07.2010. <p>European Regulations:</p> <ol style="list-style-type: none"> 1. Padomes 1968. gada 9. marta Pirmā direktīva 68/151/EEC par tādu nodrošinājumu koordināciju, kosabiedrību dalībnieku un citu personu interešu aizsardzībai dalībvalstīs prasa no sabiedrībām Līguma 58. panta otrās daļas nozīmē, lai izveidotu līdzvērtīgus nodrošinājumus visā Kopienā. 2. Padomes 1976. gada 13. decembra Otrā direktīva par tādu nodrošinājumu koordināciju, ko sabiedrību dalībnieku un citu personu interešu aizsardzībai dalībvalstīs prasa no sabiedrībām, kas definētas Līguma 58. panta otrajā daļā, attiecībā uz akciju sabiedrību veidošanu un to kapitāla saglabāšanu un mainīšanu, nolūkā izveidot līdzvērtīgus nodrošinājumus. 3. Padomes Trešā direktīva 78/855/EEK (1978. gada 9. oktobris), kas pamatojas uz Līguma 54. panta 3. punkta g) apakšpunktu un attiecas uz akciju sabiedrību apvienošanu. 4. Padomes 1982. gada 17. decembra Sestā direktīva 82/891/EEC, kas pamatojas uz Līguma 54. panta 3. punkta g) apakšpunktu, par akciju sabiedrību sadalīšanu. 5. Padomes 1985. gada 25. jūlija Regula (EEK) Nr. 2137/85 par Eiropas ekonomisko interešu grupām. 6. Padomes 1989. gada 21. decembra Vienpadsmitā direktīva 89/666/EEC par atklātības prasībām attiecībā uz filiālēm, ko kādā dalībvalstī atvērušas dažu tipu uzņēmēj sabiedrības, kuras regulē citas valsts likumi.

	<p>7. Padomes 1989. gada 21. decembra divpadsmitā uzņēmējdarbības tiesību Direktīva 89/667/EEC par viena īpašnieka sabiedrībām ar ierobežotu atbildību.</p> <p>8. Padomes 2001. gada 8. oktobra Regula (EK) Nr. 2157/2001 par Eiropas uzņēmējsabiedrības (SE) statūtiem.</p> <p>9. Padomes 1986. gada 18. decembra Direktīva 86/653/EEK par dalībvalstu likumu koordināciju attiecībā uz pašnodarbinātiem tirdzniecības pārstāvjiem.</p> <p>10. Padomes 2003. gada 22. jūlija Regula (EK) Nr. 1435/2003 par Eiropas Kooperatīvās sabiedrības (SCE) statūtiem.</p> <p>11. Eiropas Parlamenta un Padomes 2005. gada 26. oktobra Direktīva 2005/56/EK par kapitālsabiedrību pārrobežu apvienošanu.</p> <p>Periodic</p> <p>1.LATVIJAS REPUBLIKAS UZŅĒMUMU REĢISTRA TIESĪBU PIEMĒROŠANAS PRAKSE. Komerctiesības, biedrošanās tiesības un publiskie reģistri. Zvaigzne ABC. 2013.</p> <p>2.V. Jarkina. FRANŠĪZE TEORIJĀ UN PRAKSĒ. Komerclikuma franšīzes līguma nodaļas komentāri. Latvijas Vēstnesis. 2009.</p> <p>3.Strupišs A. KOMERCLIKUMA KOMENTĀRI. A daļa. Komerclikuma vispārīgie noteikumi. - Rīga: A. Strupiša juridiskais birojs.</p> <p>4. Autoru kolektīvs. KOMERCTIESĪBU AKTUĀLIE JAUTĀJUMI LATVIJĀ UN EIROPĀ. Tiesu namu aģentūra, 2013.</p> <p>Databases</p> <ul style="list-style-type: none"> • www.likumi.lv- Latvijas Republikas tiesību akti • www.at.gov.lv – judikatūra (tiesu prakse) • www.lv.lv - Latvijas Vēstnesis • www.tiesibsargs.lv - Latvijas Republikas Tiesībsargs • www.ur.gov.lv - Latvijas Republikas Uzņēmumu reģistrs
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„LABOUR LAW(2 CP)”		
Total number of hours (1 cP = 40 hours.)	80	
Number of lecturer hours	Full time studies - 20, Part time studies – 10	
Number of seminars or practical training hours	Full time studies -12, Part time studies – 6	
Number of independent works	4	
Testing form / -s	Test	
Background knowledge	Commercial module	
Science branch- subbranch	Law	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Introduction to the Labour law. The Labour law as a subject. Regulatory enactments of the Labour law	2/2	Lecture
2. Principles of labour legal relations. Employee. Employer. Equal rights principles. Invalidity of provisions that aggravate the legal position of employees	4/2	Lecture, Practical training

3. Collective labour contract – content and form. Parties signing a collective labour contract. Procedure of signing and amending a collective labour contract, the status of the collective labour contract in relation with people	2/1	Lecture, Practical training
4. Signing of a collective labour contract, its types. Form of a labour contract. Consequences of not following the necessary written form. Invalidity of a labour contract	4/1	Lecture
5. Legal relations in a labour contract. Agreement between employers and employees. Specification of a test for employees, the consequences of the test. Limitations and prohibitions of employment	4/2	Lecture
6. Provisions of work procedure, their content. Description of a position. Orders issued by the employer, their content and limitations. Carrying out the work not mentioned in a labour contract. Termination of a labour contract. Rights and obligations of the employer. Rights and obligations of the employee	4/2	Lecture
7. Remuneration of a company. Remuneration concept, organisation, equal remuneration. Working hours of a company. Concept, types, and organisation of working hours. Concept, types and organisation of free time	4/2	Lecture, Practical training
8. Principles of the termination of labour legal relations Resignation of the employee. Termination of the contract by the employer. Reasons for the termination, terms. Termination of the contract, limitations, and prohibitions for the employer. Other reasons for termination of labour legal relations	4/2	Lecture, Practical training
9. Legal aspects of labour disputes. Settlement of the disputes in a reconciliation commission. Settlement of disputes connected to rights. Settlement of disputes regarding interests. Settlement of individual disputes. Limitation period	4/2	Lecture, Test

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
All themes of the study course	Literature, sources and methodological resources studies	14/30/46	The theoretical part of the exam passed
1. Application possibilities of	1. to understand the principles	4	Solving,

Labour Law sectoral regulations in practice	of the employment relationship 2. to recognize and be able to analyze the features of discrimination in labour relations 3. to use terminology as applicable		presentation of the cases on the studied material, justification of work assumptions
2. Employment contract	1. to work in a team 2. to analyze the proposed employment contract, indicating its imperfections and / or non-compliance with the statutory regulations and laws.	12	Work in groups, participation in the discussion, to be able to argue their views
3. Tests	Final test on the material learned	10	Individual work, knowledge and understanding test on the studied materials
4. Creating presentations	For presentation of the study results (developing an independent paper on the given topic and presenting it).	8	Essays and presentation preparation, its presentation

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*	*	10
2.	*	*	*	10
3.	*			10
4.	*	*	*	30
Test	*			40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 20.06.2001. likums "Darba likums" ("LV", 105 (2492), 06.07.2001.) [spēkā ar 01.06.2002.] 26.09.2002. likums "Darba strīdu likums" ("LV", 149 (2724), 16.10.2002.) [spēkā ar 01.01.2003.]. 20.12.2001. likums „Par darbinieku aizsardzību darba devēja maksātnespējas gadījumā” <u>LV, 188 (2575), 28.12.2001.</u>, Ziņotājs, 2, 24.01.2002. 20.06.2001. likums "Par reglamentētajām profesijām un profesionālās kvalifikācijas atzīšanu" ("LV", 105 (2492), 06.07.2001.) [spēkā ar 20.07.2001.] 23.03.2000. likums "Fizisko personu datu aizsardzības likums" ("LV", 123/124 (2034/2035), 06.04.2000.) [spēkā ar 20.04.2000.] <u>15.02.1922.</u> likums "Latvijas Republikas Satversme."

Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. 20.06.2001. likums "Par reglamentētajām profesijām un profesionālās kvalifikācijas atzīšanu" ("LV", 105 (2492), 06.07.2001.) [spēkā ar 20.07.2001.] 2. 06.08.2002. MK noteikumi Nr.353 "Noteikumi par darbiem jomās, kurās darba līgums parasti netiek slēgts uz nenoteiktu laiku" (Latvijas Vēstnesis, 116 (2691), 15.08.2002.) 3. 25.06.2002. MK noteikumi Nr.272 "Noteikumi par sezonas rakstura darbiem" (Latvijas Vēstnesis, 98 (2673), 02.07.2002.) 4. 28.05.2002. MK noteikumi Nr.206 "Noteikumi par darbiem, kuros aizliegts nodarbināt pusaudžus, un izņēmumi, kad nodarbināšana šajos darbos ir atļauta saistībā ar pusaudža profesionālo apmācību" (Latvijas Vēstnesis, 82 (2657), 31.05.2002.) 5. 28.05.2002. MK noteikumi Nr.205 "Kārtība, kādā tiek izsniegtas atļaujas bērnu - izpildītāju - nodarbināšanai kultūras, mākslas, sporta un reklāmas pasākumos, kā arī atļaujā ietveramie ierobežojumi" (Latvijas Vēstnesis, 81 (2656), 30.05.2002.) 6. 08.01.2002. MK noteikumi Nr.10 "Noteikumi par darbiem, kuros atļauts nodarbināt bērnus vecumā no 13 gadiem" (Latvijas Vēstnesis, 6 (2581), 11.01.2002.) 7. 06.08.2002. MK noteikumi Nr.353 "Noteikumi par darbiem jomās, kurās darba līgums parasti netiek slēgts uz nenoteiktu laiku" (Latvijas Vēstnesis, 116 (2691), 15.08.2002.) 8. 25.06.2002. MK noteikumi Nr.272 "Noteikumi par sezonas rakstura darbiem" (Latvijas Vēstnesis, 98 (2673), 02.07.2002.) 9. 14.10.1998. likums "Civilprocesa likums" <p>Periodic</p> <ul style="list-style-type: none"> • N. Rācenāja. Darba līgums kā tiesību avots. Biznesa Augstskola Turība. 2009. • Velga Slaidiņa, Ilze Skultāne. Darba tiesības. Zvaigzne ABC. 2011. • Zvērinātu advokātu birojs "BDO Zelmenis&Liberte". Drba likums ar komentāriem. Latvijas Brīvo arodbiedrību savienība. 2010. <p>Databases</p> <ul style="list-style-type: none"> • www.likumi.lv- Latvijas Republikas tiesību akti • www.at.gov.lv – judikatūra (tiesu prakse) • www.lv.lv - Latvijas Vēstnesis • www.vdi.gov.lv - Valsts darba inspekcija • www.tiesibsargs.lv- Latvijas Republikas Tiesībsargs • www.lbas.lv - Latvijas brīvo arodbiedrību savienība • www.lm.gov.lv - Labklājības ministrija
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„ENVIRONMENT, LABOUR AND CIVIL DEFENCE (1 CP)”	
Total number of hours (1 cP = 40 hours.)	40
Number of lecturer hours	Full time studies - 13, Part time studies - 6
Number of seminars or practical training hours	Full time studies -3, Part time studies - 2
Number of independent works	2

Testing form / -s	Test	
Background knowledge	Not necessary	
Science branch- subbranch	Environmental science	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Regulatory enactments of labour protection	1/0,5	Lecture, Practical training
2. State labour protection policy Organisation system of labour protection	1/0,5	Lecture, Practical training
3. Rights and obligations of employers within the context of labour protection Training and briefing for issues connected with labour protection Certification of employees	1/0,5	Lecture, Practical training
4. Methodologies and assessment of the work environment and environment risks (physical, ergonomic, chemical, biological, psycho-emotional, traumatism)	1/0,5	Lecture, Practical training
5. Occupational health and occupational health issues Obligatory health checks	1/0,5	Lecture, Practical training
6. Investigation and record organisation for accidents at the workplace	1/0,5	Lecture, Practical training
7. Liability of violation of the regulatory enactments of labour protection	1/0,5	Lecture, Practical training
8. State civil protection system, legal regulation for state civil protection system, state material reserves	1/0,5	Lecture, Practical training
9. Civil protection commissions in municipalities	1/0,5	Lecture, Practical training
10. Individual and collective protection of inhabitants, rights and obligations of government institutions, municipalities, entrepreneurs and inhabitants in the context of civil protection;	1/0,5	Lecture, Practical training
11. Planning of civil protection measures Terrorism and manifestations	1/0,5	Lecture, Practical training
12. Natural and technogenic disasters, and high-risk objects Dangerous chemical substances and products Radiation safety	1/0,5	Lecture, Practical training
13. Fire safety, fire services, rescue services, and management of disaster consequences	1/0,5	Lecture, Practical training
14. Providing the first aid in a case of organising an evacuation plan in a case of a disaster	1/0,5	Lecture, Practical training
15. Immediate preventive, response measures, and measures for	1/0,5	Lecture,

the management of disaster consequences. Civil alarm and notification system and the basic principles of the operation of the system		Practical training
16. Organisation of civil protection in an organisation, institution, company	1/0,5	Lecture, Practical training

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	The expected results
1. Occupational health	1. To find out what health problems exist 2. Case studies	8	Written homework
2. Civil protection	1. To summarise information on the civil protection guidelines in the country. To describe potential problems and their consequences.	10	Problem situation solving and group work presentation

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*	*	30
2.	*	*	*	30
Test	*	*	*	40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Jemeljanovs V., Sulojeva J. Civila aizsardzība un ugunsdrošība. Rīga: RTU, 2008; 2. Kaļķis V., Roja Ž. Darba vides riski. Rīga: 2004; 3. Ulmane V. Darba tiesības. Darba aizsardzība. Rīga: 2004; 4. Latvijas Brīvo arodbiedrību savienība. Darba drošība. Rīga: 2010; 5. Latvijas Brīvo arodbiedrību savienība. Darba higiēna. Rīga: 2010; 6. Latvijas Brīvo arodbiedrību savienība. Ergonomika darbā. Rīga: 2010; 7. Latvijas Brīvo arodbiedrību savienība. Darba aizsardzības apmācību metodes. Rīga: 2010; 8. Latvijas Brīvo arodbiedrību savienība. Darba drošība. Rīga: 2010; 9. Latvijas Brīvo arodbiedrību savienība. Psihosociālā darba vide. Rīga: 2010; 10. Latvijas Brīvo arodbiedrību savienība. Darba apstākļi un veselība darbā. Rīga: 2010;
Additional literature, internet	<ol style="list-style-type: none"> 1. „Darba aizsardzība uzņēmumā. Palīgs jauniem komersantiem”. [tiešsaiste]. Pieejams internetā: www.ldap.lv/da

resources and other sources	<ol style="list-style-type: none"> 2. 20.06.2001. likums "Darba aizsardzības likums" ("LV", 105 (2492), 06.07.2001.; Ziņotājs, 15, 09.08.2001.) [spēkā ar 01.01.2002.] ar grozījumiem līdz 28.04.2010. 3. 24.10.2002. likums "Ugunsdrošības un ugunsdzēsības likums" ("LV", 165 (2740), 13.11.2002.; Ziņotājs, 23, 12.12.2002.) [spēkā ar 01.01.2003.] ar grozījumiem līdz 07.08.2013. 4. 05.10.2006. likums "Civilās aizsardzības likums" ("LV", 171 (3539), 26.10.2006.) [spēkā ar 01.01.2007.] ar grozījumiem līdz 10.04.2013. 5. 14.12.2000. likums "Nacionālās drošības likums" ("LV", 473/476 (2384/2387), 29.12.2000.) [spēkā ar 12.01.2001.] ar grozījumiem līdz 26.06.2014. 6. 30.05.2002. likums "Mobilizācijas likums" ("LV", 91 (2666), 18.06.2002.) [spēkā ar 01.01.2005.] ar grozījumiem līdz 19.10.2010. 7. 07.03.2013. likums "Par ārkārtēji situāciju un izņēmuma stāvokli" ("LV", 61 (4867), 27.03.2013.) [spēkā ar 10.04.2013.] ar grozījumiem līdz 19.11.2014. 8. 19.05.1994. likums "Par pašvaldībām" ("LV", 61 (192), 24.05.1994.) [spēkā ar 09.06.1994.] ar grozījumiem līdz 28.06.2014. 9. 04.11.1999. likums "Nacionālo bruņoto spēku likums" ("LV", 388/389 (1848/1849), 24.11.1999.) [spēkā ar 08.12.1999.] ar grozījumiem līdz 12.06.2014. 10. 07.12.2000. likums "Par hidroelektrostaciju hidrotehnisko būvju drošumu" ("LV", 460/464 (2371/2375), 20.12.2000.) [spēkā ar 01.04.2001.] ar grozījumiem līdz 07.03.2013. 11. 11.12.1997. likums "Epidemioloģiskās drošības likums" ("LV", 342/345 (1054/1057), 30.12.1997.) [spēkā ar 13.01.1998.] ar grozījumiem līdz 12.11.2014. 12. 05.02.1997. likums "Aizsargjoslu likums" ("LV", 56/57 (771/772), 25.02.1997.) [spēkā ar 11.03.1997.] ar grozījumiem līdz 05.11.2014. 13. 21.12.2000. likums "Dzelzceļa pārvadājumu likums" ("LV", 3 (2390), 05.01.2001.) [spēkā ar 19.01.2001.] ar grozījumiem līdz 15.11.2014. 14. 21.06.2007. likums "Valsts materiālo rezervju likums" ("LV", 107 (3683), 05.07.2007.) [spēkā ar 01.01.2008.] ar grozījumiem līdz 01.12.2009. 15. 01.04.1998. likums "Ķīmisko vielu likums" ("LV", 106 (1167), 21.04.1998.) [spēkā ar 01.01.1999.] ar grozījumiem līdz 08.10.2014. 16. 20.06.2001. likums "Darba aizsardzības likums" ("LV", 105 (2492), 06.07.2001.) [spēkā ar 01.01.2002.] ar grozījumiem līdz 28.04.2010. 17. 19.07.2005. MK noteikumi Nr.532 "Noteikumi par rūpniecisko avāriju riska novērtēšanas kārtību un riska samazināšanas pasākumiem" ("LV", 121 (3279), 03.08.2005.) [spēkā ar 04.08.2005.] ar grozījumiem līdz 15.02.2014. 18. 17.02.2004. MK noteikumi Nr.82 "Ugunsdrošības noteikumi" ("LV", 28 (2976), 20.02.2004.) [spēkā ar 21.02.2004.] ar grozījumiem līdz 14.06.2008. 19. 03.11.2009. MK noteikumi Nr.1260 "Noteikumi par valsts ugunsdrošības uzraudzības inspektoru kompetenci un kārtību, kādā veicama valsts ugunsdrošības uzraudzība un civilās aizsardzības prasību ievērošanas kontrole" ("LV", 177 (4163), 06.11.2009.) [spēkā ar 07.11.2009.] 20. 07.08.2007. MK noteikumi Nr.530 "Civilās trauksmes un apziņošanas sistēmas izveidošanas, izmantošanas un finansēšanas kārtība" ("LV", 129 (3705), 10.08.2007.) [spēkā ar 11.08.2007.] ar grozījumiem līdz
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	<p>01.07.2009.</p> <p>21. 03.02.2004. MK noteikumi Nr.61 "Kārtība, kādā Valsts ugunsdzēsības un glābšanas dienests veic un vada ugunsgrēku dzēšanu un glābšanas darbus" ("LV", 20 (2968), 06.02.2004.) [spēkā ar 07.02.2004.]</p> <p>22. 11.12.2007. MK noteikumi Nr.842 "Kārtība, kādā juridiskajām un fiziskajām personām kompensējami izdevumi un zaudējumi, kas radušies, iesaistot personu resursus reaģēšanas pasākumos, ugunsgrēka dzēšanā vai glābšanas darbos, un kompensācijas apmēra aprēķināšanas kārtība" ("LV", 201 (3777), 14.12.2007.) [spēkā ar 15.12.2007.] ar grozījumiem līdz 01.01.2014.</p> <p>23. 08.04.2003. MK noteikumi Nr.152 "Prasības attiecībā uz sagatavotību radiācijas avārijai un rīcību šādas avārijas gadījumā" ("LV", 58 (2823), 15.04.2003.) [spēkā ar 16.04.2003.] ar grozījumiem līdz 05.07.2009.</p> <p>24. 03.08.2004. MK noteikumi Nr.674 "Noteikumi par sprādzienbīstamiem, ugunsbīstamiem un īpaši svarīgiem objektiem, kuros izveidojami ugunsdrošības, ugunsdzēsības un glābšanas dienesti" ("LV", 124 (3072), 06.08.2004.) [spēkā ar 07.08.2004.] ar grozījumiem līdz 08.03.2013.</p> <p>25. 13.04.2004. MK noteikumi Nr.282 "Ugunsdrošības preču, ugunsdzēsības iekārtu un ierīču atbilstības novērtēšanas noteikumi" ("LV", 60 (3008), 16.04.2004.) [spēkā ar 01.03.2005.] ar grozījumiem līdz 01.08.2005.</p> <p>26. 02.10.2007. MK noteikumi Nr.660 "Darba vides iekšējās uzraudzības veikšanas kārtība" ("LV", 161 (3737), 05.10.2007.) [stājas spēkā 06.10.2007.]</p> <p>27. 29.09.2008. MK noteikumi Nr.803 "Darba aizsardzības prasības, saskaroties ar kancerogēnām vielām darba vietās" ("LV", 153 (3937), 02.10.2008.) [stājas spēkā 03.10.2008.]</p> <p>28. 28.04.2009. MK noteikumi Nr.359 "Darba aizsardzības prasības darba vietās" ("LV", 69 (4055), 06.05.2009.) [stājas spēkā 01.01.2010.]</p> <p>29. 21.05.2002. MK noteikumi Nr. 189 „Darba aizsardzības prasības, saskaroties ar bioloģiskajām vielām”, ("LV", 78 (2653), 24.05.2002.) [stājas spēkā 01.01.2003.] ar grozījumiem līdz 21.04.2012.</p> <p>30. 06.08.2002. MK noteikumi Nr. 344 „Darba aizsardzības prasības, pārvietojot smagumus” ("LV", 114 (2689), 09.08.2002.) [stājas spēkā 10.08.2002.]</p> <p>31. 06.08.2002. MK noteikumi Nr. 343 „Darba aizsardzības prasības, strādājot ar displeju” ("LV", 114 (2689), 09.08.2002.) [stājas spēkā 10.08.2002.]</p> <p>32. 20.08.2002. MK noteikumi Nr. 372 „Darba aizsardzības prasības, lietojot individuālos aizsardzības līdzekļus” ("LV", 119 (2694), 23.08.2002.) [stājas spēkā 24.08.2002.] ar grozījumiem līdz 01.08.2009.</p> <p>33. 03.09.2002. MK noteikumi Nr. 400 „Darba aizsardzības prasības drošības zīmju lietošanā” (“LV”, 127 (2702), 06.09.2002.), [stājas spēkā 07.09.2002.].</p> <p>34. 15.05.2007. MK noteikumi Nr. 325 “Darba aizsardzības prasības saskarē ar ķīmiskajām vielām darba vietās” (“LV”, 80 (3656), 18.05.2007.), [stājas spēkā 19.05.2007.] ar grozījumiem līdz 04.02.2011.</p> <p>35. 17.09.2002. MK noteikumi Nr. 427 „Uzticības personu ievēlēšanas un darbības kārtība”("LV", 139 (2714), 27.09.2002.) [stājas spēkā 28.09.2002.] ar grozījumiem līdz 12.09.2009.</p> <p>36. 09.12.2002. MK noteikumi Nr. 526 „Darba aizsardzības prasības, lietojot darba aprīkojumu” ("LV", 182 (2757), 12.12.2002.) [stājas spēkā 13.12.2002.] ar grozījumiem līdz 01.09.2014.</p>
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	<p>37. 04.02.2003 MK noteikumi Nr. 66 „Darba aizsardzības prasības nodarbināto aizsardzībai pret darba vides trokšņa radīto risku”(“LV”, 21 (2786), 07.02.2003.) [stājas spēkā 08.02.2003.] ar grozījumiem līdz 22.12.2012.</p> <p>38. 25.02.2003. MK noteikumi Nr. 92 „Darba aizsardzības prasības, veicot būvdarbus” (“LV”, 33 (2798), 28.02.2003.) [stājas spēkā 01.03.2003.] ar grozījumiem līdz 04.07.2014.</p> <p>39. 10.08.2010. MK noteikumi Nr. 749 "Apmācības kārtība darba aizsardzības jautājumos" ("LV", 128 (4320), 13.08.2010.) [stājas spēkā 01.10.2010.] ar grozījumiem līdz 01.07.2013.</p> <p>40. 13.04.2004 MK noteikumi Nr. 284 „Darba aizsardzības prasības nodarbināto aizsardzībai pret vibrācijas radīto risku darba vidē”(“LV”, 60 (3008), 16.04.2004.) [stājas spēkā 01.07.2005.]</p> <p>41. 10.03.2009. MK noteikumi Nr. 219 "Kārtība, kādā veicama obligātā veselības pārbaude" ("LV", 41 (4027), 13.03.2009.) [stājas spēkā 01.04.2009.] ar grozījumiem līdz 11.01.2013.</p> <p>42. 08.09.2008. MK noteikumi Nr. 723 "Noteikumi par prasībām kompetentām institūcijām un kompetentiem speciālistiem darba aizsardzības jautājumos un kompetences novērtēšanas kārtību" ("LV", 143 (3927), 16.09.2008.) [stājas spēkā 01.01.2009.] ar grozījumiem līdz 28.09.2013.</p> <p>43. 08.02.2005 MK noteikumi Nr. 99 „Noteikumi par komercdarbības veidiem, kuros darba devējs iesaista kompetentu institūciju” (“LV”, 24 (3182), 11.02.2005.) [stājas spēkā 01.01.2006.] ar grozījumiem līdz 01.01.2013.</p> <p>44. 25.08.2009. MK noteikumi Nr.950 "Nelaiemes gadījumu darbā izmeklēšanas un uzskaites kārtība" ("LV", 137 (4123), 28.08.2009.) [stājas spēkā 01.01.2010.] ar grozījumiem līdz 01.01.2014.</p> <p>45. 03.08.2010. MK noteikumi Nr.713 "Noteikumi par kārtību, kādā nodrošina apmācību pirmās palīdzības sniegšanā, un pirmās palīdzības aptiecināšanas medicīnisko materiālu minimumu" ("LV", 124 (4316), 06.08.2010.) [stājas spēkā 07.08.2010.]</p> <p>46. 08.10.2013. MK noteikumi Nr. 1041 “Noteikumi par obligāti piemērojamo energostandartu, kas nosaka elektroapgādes objektu ekspluatācijas organizatoriskās un tehniskās drošības prasības” (“LV” 198 (5004), 10.10.2013.) [stājas spēkā 01.03.2014].</p> <p>47. 18.03.2014. MK noteikumi Nr. 143 “Darba aizsardzības prasības, strādājot augstumā” (“LV” 58 (5118), 21.03.2014.) [stājas spēkā 01.09.2014.].</p> <p>48. www.lddk.lv</p> <p>49. www.vdi.gov.lv</p> <p>50. www.osha.lv</p> <p>51. www.napofilm.net/en</p>
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Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „DATA PROCESSING AND INTERPRETATION” DESCRIPTION

Module name in Latvian	Datu apstrāde un interpretācija
Module name in English	Data processing and interpretation
Module name in Russian	Обработка и интерпретация данных
Study program/-s, which is offered study module	Business administration
Status (section A, B, C)	A
Number of credit points; CP distribution in the compulsory and optional part	6 CP compulsory part
MODULE DEVELOPERS	
Name, surname	Position, degree
Evija Liepa	Docent, Dr.math
Vineta Minkēviča	Docent, Dr.math
Sanita Vāne	Lecturer. Mg.paed.
MODULE CONTENTS	
Module compulsory part:	Information technologies (2CP)
	Mathematics in economics and management (2CP)
	Statistics (2CP)
Module optional part:	-
MODULE GOAL AND OBJECTIVES	
Module goals	To improve students' knowledge of data collection, processing and analysis
Module objectives	<ul style="list-style-type: none"> • To provide students with the knowledge of advanced mathematics and to develop skills to apply it in economics and management science; • To improve the ability to perform data processing for formulation and solution of economic and management tasks, to build the competence of decision-making based on a preliminary analysis of the situation; • To improve the ability to use information technology to carry out business processes.
Module valoda	Latvian, English, Russian

THE STUDY MODULE RESULTS: KNOWLEDGE, SKILLS, COMPETENCES	
Knowledge	<p>To provide students with knowledge of</p> <ul style="list-style-type: none"> • information technology, data mining, explication, processing and analysis methods; • advanced mathematics, putting forward and studying alternative decisions; • forecasting, putting forward hypotheses and test methods, evaluation of reliability of the results.
Skills	<ul style="list-style-type: none"> • to improve the skill to perform data processing for formulation and solution of economic and management tasks; • to develop skills in the use of advanced mathematics elements for economics and management science; • to develop skills to forecast the situations and predict

	<p>their activity results;</p> <ul style="list-style-type: none"> to develop skills to carry out the research and evaluate the results obtained; to develop the skills to analyze the data collected and to use the results in decision-making.
Competences	<ul style="list-style-type: none"> to build the competence to choose the most appropriate methods to analyze the situation and evaluate the results; to develop the competence of decision-making based on a preliminary analysis of the situation.
MODULE ABSTRACT	
In Latvian	Modulis nepieciešams, lai studenti varētu veidot izpratni par datu ieguves veidiem un apstrādes metodēm, pilnveidot prasmi datus attēlot un apstrādāt, izmantojot informācijas tehnoloģijas iespējas, veidot prasmi veikt datu un iegūto rezultātu ticamības novērtējumu, kā arī analizēt rezultātus un izdarīt secinājumus.
In English	This module is needed to familiarize students with types of data acquisition and processing methods, an ability to display and process data using the information technology, to learn how to assess data reliability and received results, as well as to analyze the results and draw conclusions.
In Russian	Модуль необходим, чтобы студенты могли иметь представление о видах получения данных и методах их обработки, усовершенствовали умение отображать и обрабатывать данные, используя возможности информационных технологий, умели делать оценку достоверности данных и полученных результатов, а так же анализировать результаты и делать выводы.

The plan and the content of the module		
MANDATORY PART OF THE MODULE		
“INFORMATION TECHNOLOGIES (2 CP)”		
Total h (1 CP = 40 academic hours)	80	
Lecture h	Full time studies - 12, Part time studies - 6	
Seminars and practical activities	Full time studies -20, Part time studies - 10	
Individual works	4	
Type of the test	Exam	
Course prerequisites	Informatics in secondary school	
Branch/sub-branch of the science	Computer Science	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
Use of tool bars of text editor (MS Word)	2/1	Lecture, practical activities

Formatting of tables. Creation of drawings using the text editor Inserted objects	2/1	Lecture, practical activities
Complicated formatting (MS Word) Use of the methodological instructions of the college in the development of a course paper	2/1	Lecture, practical activities
Use of different styles	2/1	Lecture, practical activities
Automatic table of contents. Headline (Outline) mode	2/1	Lecture, practical activities
Numeration of tables and images .Page setup	2/1	Test
Data formats in electronic tables, formatting, cell formatting (MS Excel)	2/1	Lecture, practical activities
Data rows, auto fill tools	2/1	Lecture, practical activities
Cell address functions, use of relative, mixed, and absolute addressing	2/1	Lecture, practical activities
Principles of creation of formulae, use of functions in various formulae	2/1	Lecture, practical activities
Built-in statistical functions	2/1	Lecture, practical activities
Data analysis tool	2/1	Lecture, practical activities
Creation of diagrams, simple and complicated formatting	2/1	Test
Forecast and statistical processing of data	2/1	Lecture, practical activities
Cross-section of tables and diagrams	2/1	Lecture, practical activities
Data filters, selection and organisation of data	2/1	Lecture, practical activities
Knowledge of presentation software (MS PowerPoint)	2/1	Lecture, practical activities
Possible use of presentations	2/1	Lecture, practical activities
Presentation demonstration forms	2/1	Lecture, practical

		activities
Formatting of slides, change of view, slide processing	2/1	Test
Management of presentation modes, animations, and transition of slides	2/1	Lecture, practical activities
Formatting of inserted objects and animations	2/1	Lecture, practical activities
Demonstration of presentations in the automatic mode. Use of controls and hyperlinks. Management and parameters of presentation demonstration	2/1	Lecture, practical activities
Peculiarities and development of a study course	2/1	Practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected result
All themes of the study course	Studies of literature sources and methodological resources	14/30/46	Passed theoretical part of the exam
MS Word functions	Literature studies and complicated development and formatting of a document in the text editor	8	MS Word
MS Excel functions	Literature studies and use of electronic tables for data processing	8	MS Excel
Skills in MS Office	Literature studies and the use of electronic tables in statistics and logistics	8	Skills in MS Office
MS PowerPoint functions	Literature studies and creation of presentation that reflects the results of the study course	10	MS PowerPoint

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*	*		10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10

Exam	*			50
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LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Petročenko Z. Praktiskie uzdevumi Microsoft Office 2010 vidē komercdarbiniekiem informātikā. Mācību līdzeklis. „Rīgas Tirdzniecības tehnikums”, 2011. [tiešsaiste]. Pieejams internetā: http://www.rtt.edu.lv/spaw/uploads/files/RTT%20MS%20Office.pdf 2. Tekstapstrāde [tiešsaiste]. Pieejams internetā: http://vpg.edu.lv/uploads/3_WORD_2010.pdf 3. Izklājlapas [tiešsaiste]. Pieejams internetā: http://www.vpg.edu.lv/uploads/4_EXCEL_2010.pdf 4. Prezentācija [tiešsaiste]. Pieejams internetā: http://vpg.edu.lv/uploads/6_POWERPOINT_2010.pdf
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Arhipova I., Bāliņa S.. Statistika ekonomikā. Risinājumi ar SPSS un MS Excel, „Datorzinību centrs”, 2004 2. Arhipova I, Bāliņa S. Statistika ar Excel ikvienam, 1999, Rīga, Datorzinību centrs 3. Augucēvičs J., Ozols J., Treiguts E. Datorzinības. Uzdevumi un to risinājumi, „Turība”, 2002 4. Dambe G. u.c. Datorizētās lietvedības dokumentu sagatavošana, „Turība” 2000 5. Jansons V., Kozlovskis K. Datormācība ekonomistiem. 2. grāmata. Rīga, RTU, 2004 6. Jansons V., Kozlovskis K., Fiļimonovs A. Datormācība ekonomistiem. 1. grāmata. Rīga, RTU, 2004 7. Kalve I., Augucēvičs J. Dokumentu datorizēta sagatavošana., „Turība”, 2007. – 73 lpp. 8. Kļiedere I. Lietiskā informātika. Rīga: Juridiskā koledža, 2005 9. Treiguts E. Ievads datorzinībās II daļa Microsoft Word. Maketēšanas automatizācija. Objekt., „Turība” 10. Daudzvalodu elektroniskā vārdnīca matemātikā un informātikā. [tiešsaiste]. Pieejams internetā: http://www.lanet.lv/miv/ 11. Microsoft tiešsaistes MS Office apmācība. [tiešsaiste]. Pieejams internetā: http://office.microsoft.com/lv-lv/training/ 12. Первые шаги, 1999-2009. [tiešsaiste]. Pieejams internetā: www.firststeps.ru 13. Microsoft portāls. [tiešsaiste]. Pieejams internetā: www.microsoft.lv 14. Microsoft portāls. [tiešsaiste]. Pieejams internetā: www.microsoft.ru 15. Microsoft portāls. [tiešsaiste]. Pieejams internetā: www.microsoft.com 16. Terminoloģijas portāls. [tiešsaiste]. Pieejams internetā: http://www.termnet.lv/

“MATHEMATICS IN ECONOMICS AND MANAGEMENT (2 CP)”	
Total h (1 CP = 40 academic hours)	80
Lecture h	Full time studies - 16, Part time studies - 8
Seminars and practical activities	Full time studies -16, Part time studies - 8
Individual works	4

Type of the test	Exam	
Course prerequisites	Mathematics in secondary school	
Branch/sub-branch of the science	Mathematics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1 Elements of linear algebra. Determinants and matrixes. Determination of the valued of determinants. Matrix algebra.	2/1	Lecture, practical activities
2 Elements of linear algebra. Linear equation systems, their solution and methods of solution.	2/1	Lecture, practical activities
3 Possibilities to use matrix calculus in tasks related to production planning.	2/1	Lecture, practical activities
4 Modelling and solution of economic issues by applying the system of linear equations.	2/1	Lecture, practical activities
5 Inverse matrix	2/1	Lecture, practical activities
6 Markov analysis	2/1	Lecture, practical activities
7 Linear planning. Structure of the basic model.	2/1	Lecture, practical activities
8 Linear planning – models. Solver.	2/1	Lecture, practical activities
9 Elements of mathematical analysis. Notion of the limits of sequences and functions, their calculation. Uncertainties and their prevention.	2/1	Lecture, practical activities
10 Derivation of one argument functions, differential and its economic interpretation. Derivation of simple functions.	2/1	Lecture, practical activities
11 Derivation of complex-valued functions. Monotony of one argument functions, extremes.	2/1	Test
12 Use of derivatives in the research of the market and basic economic functions (costs, income, profit).	2/1	Lecture, practical activities
13 Partial derivatives of variable argument functions, exact differential and its economic interpretation.	2/1	Lecture, practical activities
14 Extremes of variable argument functions. Function of production.	2/1	Lecture, practical activities
15 Basic connectedness of financial mathematics- common and	2/1	Lecture,

compound interests.		practical activities
16 Discounting. Current and future value of cash flow. Credit payback plan.	2/1	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	Expected result
1. Linear algebra	Tasks	10/14/20	Home work
2. Markov analysis and linear planning	Tasks	15/20/20	Home work
3. Functions	Tasks	15/20/24	Home work
4. Finance mathematics	Tasks	8/10/16	Home work
Together hours	48/64/80		

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*	*	*	15
2.	*	*	*	20
3.	*	*	*	25
4.	*	*	*	10
Exam	*	*	*	30

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Revina I., Peļņa M., Gulbe M., Bāliņa S. Matemātika ekonomistiem (teorija + uzdevumi), SIA Izglītības soļi, Rīga, 2003, 306 lpp. 2. Revina I., Peļņa M., Bāliņa S. Uzdevumu krājums matemātikā ekonomistiem. R: Zvaigzne ABC, 1997. 3. Curwin J., Slater R. Quantitative Methods for Business Decisions. 2008, 325 pp. 4. Гринглаз Л., Копытов Е. Высшая математика для экономистов (с примерами решения задач на компьютере), Рига, 2005, 230 с. 5. Введение в математическое моделирование: Учебное пособие, под ред. П.В. Трусова, Логос, 2014
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Buiķis M. Finanšu matemātika, RSEBAA, Rīga, 2004, 124 lpp. 2. Grīnglazs L., Kopitovs J. Augstākā matemātika ekonomistiem ar datoru lietojuma paraugiem uzdevumu risināšanai, RSEBAA, Rīga, 2003, 379 lpp. 3. Burton Gl., Caroll G., Wall St. Quantitative Methods for Business and Economics. 2nd ed. 2002, 409 pp. Croft T., Burton Gl., Myddelton D.R., Morris Cl., Barrow M. Quantitative Methods. 2004, 322 pp. 4. P.E. Gill, W. Murray, M.H. Wright. Practical Optimization.- John Wiley&Sons; 2 edition, 2000. 5. Walters D.W., Walters D.J. Quantitative Methods for Business. Pearson

	<p>Education, 2008, 309 pp.</p> <p>6. Малыгин В.И. Математическое моделирование. Учебно-практическое пособие для Вузов. — М.: УРАО. 2007. 160 с.</p> <p>7. Кузнецов Б.Т. Математика: учебник, Юнити-Дана, 2012</p> <p>8. Просветов И.Г. Математические методы в экономике. Учебно-методическое пособие. — М. РДЛ, 2007.</p> <p>9. http://window.edu.ru/catalog/?p_rubr=2.2.74.12</p>
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“STATISTICS (2 CP)”		
Total h (1 CP = 40 academic hours)	80	
Lecture h	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies -16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	Mathematics in secondary school	
Branch/sub-branch of the science	Economics/Statistics	
Theme	Volume (h) in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. Concept of statistics, goals, objectives, types and methods of monitoring.	2/1	Lecture, practical activities
2. Statistical methods. Identification of general entity. Defining the selection size. Creation of selection. Types of information gathering.	2/1	Lecture, practical activities
3. Principles for the choice of grouping indications, creation of groups and intervals. Methods of data processing. Explication of data.	2/1	Lecture, practical activities
4. Descriptive statistics.	2/1	Lecture, practical activities
5. Concept of average values. Mode, median, and quartiles.	2/1	Lecture, practical activities
6. Absolute and relative indicators of variation. Dispersion and standard deviation. Average and relative average standard errors of selection.	2/1	Lecture, practical activities
7. Correlation and regression.	2/1	Lecture, practical activities
8. Characteristics of time series. Base and chain growth. Growth rate. Average values.	2/1	Lecture, practical

		activities
9. Extrapolation of time series. Moving average model.	2/1	Lecture, practical activities
10. Extrapolation of time series. Exponential smoothing model.	2/1	Lecture, practical activities
11. Time-series. Linear trend. Seasonality.	2/1	Test
12. Assessment of data correlation. Calculation of correlation and determination coefficient. Regression equation.	2/1	Lecture, practical activities
13. Individual indices and general indices. Their calculation and interpretation.	2/1	Lecture, practical activities
14. Non-parametric hypotheses	2/1	Lecture, practical activities
15. Parametric hypotheses	2/1	Lecture, practical activities
16. Rank criteria	2/1	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected result
1. Data processing and explication	Tasks	10/14/20	Home work
2. Time series	Tasks	15/20/20	Home work
3. Hypotheses	Tasks	15/20/24	Home work
4. Data correlation	Tasks	8/10/16	Home work
Together hours	48/64/80		

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*	*	*	20
2.	*	*	*	20
3.	*	*	*	20
4.	*	*	*	20

Exam	*	*	*	20
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LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Arhipova I, Bāliņa S. Statistika ekonomikā un biznesā, 2006, Rīga, Datorzinību centrs 2. Vergina G., Kārklīņa G. Statistika ekonomistiem, 2002, R: Kamene 3. Goša Z. Statistika, 2003, Rīga 4. Marcelo Fernandes. Statistics for Business and Economics. ISBN: 978-87-7681-481-6. 1 edition. Pages : 150. 5. Сизова Т.М. Статистика: Учебное пособие. – СПб.: СПб ГУИТМО, 2005. – 80 с.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Arhipova I, Bāliņa S. Statistika ar Excel ikvienam, 1999, Rīga, Datorzinību centrs 2. Krastiņš O. Statistika un ekonometrija, 1998, Rīga, LR CSP 3. Revina I. Ekonometrija, 2002, Rīga, EuroFaculty 4. Vasermanis E., Šķiltere D. Varbūtību teorija un matemātiskā statistika, 2003, Rīga, LU 5. Vergina G. Statistika, 1996, Rīga, Profesionālās izglītības centrs 6. Нименья И.Н. Статистика, 2004, Санкт-Петербург, Издательский дом «Нева» 7. David Brink. Essentials of statistics. ISBN: 978-87-7681-408-3, 2 edition. Pages: 103 8. Darius Singpurwalla. A Handbook of Statistics. An Overview of Statistical Methods. ISBN: 978-87-403-0542-5, 1 edition Pages: 79 9. http://www.aup.ru/books/m906/ 10. http://window.edu.ru/resource/858/27858 11. http://sci-book.com/statistika-uchebni/osnovyi-statistiki.html

Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „ECONOMIC” DESCRIPTION

Module name in Latvian	Ekonomika
Module name in English	Economics
Module name in Russian	ЭКОНОМИКА
Study program/-s, which is offered study module	Business administration
Status (section A, B, C)	B
Number of credit points; CP distribution in the compulsory and optional part	3 CP compulsory part 5 CP optional part (minimum – 3 CP, maximum – 8 CP)
MODULE DEVELOPERS	
Name, surname	Position, degree
Svetlana Polovko	Lecturer, Mg.oec.
Konstantīns Savenkovs	Lecturer. Mg.oec.
Atis Papins	Lecturer. Mg.oec., Mg.paed.
MODULE CONTENTS	
Module compulsory part:	Basics of economic theory (3 CP)
Module optional part:	History of economic thought and policy (3 CP)
MODULE GOAL AND OBJECTIVES	
Module goal	To provide the students with knowledge in microeconomics and macroeconomics, as well as to improve the understanding of the world economic processes.
Module tasks	<ul style="list-style-type: none"> • To provide them with knowledge of the nature of economic laws and regularities in the national and world economy; • To introduce students to the main supply and demand regularities and principles of the theory of marginal utility; • To help students understand the differences of basic kinds in the market, to provide perfect and imperfect competition characteristics and to introduce students to profit maximization and loss minimization in different market models; • To develop a deeper understanding of the fundamentals of production theory, to raise awareness of the factors of production, costs and pricing characteristics. • To develop an understanding of the cyclical nature of economic development, to understand unemployment and inflation regularities. • To develop an understanding of the nature of the fiscal and monetary policy and the international financial and monetary relations; • To obtain basic knowledge in the history of economic thought and to understand the economic and political interaction guidelines.
Module language	Latvian, English, Russian

THE STUDY MODULE RESULTS: KNOWLEDGE, SKILLS, COMPETENCES

Knowledge	Professional terminology and definitions in economics, the nature of macroeconomic and microeconomic processes in the national and global economy. Basic knowledge of the history of economic thought and politics:
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	its structure and dynamics, schools and directions, the scientific contribution to the economic and political theory and practice.
Skills	<ul style="list-style-type: none"> • To be able to analyze the economic situations in the national economy; • To perform a supply and demand analysis; • To be able to analyze the budgeting principles, as well as the nature of fiscal and monetary policy; • To be able to gather information on the credit and financial policy of the country; • To be able to name and describe the directions of economic thought, schools and personalities; • To be able to understand the factors influencing policy and business interaction.
Competences	<ul style="list-style-type: none"> • Be able to analyze by themselves, compare and evaluate today's economic problems on the basis of the knowledge acquired.
MODULE ABSTRACT	
In Latvian	<p>Modulis ir veltīts zināšanu ieguvei ekonomiskās teorijas pamatos. Tas veicina studentu spēju uztvert un analizēt ekonomisko situāciju tautsaimniecībā, orientēties profesionāla terminoloģija un definīcijas ekonomikā, makro- un mikroekonomisko procesu būtība nacionālajā un globālajā ekonomikā. Tas attīsta studentu prasmes veikt pieprasījuma un piedāvājuma analīzi atbilstoši ražošanas faktoru, izmaksu un cenu veidošanas īpatnībām. Studenti mācās patstāvīgi analizēt, salīdzināt un vērtēt šodienas ekonomiskās problēmas, balstoties uz iegūtajām zināšanām.</p> <p>Modulis sniedz iespēju iegūt pamatzināšanas ekonomiskās domas vēsturē un saprast ekonomikas un politikas mijiedarbības tendences.</p>
In English	<p>The module is dedicated to the acquisition of knowledge on the fundamentals of economic theory. It develops students' ability to perceive and analyze the economic situation in the national economy, to orientate in the professional terminology and definitions in the economy, in the nature of macro and microeconomics processes on the national and global level. The module develops students' ability to analyze supply and demand in accordance with peculiarities of planning production, cost and pricing factors. Students learn to analyze, to compare and evaluate the current economic problems independently, basing on the acquired knowledge.</p> <p>The module gives an opportunity to get the basic knowledge of the history of economic thought and to understand the tendencies of interconnection of economics and politics.</p>
In Russian	<p>Модуль посвящен получению знаний по основам экономической теории. Он развивает способность студентов воспринимать и анализировать экономическую ситуацию в народном хозяйстве, ориентироваться в профессиональной терминологии и определениях в экономике, в сущности процессов макро и микроэкономики на национальном и глобальном уровне. Модуль развивает способности студентов проводить анализ спроса и предложения в соответствии с особенностями планирования факторо производства, затрат и ценообразования. Студенты учатся самостоятельно анализировать, сравнивать и оценивать актуальные экономические</p>

	<p>проблемы, основываясь на полученных знаниях.</p> <p>Модуль дает возможность получить базовые знания по истории экономической мысли и понять тенденции взаимосвязи экономики и политики.</p>
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SUMMARY OF THE MODULE PLAN AND CONTENTS		
MODULE COMPULSORY PART		
<u>„BASICS OF ECONOMIC THEORY(3 CP)”</u>		
Total number of hours (1 cP = 40 hours.)	120	
Number of lecturer hours	Full time studies - 24, Part time studies - 10	
Number of seminars or practical training hours	Full time studies -24, Part time studies - 14	
Number of independent works	8	
Testing form / -s	Exam	
Background knowledge	Basics of foreign language (A2)	
Science branch- subbranch	Business foreign language	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Problem of Economics. Resources: 1.1. Definition of Economics; 1.2. Micro and Macro level; 1.3. Main problem of Economics; 1.4. Production resources. Limited resources; 1.5. Production curve. Alternative choice.	2/1	Lecture
2. Market and economic systems: 2.1 Market. Market subjects; 2.2. Types of economic systems; 2.3. Economic systems in Latvia and in other countries.	2/1	Lecture, discussion
3. Demand and supply: 3.1. Demand function and law. ; 3.2. Supply function and law.	2/1	Lecture, discussion
4. Market balance: 4.1. Balance price; 4.2. Deviation of the clearing price from the state of balance.	2/1	Lecture Practical training
5. Elasticity: 5.1. Clasification and types of elasticity.	2/1	Lecture, discussion
6. Consumers: 6.1. Utility. Total and marginal utility; 6.2. Balance of consumer.	2/1	Lecture, discussion
7. Production theory: 7.1. Production functions;	2/1	Lecture,

7.2. Production costs and revenue.		discussion
8. Prices and profit maximization: 8.1. Types of the markets; 8.2. Full competition; 8.3. Types of monopoly; 8.4. Monopolistic competition; 8.5. Oligopoly.	2/1	Lecture Practical training
9. Macroeconomic sectors: 9.1. Goals and problem of macroeconomics; 9.2 Macroeconomic sectors.	2/1	Lecture
10. Key indicators of macroeconomics: 10.1. National and gross domestic product (GDP).; 10.2. National Income; 10.3. Nominal and real GDP..	2/1	Lecture, discussion
11. Level of welfare and macroeconomic indicators: 11.1. GDP and underground economy; 11.2. Structure and dinamic of Latvian GDP; 11.3. Economic growth Ekonomiskā izaugsme.	2/1	Lecture, discussion
12. Macroeconomic equilibrium: 12.1. Aggregate demand; 12.2. Aggregate supply; 12.3. Spendings, savings, investments; 12.4. Short and long term equilibrium.	2/1	Lecture Practical training
13. Cyclical development of economy: 13.1. Economic cycle and its stages.	2/1	Lecture, discussion
14. Inflation: 14.1. Inflation, causes and types.	2/1	Lecture, discussion
15. Employment and unemployment: 15.1. Characteristics of labour market; 15.2. Unemployment: issues, causes, and types.	2/1	Lecture, discussion
16. Monetary policy: 16.1. Basics of monetary policy; 16.2. The role of the central bank and commercial banks in economy.	2/1	Lecture Practical training
17. Money: functions, demand, and supply: 17.1. Money economic role and functions; 17.2. Money supply and demand.	2/1	Lecture, discussion
21. International economical relations: 21.1. Policy of international trade; 21.2. Protectionism.	2/1	Lecture, discussion
22. International trade: 22.1. Advantages of the international trade.Theories of A.Smith and D.Ricardo; 22.2. Export and import of goods; 22.3. Latvian international trade.	2/1	Lecture, discussion
23. International economic integration: 23.1. Forms of economic integration; 23.2. Conditions of economical integration.	2/1	Lecture, discussion
24. Globalization:	2/1	presentations

24.1. Definitions; 24.2. Policy and management; 24.3. Economy and culture; 24.4. Global society. Globalism and antiglobalism..		
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THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
All themes	Literature, theory and statistics	52/76/100	Passed theoretical part of Exam
Problem of economy	1. Ievads ekonomikā (atkārtots izd.). Rīga : Multineo. Nešpors V. 2009. 193 lpp. 2. С. С. Носова. Основа экономики. Москва: КноРус, 2012. 311 стр. 3. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.	8/12/15	Homework - test
Market and economic problems	1. Ievads ekonomikā (atkārtots izd.). Rīga : Multineo. Nešpors V. 2009. 193 lpp. 2. С. С. Носова. Основа экономики. Москва: КноРус, 2012. 311 стр. 3. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.	8/12/15	Homework - test
National economic policy	1. Ievads ekonomikā (atkārtots izd.). Rīga : Multineo. Nešpors V. 2009. 193 lpp. 2. С. С. Носова. Основа экономики. Москва: КноРус, 2012. 311 стр. 3. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.	7/9/14	Homework - test
Production theory	1. Ievads ekonomikā (atkārtots izd.). Rīga : Multineo. Nešpors V. 2009. 193 lpp. 2. С. С. Носова. Основа экономики. Москва: КноРус, 2012. 311 стр. 3. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.	8/12/15	Presentation

	яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.		
Macroeconomic goals and sectors	1. Makroekonomika (4.izd.). Rīga : RTU izdevniecība. Šenfelde M. 2012. 244 lpp.	10/15/20	Presentation
International trade relations	1. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.	11/16/21	Presentation

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1	X	X		10
2	X	X		10
3	X		X	10
4	X	X	X	10
5		X	X	10
6	X	X	X	10
Exam	X			40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Ievads ekonomikā (atkārtots izd.). Rīga : Multineo. Nešpors V. 2009. 193 lpp. 2. Makroekonomika (4.izd.). Rīga : RTU izdevniecība. Šenfelde M. 2012. 244 lpp. 3. Kapitāls 21. Gadsimtā. Jelgava: Jelgavas tipogrāfija (330). Piketī Tomass. 2015. 761 lpp. 4. Introductory micro and macro economics. Partridge Publishing (330). Chatterjee Sir. 2014. 602 p. 5. The Economics of inequality. London: The Belknap Press of Harvard University Press (330). Thomas Piketty. 2015. 142 p. 6. С. С. Носова. Основа экономики. Москва: КноРус, 2012. 311 стр. 7. Е. К. Вдовина. Введение в мировую экономику. Микро- и макроэкономический подходы: учебное пособие: [для изучающих англ. яз.]. Изд-во Политехнического ун-та, 2010. 211 стр.
Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. Ekonomika, IV (LU raksti; 689.sēj.). Rīga : LU. Latvijas Universitāte. 2005. 372 lpp. 2. Economics: principles, problems and policies. New York: McGraw-Hill. McConnell C.R., Brue S.L. 2005. 733 p. 3. Экономический анализ. Москва : Высшее образование. под ред. Н.В. Войтоловского и др. 2006. 513 стр. 4. Ceļvedis ekonomikasteorijā. Rīga : [Baltijas Starptautiskā akadēmija]. Lībermanis G. 2006. 103 lpp. 5. Videsekonomika. Rīga : RTU. Vasiljeva L. 2007. 191 lpp. 6. Методы проведения экономических исследований. Москва: Эксмо. Сондерс М., Льюис Ф., Торнхилл Э. 2006. 622 стр. 7. Ekonomika, V (LU raksti ; 702.sēj.). Rīga: Latvijas Universitāte. 2006. 612

	lpp. 8. Экономическая теория. Москва : Эксмо. Станковская И.К., Стрелец И.А. 2007. 443 стр. 9. Ekonomiskounkomercaprēķinometodoloģija, 1.daļa. Rīga : RTU. Voronova.2007. 118 lpp. 10. Economics. Oxford: Oxford University Press. Lipsey R.G., Chrystal K.A. 2007. 665 p. 11. Ekonomikas teorijas pamatprincipi. Rīga : Izglītības solī. Bikse V. 2007. 454 lpp. 12. Biznesa ekonomika (2.izd.). Rīga : Jāņa Rozes apgāds. Hofš K.G., sadarbībā ar Alsiņu R. 2011. 603 lpp. 13. Vide un ekonomika.Rīga: LU Akadēmiskais apgāds. Atstāja Dz., Dimante Dž., Brīvers I.[u.c.] 2011.255 lpp. 14. Экономический анализ. СПб.: Питер. Гинзбург А.И. 2011. 448 стр. 15. Экономическая теория. СПб.: Питер. под ред. В.С.Артамонова, С.А.Иванова. 2010. 528 стр. 16. Big Ideas Simply explained: The Economics book. London: DK Pub. Abbot G. [et al.]. 2012. 352 p.
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<u>„ECONOMIC THOUGHT HISTORY AND POLICY(5CP)“</u>		
Total number of hours (1 cP = 40 hours.)	200	
Number of lecturer hours	Full time studies - 28, Part time studies - 16	
Number of seminars or practical training hours	Full time studies -42, Part time studies - 24	
Number of independent works	10	
Testing form / -s	Exam	
Background knowledge	Basics of economic theory	
Science branch- subbranch	Economics	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Worldwide historic experience in the field of economics and business.	2/1	Lecture, Practical training
2. Economic thought in the traditional society.	2/1	Lecture, Practical training
3. The schools and directions of economic thought.	2/1	Lecture, Practical training
4. Classical economic thought.	2/1	Lecture, Practical training
5. Economic thought in the late 17 th century – in the early 18 th century.	2/1	Lecture, Practical training
6. Economic thought of the Classical period.	2/1	Lecture, Practical training
7. Neoclassical economic thought.	2/1	Lecture, Practical training
8. The Physiocratic School.	2/1	Lecture, Practical training

9. A.Smiths and the Classical School.	2/1	Lecture, Practical training
10. The German Historical School.	2/1	Lecture, Practical training
11. The Critical School.	2/1	Lecture, Practical training
12. The Institutional School.	2/1	Lecture, Practical training
13. Neoliberalism.	2/1	Lecture, Practical training
14. Rational Expectations Theory.	2/1	Lecture, Practical training
15. Modern Socialism.	2/1	Lecture, Practical training
16. Contemporary futurological theories.	2/1	Lecture, Practical training
17. Contemporary economic concepts.	2/1	Lecture, Practical training
18. George. M. Keynesian economic doctrine.	2/1	Lecture, Practical training
19. Economic Thought Since Keynes.	2/1	Lecture, Practical training
20. Methodological approaches. Empirical methods studying political and social problems. Political science knowledge safety and reliability.	2/1	Lecture, Practical training
21. Economic policy grounds (political, legal, national, geographic, social).	2/1	Lecture, Practical training
22. Economic goals.	2/1	Lecture, Practical training
23. Economics and politics mutual relationship and mutual influence.	2/1	Lecture, Practical training
24. The State as a key subject of market reforms.	2/1	Lecture, Practical training
25. The causes of the macrosystem conflict between business and the political elite.	2/1	Lecture, Practical training
26. The entrepreneur and power, the state's obligations towards the entrepreneurs.	2/1	Lecture, Practical training
27. The entrepreneurs' and state political and economic interests.	2/1	Lecture, Practical training
28. The entrepreneurs' functional role and obligations towards the state and society.	2/1	Lecture, Practical training
29. National economic policy: the objects, subjects, goals and means.	2/1	Lecture, Practical training
30. Interest bearers, expressers and performers.	2/1	Lecture, Practical training
31. The administrative and economic instruments of the state economic policy.	2/1	Lecture, Practical training
32. Economic policy methods. Liberal and "conductor" policy.	2/1	Lecture, Practical training
33. The state regulation of economy as an integral market attribute, certain limits of state intervention in economic life.	2/1	Lecture, Practical training

34. Classical and modern business policy and social responsibility theory.	2/1	Lecture, Practical training
35. Political interference in business, political risks.	2/1	Lecture, Practical training
36. Extralegal and legal government risks, macro and micro risks	2/1	Lecture, Practical training
37. A pressure group in the national economy, interest representation types.	2/1	Lecture, Practical training
38. The pressure group's political strategy: lobbying, parties', political, functional, electoral, institutional.	2/1	Lecture, Practical training
39. The State's protectionist policy.	2/1	Lecture, Practical training
40. The economic and political methods of regulation, their causes and consequences.	2/1	Lecture, Practical training

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
1. The schools and directions of economic thought	Report	20/25	Extending and deepening knowledge
2. The Physiocratic School	Discussion, group work	6/10	Extending and deepening knowledge
3. Contemporary economic concepts	Discussion, group work	6/10	Extending and deepening knowledge
4. Keynesian theory	Test	6/10	Extending and deepening knowledge
5. Nobel Laureates in Economics	Discussion, group work	6/10	Extending and deepening knowledge
6. Economic goals	Discussion, group work	6/10	Extending and deepening knowledge
7. Political and social responsibility of business	Test	6/10	Extending and deepening knowledge
8. National economic policy	Discussion, group work	6/10	Extending and deepening knowledge
9. Political risks	Discussion, group work	6/10	Extending and deepening knowledge
10. Corporate representation	Test	6/10	Extending and deepening knowledge

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*	*	5
2.	*			5
3.	*			5
4.	*			5
5.	*	*	*	30
6.	*			5
7.	*			5
8.	*			5
9.	*			5
10.	*			5
Exam	*	*	*	25

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Leonīds Krilovs. Ekonomiskās domas vēsture. Lekciju konspekts, I daļa. RTU izdevniecība, Rīga 2003 2. Leonīds Krilovs. Ekonomiskās domas vēsture. Lekciju konspekts, II daļa. RTU izdevniecība, Rīga 2008 3. Leonīds Krilovs. Ekonomiskās domas vēsture. Lekciju konspekts, III daļa. RTU izdevniecība, Rīga 2009 4. Ivars Brīvers. Ekonomikas teorijas vēsture biogrāfijās. Banku augstskola, Rīga, 2001 5. Robert B. Ekelund, Robert F. Hebert. A history of economic theory and method. International Editions 1997 6. Fitz Söllner. Die Geschichte des ökonomischen Denkens. Springer, Berlin, 2001 7. История экономических учений. Учебное пособие. Москва 2001
Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. Apine I. Politoloģija: Ievads etnopsiholoģijā. – Rīga, 2001 2. Ašmanis M. Politoloģija. Politikas izziņa. Vara. – Rīga: Zvaigzne BC, 2001 3. Ikštens J. Politikas pamati.- Rīga: Zvaigzne ABC, 2001. 4. Integrācija un etnopolitika / E. Vēbera red. – Rīga, 2000. 5. Rodins M. Politoloģija: Ievads salīdzināmajā politikā. – Rīga, 2000 6. Schumpeter J. A History of Economic Analysis. Oxford University Press, 1954 7. Stigler G. Production and Distribution Theories: the Formative Period. Масимillan, 1941 8. Frisch R. K. Wicksell: a Cornerstone in Modern Economic Theory. Oslo, 1951 9. Walras L. Elements of Pure Economics. London, 1954 Б Селигмен Основные течения современной экономической мысли. М., Прогресс1968 10. Nobela prēmijas laureāti ekonomikā . www.nobel.se 11. Roberts Škapars. Mikroekonomika.- Rīga: Ekonomikas pētījumu un biznesa izglītības institūts, 2007. -369 lpp. 12. T. Volkova. Bizness pāri robežā un Praktisks ceļvedis jaunu tirgu apgūšanā.- Rīga: LU Akadēmiskais apgāds, Banku augstskola. 2010.- 184 lpp.

Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „FINANCES” DESCRIPTION

The title of the module in Latvian	Finances
The title of the module in English	Finance
The title of the module in Russian	ФИНАНСЫ
Study programmes that offer this study module	Business Administration
Status (A, B, C part)	B
Credit points; distribution of CP in the mandatory and elective part	8 CP in mandatory part and 4 CP in elective part
The authors of the modules	
Name, surname	Position, degree
Inga Pumpure	Professional Master's degree in Finance (Rezekne Higher School). LLC „Eirovest” –seminars and refresher courses lecturer. Chief Accountant of companies representing various industries (a self-employed person).
Tereza Korsaka	Engineering Science Master's degree in Management Organization(Riga Technical University (RTU)). The qualification awarded by LU diploma YB No.977119 is equivalent to a Master's degree in Economics. Certificate AD No.109 on doctoral studies theoretical part completion in RTU. Business Career Centre Manager of BA School of Business and Finance. From 1998 to 30 th June 2016 - associate professor in BA School of Business and Finance.
Elza Sipola	Engineering Science Master's degree in Management Organization(Riga Technical University (RTU)) Certificate on doctoral studies theoretical part completion in RTU. Associate professor in Riga Aeronautical Institute.
Liga Leitane	Social Sciences Master's degree in Economics (LU). Completed doctoral program in Finance. Lecturer of the Faculty of Economics and Management (University of Latvia). SIA "Raimondo" Chairman of the Board and financial consultant. Rugaji Municipality Lazdukalns Civil Parish "Zvaniņi" (Latvia) grain farm manager.
The content of the module	
Module compulsory part	Basics of book keeping (2 CP)
	Taxes and fees (2 CP)
	Financial analysis and management (2 CP)
	Management accounting (2 CP)
Module optional part	
The aim and objectives of the module	
Aim of the module	To provide the students with knowledge and understanding of the tax and fee system in Latvia, the activity of credit institutions and financial services provided by credit institutions, financial and management accounting in the company / organization as well as

	<p>to develop skills to analyze the company's financial and economic activities, to raise awareness of the company's / organization's financial situation and to develop skills to present proposals for the company's / organization's financial performance improvement.</p>
<p>The objectives of the module</p>	<ul style="list-style-type: none"> • To provide information and knowledge of the tax and fee system in Latvia and its regulatory laws and other statutory regulations and laws. • To build an understanding of the types of credit institutions and their operation in Latvia, the financial services provided by credit institutions. • To provide them with knowledge of the requirements of financial accounts (regulatory framework). • To provide them with knowledge of financial accounting basics, accounting necessity, its importance, aims and objectives in the company (organization) • To develop an understanding of financial accounting elements, the core business operations records. • To provide information, knowledge, understanding and skills in bookkeeping accounts opening, applying the principle of double-entry, account closing, turnover reporting and accounting balances preparation. • To provide them with knowledge and understanding of the company's annual report, the importance of its drawing up, submission and publication, to provide them with knowledge of the requirements in drawing it up, as well as the cash flow, profit and loss account and the consolidated balance sheet preparation and their relationship. • To develop the ability to understand the information contained in the company's financial statements, to manage the company's finances, cash flow, profit and loss account, balance sheet and other components of the annual report. • To provide them with knowledge of management accounting aims and objectives in the organization. • To form an idea of the costs and their classification in the company, as well as cost planning and accounting necessity and goals. • To build an understanding of the concept of the prime costs of production or rendered services, the necessity of cost accounting (calculation) and cost accounting (calculation) methods. • To provide information on the concept and nature of the critical point of sales (<i>sales break-even point</i>), and its practical application. • To build skills to understand and to draw up without assistance the company's budget (financial budgets, functional budgets, the total budget), to carry out budgetary control, and if necessary - changes in (corrections) budget. <p>To develop an understanding of the company's financial performance, their relationships, to develop skills to analyze the company's financial situation and the economic activities, to develop skills to identify further actions to improve the financial position and financial performance in the company / organization,</p>

	preventing a potential bankruptcy threat.
The language of the module	Latvian, Russian, English

LEARNING OUTCOMES OF THE MODULE: KNOWLEDGE; SKILLS; COMPETENCIES	
Knowledge	<ul style="list-style-type: none"> - Knowledge of tax policy, as well as its development principles, the methods, the nature, the tax types and their calculation. - Knowledge of the nature of financial accounting and its objectives, the necessity and importance of accounting. - Knowledge of the requirements (legislative and regulatory acts, the Law on Accounting of the Republic of Latvia) which are imposed on financial accounts. - Knowledge of financial accounting elements and methods used in accounting. - Knowledge of the nature of accounting (justification) documents and the requirements for drawing up, processing and storage. - Knowledge of opening of accounts, entries in the accounts, the principle of double-entry application. - knowledge of the turnover report, profit and loss statement, cash flow statement and balance sheet preparation. - Knowledge to the requirements to the annual report preparation, submission and publication. - Knowledge of the management accounting aims and objectives in the organization and the applicable methods. - Knowledge of the nature of the company's financial and economic analysis, the company's financial situation analysis, and the financial analysis methods to be used, financial factors (indicators) and their interpretation. - Knowledge of the Eurosystem, the European Central Bank, bank "Latvijas Banka", the Bank for International Settlements, and the activity of credit institutions nowadays, their operation strategy, objectives, tasks and financial services to be provided. - Knowledge of international settlements, their principles, types and nature, knowledge of payment instruments and payment systems.
Skills	<ul style="list-style-type: none"> - to understand the nature of the tax system of the Republic of Latvia; - to be able to apply in practice the tax calculation laws and regulatory documents of the Republic of Latvia, calculate taxes, compile tax reports and declarations; - on the theoretical basis to classify accounting items; - open accounts, make double-entry accounts; - within the acquired course to make a variety of accounting estimates, to make an entry of simple economic operations; - sastādīt grāmatvedības bilanci, peļņas un zaudējumu aprēķinu un naudas plūsmu uz vienkāršu saimniecisku operāciju pamata orientēties vispārējās prasībās gada pārskata sastādīšanā to draw up a balance sheet, profit and loss account and cash flow calculation based on simple economic operations, to feel familiar with the general requirements for annual reporting; - to be able to carry out the company's / organization's cost and revenue classification and accounting, and be able to analyze the

	<p>costs of decision-making;</p> <ul style="list-style-type: none"> - to carry out the production / rendered services prime cost estimate (calculation), using different calculation methods. - to calculate the critical point of sales (<i>sales break-even point</i>) and analyze it; - to be able to draw up (plan) the company's / organization's financial plan / budget; - to acquire skills in practical application of knowledge, to be able not only to understand the financial services offered by the credit institutions, but also practically to use them in business (working in the company or running the business), or to advise clients and provide financial services to customers, working with credit institutions; - to acquire skills to assess independently and analyze the commercial company's financial position (situation) and economic activity, to calculate financial ratios (indicators) and to analyze them, and based on the resulting data analysis to put forward proposals how to improve the company's financial situation and financial indicators; - to acquire skills to make international payments, applying the legislative and regulatory framework, as well as the International Chamber of Commerce publications and uniform rules.
<p>Competencies</p>	<ul style="list-style-type: none"> - to acquire competence in the management and application the normative documents and laws regulating taxes and fees in Latvia as well as to calculate taxes, compile tax reports and declarations; - to gain expertise in financial accounting processes, opening accounts, application of the principle of double-entry based on simple economic operations, preparation of a turnover report, profit and loss statement, cash flow statement and balance sheet, as well as the general requirements for preparing an annual report; - to get competency in the implementation of the management accounting aims and objectives, calculating prime cost of the manufactured goods, the organization's financial planning / budgeting; -to obtain competence in assessment and analysis of the company's financial situation and economic activity, and based on the analysis of data obtained to put forward the proposal how to improve the financial situation and financial indicators; - to acquire competences in the operations of credit institutions and the use of their financial services, not only by working in the credit institutions or becoming the customers of credit institutions, but also as being the collaboration partners in relations with credit institutions that are able to discuss and defend their views with the aim of developing their business through financial services offered by credit institutions; -to acquire competence to apply the acquired knowledge in practice, in order to choose the appropriate payment instruments, and make payments in Latvia as well as make international payments.

Annotation of the module	
In Latvian	<p>Modulis sniedz informāciju par to, kā tiek uzskaitīti uzņēmuma darījumi, kāds ir likumdošanas regulējums, kādi ir grāmatvedības pamatprincipi. Viens no tiem, uzņēmuma darbības nepārtrauktība, arī parāda biznesa jēgu - strādāt ilgstoši, ar pozitīvu rezultātu, ievērojot likumdošanas normas. Studenti gūst priekšstatu par nodokļu likumdošanu, par nodokļu un nodevu pielietošanu un aprēķināšanu.</p> <p>Studenti iegūst vispārēju izpratni par uzņēmuma finanšu rādītājiem, to sakarībām, iespējām noteikt tālākas darbības, novērst iespējamus bankrota draudus. Veido spēju izprast uzņēmuma finanšu pārskatos ietvertu informāciju, pārzināt savas finanses, naudas plūsmu un plānot turpmākās darbības, pamatojoties uz veikto analīzi. Studenti spēs noteikt, paredzēt un plānot izmaksas, noteikt pakalpojuma vai preces pašizmaksu.</p>
In English	<p>The module provides the information how to keep records of enterprise transactions, about the legal regulations and basic principles of bookkeeping. One of them, to ensure business continuity, and to demonstrate the essence of business - to work for a long time, with a positive result, taking into consideration the legal norms. Students gain an understanding of the tax legislation, calculation and application of taxes and duties.</p> <p>Students receive the basic information about the financial indicators of the enterprise, its links, and the opportunities to identify the further actions to eliminate the potential risk of bankruptcy. It improves the ability to understand the information reflected in the financial statements, to orientate in the financial and cash flows, and to plan the further actions based on the analysis. Students will be able to identify, anticipate and plan costs, as well as calculate the cost of goods or services.</p>
In Russian	<p>Модуль предоставляет информацию о том, как ведется учет сделок предприятия, как осуществляется правовое регулирование, какие основные принципы ведения бухгалтерии. Один из них, обеспечение непрерывности деятельности, и показывает смысл бизнеса – работать длительное время, с положительным результатом, учитывая нормы законодательства. Студенты получают представление о налоговом законодательстве, о расчете и применении налогов и пошлин.</p> <p>Студенты получают основную информацию о финансовых показателях предприятия, их связях, возможностях определить дальнейшие действия, устранить возможные риски банкротства. Усовершенствуется умение понимать информацию, отраженную в финансовых отчетах, ориентироваться в финансовых и денежных потоках, и планировать дальнейшие действия на основе проведенного анализа. Студенты смогут определить, предусмотреть и спланировать затраты, а так же рассчитать себестоимость товара или услуги.</p>

The plan and the content of the module
MANDATORY PART OF THE MODULE
“BASICS OF BOOK KEEPING (2 CP)”

Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1.Basic Concepts. Accounting (What is Accounting?). The Accounting role and functions in an Organization. Accounting Department in an Organization. Objectives, tasks and requirements.	2/1	Lecture,practical activities
2. The Accounting Cycle in an Organization. Accounting Documents.	2/1	Lecture,practical activities
3. Elements of Accounting. Comparison of Financial Accounting and Management Accounting.	2/1	Lecture,practical activities
4. Balance sheet.	2/1	Lecture,practical activities
5. Transactions and the Double – Entry System.	2/1	Lecture,practical activities
6. Intangible Assets and long-term Financial Assets.	2/1	Test
7. Fixed Assets.	2/1	Lecture,practical activities
8.Debtors.	2/1	Lecture,practical activities
9. Inventory.	2/1	Lecture,practical activities
10. Cash.	2/1	Lecture,practical activities
11. Equity and provisions.	2/1	Lecture,practical activities
12. Creditors.	2/1	Lecture,practical activities
13. Profit and loss account.	2/1	Lecture,practical activities
14. Cash Flow Statement.	2/1	Lecture,practical activities
15. Accounting reports: Annual Report.	2/1	Lecture,practical

		activities
16.The correlations among financial statements: balance sheet, income statement and Cash flow.	2/1	Lecture,practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected results
Legislation review. The analysis of the organization's documents.	Tests are regularly revised.	18/26/32	The theoretical tests passed
Opening accounts, entering business operations in the accounting records, applying the principle of double-entry, closing accounts, calculation of account turnover and balance calculation, and preparation of a turnover report.	Tests are regularly revised.	8/10/16	Tasks
Preparation of a balance sheet.	Tests are regularly revised.	10/14/16	Tasks
Compiling the statement of cash flows. The data analysis.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10
Exam	*	*	*	50

LITERATURE	
Basic literature	<p>1.Grigorjeva R., Jesemčika A., Leibus I., Svarinska A., Grāmatvedības pamati. Rīga: 2007. 100 lpp.</p> <p>2. Korsaka T., Raņķevica V. Ievads grāmatvedībā. Rīga : Latvijas Komerčbanku asociācijas Konsultāciju un mācību centrs, 2008. 260 lpp. ISBN 9984979407.</p> <p>3.Leibus I., Grigorjeva R., Jasemčika A., Svarinska A., Grāmatvedības pamati uzņēmumos. Rīga, Lietišķās informācijas dienests, 2014. 191 lpp.</p> <p>4.Nobes Christopher. Accounting: A very short introduction. Oxford: Oxford University Press. 2014.</p> <p>5.Oxford Quick reference. Oxford Dictionary of Accounting: Authorative and accessible coverage of all aspects of accounting. Oxford : Oxford University Press, 2010.</p>

Additional internet resources and other sources	<ol style="list-style-type: none"> 1. LR likums "Par grāmatvedību" Rīga, 1992. 2. LR likums "Gada pārskatu un konsolidēto gada pārskatu likums", Rīga, 2015. 3. LR MK noteikumi Nr.585 "Noteikumi par grāmatvedības kārtošānu un organizāciju", Rīga, 2003. 4. LR MK noteikumi Nr.584 "Kases operāciju uzskaites noteikumi", Rīga, 2003. 5. LR MK noteikumi Nr. 808 „Noteikumi par biedrību, nodibinājumu un arodbiedrību gada pārskatiem”, Rīga, 2006. 6. LR MK noteikumi Nr.188 „Kārtība, kādā individuālie komersanti, individuālie uzņēmumi, zemnieku un zvejnieku saimniecības, citas fiziskās personas, kas veic saimniecisko darbību, kārtā grāmatvedību vienkāršā ieraksta sistēmā”, Rīga, 2007. 7. LR MK noteikumi Nr.301 Ministru kabineta 2007.gada 8.maija noteikumi Nr.301 „Noteikumi par individuālo komersantu finanšu pārskatiem”, Rīga, 2007. 8. Coucom Catherine. Cambridge IGCSE Accounting (Cambridge: Cambridge University Press, 2012). 9. Horner David. Accounting for non - Accountants: 10th edition. London: KoganPage, 2015. 10. Millere, Inta. Grāmatvedības attīstība Latvijā: monogrāfija. Rīga: LU Akadēmiskais apgāds, 2011. 11. Periodika: žurnāli: "Bilance", "Grāmatvedība un revīzija", "Mans Īpašums", "Latvijas Ekonomists", laikraksts: "Latvijas vēstnesis" 12. Finanšu ministrijas mājas lapa: www.fm.gov.lv un Latvijas Republikas normatīvie akti: www.likumi.lv
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“TAXES AND FEES (2 CP)”		
Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1 Essence and functions of taxes: - History - Functions - Elements - Taxes and fees - Taxpayers - Types of taxes- classification	4/2	Lecture,practical activities
2 The tax system in Latvia: - History	4/2	Lecture,practical activities

<ul style="list-style-type: none"> - Taxes and fess system - Tax administration - Responsibility for non-observance of the tax law 		
<p>3 International taxation problems, double-taxation policy</p> <ul style="list-style-type: none"> - The Treaty of Rome “The Treaty Establishing the European Economic Community (EEC)” Preparation of auditing - Rules incorporated in the legislation of Latvia - Double taxation - Tax conventions, their nature and objectives - Problems of international taxation 	4/2	Lecture,practical activities
<p>4 The tax policy in the European Union:</p> <ul style="list-style-type: none"> - Strategy and goals of the tax policy in the European Union - Protection of the single market 	4/2	Lecture,practical activities
<p>5 Population income tax and Mandatory state social insurance contributions (VSAOI):</p> <ul style="list-style-type: none"> - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers’ responsibility 	4/2	Lecture,practical activities
<p>6 Company income tax:</p> <ul style="list-style-type: none"> - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers’ responsibility 	4/2	Lecture,practical activities
<p>7 Added value tax:</p> <ul style="list-style-type: none"> - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers’ responsibility 	4/2	Lecture,practical activities
<p>8 Other taxes in Latvia</p> <ul style="list-style-type: none"> - Micro company tax (MUN)– nature, payers, rates - Lottery and gambling taxes (IAN) - nature, payers, rates - Excise tax - nature, payers, rates - Immovable property tax (NĪN) - nature, payers, rates - Other taxes - nature, payers, rates 	4/2	Lecture,practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected results
Legislation review. The analysis of the organization’s	Tests are regularly revised.	18/26/32	The theoretical tests passed

documents.			
Calculation of taxes and fees.	Tests are regularly revised.	8/10/16	Tasks
Calculation of taxes and fees.	Tests are regularly revised.	10/14/16	Tasks
Calculation of taxes and fees.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10
Exam	*	*	*	50

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Eisenstein L. The Ideologies of Taxation. Harvard Press, 2010, p.240. 2. Robin Boadway. From optimal tax theory to tax policy: Retrospective and Prospective Views. The MIT Press. 2012 3. Ketners K. Nodokļu teorijas pamati. Rīga: RTU, 2006, 172 lpp. 4. Ketners K., Pētersone M. Eiropas savienības nodokļu politika. Rīga: RTU, 2014, 208 lpp. 5. Krogzeme H. Finanšes un nodokļi. Rīga: RTU izdevniecība, 2010, 568 lpp. 6. Medne A. Nodokļi Latvijā. Rīga: Biznesa augstskola Turība, 2012, 118 lpp.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Andrējeva V.Valsts ieņēmumu teorijas pamati: mācību grāmata. Rīga RTU izdevniecība, 2007. 2. Azartspēļu un izložu likums: LR likums. Pieejams: http://likumi.lv 3. Dabas resursu nodokļa likums: LR likums. Pieejams: http://likumi.lv/ 4. Dabas resursu nodokļa likums: LR likums. Pieejams: http://likumi.lv/ 5. Elektroenerģijas nodokļa likums: LR likums. Pieejams: http://likumi.lv/ 6. Elektroniskie resursi – www.nozare.lv, www.savsbizness.lv, www.lida.lv, www.uac.lv, www.debets.lv, www.trade.lv, www.financenet.lv u.c. 7. Ketners K., Lukašina O. Nodokļi ES un Latvijā. Rīga: Merkūrijs Lat, 2008, 237 lpp. 8. Medne A. Nodokļi Latvijā. Rīga: SIA Biznesa augstskola Turība, 2012, 118 lpp. 9. Mikrouzņēmumu nodokļa likums: LR likums. Pieejams: http://likumi.lv/ 10. Muitas likums: LR likums. Pieejams: http://likumi.lv/ 11. Neilande J. Komersanta ABC. Rīga: Zvaigzne, 270 lpp. 12. Nodokļu likumiem pakārtotie likumdošanas akti – MK noteikumi, VID rīkojumi un vēstules, VID metodiskie materiāli. 13. Par akcīzes nodokli: LR likums. Pieejams: http://likumi.lv/ 14. Par iedzīvotāju ienākuma nodokli: LR likums. Pieejams: http://likumi.lv/ 15. Par nekustāmā īpašuma nodokli: LR likums. Pieejams: http://likumi.lv/ 16. Par nodokļiem un nodevām: LR likums. Pieejams: http://likumi.lv/ 17. Par uzņēmuma ienākuma nodokli: LR likums. Pieejams: http://likumi.lv/ 18. Par valsts sociālo apdrošināšanu: LR likums. Pieejams: http://likumi.lv/

	<p>19. Par vieglo automobiļu un motociklu nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>20. Pievienotās vērtības nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>21. Sīpola E. Mūsdienu nodokļu teorija. Rīga: RTU, 2001, 159 lpp.</p> <p>22. Subsidētās elektroenerģijas likums: LR likums. Pieejams: http://likumi.lv/</p> <p>23. Tax System in Latvia: http://www.fm.gov.lv/en/s/taxes/</p> <p>24. The law: „On Taxes and Duties”, Riga, Latvia. Translation: Valsts valodas centrs (State Language Centre) .</p> <p>25. Transportlīdzekļa ekspluatācijas nodokļa un uzņēmumu vieglo transportlīdzekļu nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>26. Internet resources: www.vid.gov.lv/; www.ifinances.lv/; www.fm.gov.lv/</p> <p>27. Налоги: https://www.vid.gov.lv/default.aspx?tabid=8&hl=3</p> <p>28. Закон "О налогах и пошлинах": http://www.smartlatvia.lv/zakon-o-naloga-h-i-poshlinah/</p>
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“TAXES AND FEES (2 CP)”		
Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h) in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1 Essence and functions of taxes: - History - Functions - Elements - Taxes and fees - Taxpayers - Types of taxes- classification	4/2	Lecture, practical activities
9 The tax system in Latvia: - History - Taxes and fess system - Tax administration - Responsibility for non-observance of the tax law	4/2	Lecture, practical activities
10 International taxation problems, double-taxation policy - The Treaty of Rome “The Treaty Establishing the European Economic Community (EEC)” Preparation of auditing - Rules incorporated in the legislation of Latvia - Double taxation - Tax conventions, their nature and objectives - Problems of international taxation	4/2	Lecture, practical activities

11 The tax policy in the European Union: - Strategy and goals of the tax policy in the European Union - Protection of the single market	4/2	Lecture, practical activities
12 Population income tax and Mandatory state social insurance contributions (VSAOI): - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers' responsibility	4/2	Lecture, practical activities
13 Company income tax: - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers' responsibility	4/2	Lecture, practical activities
14 Added value tax: - Constituent parts of taxes - Object of taxes and taxpayers - Tax rates - Procedure of tax calculations and tax payments - Taxpayers' responsibility	4/2	Lecture, practical activities
15 Other taxes in Latvia - Micro company tax (MUN)– nature, payers, rates - Lottery and gambling taxes (IAN) - nature, payers, rates - Excise tax - nature, payers, rates - Immovable property tax (NĪN) - nature, payers, rates - Other taxes - nature, payers, rates	4/2	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	Expected results
Legislation review. The analysis of the organization's documents.	Tests are regularly revised.	18/26/32	The theoretical tests passed
Calculation of taxes and fees.	Tests are regularly revised.	8/10/16	Tasks
Calculation of taxes and fees.	Tests are regularly revised.	10/14/16	Tasks
Calculation of taxes and fees.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10

Exam	*	*	*	50
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LITERATURE	
Basic literature	<p>7. Eisenstein L. The Ideologies of Taxation. Harvard Press, 2010, p.240.</p> <p>8. Robin Boadway. From optimal tax theory to tax policy: Retrospective and Prospective Views. The MIT Press. 2012</p> <p>9. Ketners K. Nodokļu teorijas pamati. Rīga: RTU, 2006, 172 lpp.</p> <p>10. Ketners K., Pētersons M. Eiropas savienības nodokļu politika. Rīga: RTU, 2014, 208 lpp.</p> <p>11. Krogzeme H. Finanšes un nodokļi. Rīga: RTU izdevniecība, 2010, 568 lpp.</p> <p>12. Medne A. Nodokļi Latvijā. Rīga: Biznesa augstskola Turība, 2012, 118 lpp.</p>
Additional internet resources and other sources	<p>29. Andrējeva V. Valsts ieņēmumu teorijas pamati: mācību grāmata. Rīga RTU izdevniecība, 2007.</p> <p>30. Azartspēļu un izložu likums: LR likums. Pieejams: http://likumi.lv</p> <p>31. Dabas resursu nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>32. Dabas resursu nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>33. Elektroenerģijas nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>34. Elektroniskie resursi – www.nozare.lv, www.savsbizness.lv, www.lida.lv, www.uac.lv, www.debets.lv, www.trade.lv, www.financenet.lv u.c.</p> <p>35. Ketners K., Lukašina O. Nodokļi ES un Latvijā. Rīga: Merkūrijs Lat, 2008, 237 lpp.</p> <p>36. Medne A. Nodokļi Latvijā. Rīga: SIA Biznesa augstskola Turība, 2012, 118 lpp.</p> <p>37. Mikrouzņēmumu nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>38. Muitas likums: LR likums. Pieejams: http://likumi.lv/</p> <p>39. Neilande J. Komersanta ABC. Rīga: Zvaigzne, 270 lpp.</p> <p>40. Nodokļu likumiem pakārtotie likumdošanas akti – MK noteikumi, VID rīkojumi un vēstules, VID metodiskie materiāli.</p> <p>41. Par akcīzes nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>42. Par iedzīvotāju ienākuma nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>43. Par nekustāmā īpašuma nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>44. Par nodokļiem un nodevām: LR likums. Pieejams: http://likumi.lv/</p> <p>45. Par uzņēmuma ienākuma nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>46. Par valsts sociālo apdrošināšanu: LR likums. Pieejams: http://likumi.lv/</p> <p>47. Par vieglo automobiļu un motociklu nodokli: LR likums. Pieejams: http://likumi.lv/</p> <p>48. Pievienotās vērtības nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>49. Sīpola E. Mūsdienu nodokļu teorija. Rīga: RTU, 2001, 159 lpp.</p> <p>50. Subsidētās elektroenerģijas likums: LR likums. Pieejams: http://likumi.lv/</p> <p>51. Tax System in Latvia: http://www.fm.gov.lv/en/s/taxes/</p> <p>52. The law: „On Taxes and Duties”, Riga, Latvia. Translation: Valsts valodas centrs (State Language Centre) .</p> <p>53. Transportlīdzekļa ekspluatācijas nodokļa un uzņēmumu vieglo transportlīdzekļu nodokļa likums: LR likums. Pieejams: http://likumi.lv/</p> <p>54. Internet resources: www.vid.gov.lv; www.ifinances.lv; www.fm.gov.lv</p> <p>55. Налоги: https://www.vid.gov.lv/default.aspx?tabid=8&hl=3</p> <p>56. Закон "О налогах и пошлинах": http://www.smartlatvia.lv/zakon-o-nalogah-i-poshlinah/</p>

“MANAGEMENT ACCOUNTING (2 CP)”		
Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. The role of management accounting in the company / organization: - The role of management accounting in the company / organization in achieving strategic goals - The balanced scorecard in the company / organization and its role in achieving the company's / organization's strategic goals.	2/1	Lecture,practical activities
2. The goals and objectives of management accounting in the company / organization: - The goals of management accounting in the company / organization - The objectives of management accounting in the company / organization - Differences between management accounting and financial accounting.	2/1	Lecture,practical activities
3. Revenues and benefits, as well as expenses and costs in the company, their nature and role in management accounting. The aims of cost accounting in management accounting.	2/1	Lecture,practical activities
4. The cost classification in the company / organization: - Direct and indirect costs - Product and period costs - Cost behaviour in relation to volume of activity: fixed and variable costs - Relevant and irrelevant costs - Avoidable and unavoidable costs -Investment costs (sunk costs) - Potential costs, opportunity costs - Incremental and marginal costs.	2/1	Lecture,practical activities
5. The core of prime cost accounting systems (calculation), the role and methods of calculation): - The concept and nature of prime cost, the significance and role of prime cost calculation - The manufactured products / rendered services prime cost accounting (calculation) aims and objectives	2/1	Test

<ul style="list-style-type: none"> - The method of variable cost calculation (Direct costing) - The full prime cost calculation method (Absorption costing) - The activity-based calculation method (Activity-based costing) - The process prime cost calculation method (Process costing) - The method of full product and by-product prime cost calculation (<i>joint and by-product costing</i>). 		
<p>6. The core of cost allocation, reallocation and adding, its role and methods:</p> <ul style="list-style-type: none"> - Cost allocation and reallocation, its role and methods. 	2/1	Lecture, practical activities
<p>7. The profit and loss statement compilation on the grounds of calculation of full and variable costs, prime costs.</p>	2/1	Lecture, practical activities
<p>8. The role of financial planning in the company / organization role. The principles of budgeting:</p> <ul style="list-style-type: none"> - Financial planning and control in the company, its goals and objectives - Budgeting and the budgeting process in the company - Types of budgets in the company / organization - The functional budgets, financial budgets and total budgets in the company / organization. 	2/1	Lecture, practical activities
<p>9. Functional budgeting:</p> <ul style="list-style-type: none"> - The nature and types of functional budgets - The methods of functional budgeting. 	2/1	Lecture, practical activities
<p>10. Financial budgeting:</p> <ul style="list-style-type: none"> - The nature of financial budgets - Cash flow in the company and its preparation. 	2/1	Lecture, practical activities
<p>11. The nature and principles of total budgeting.</p>	2/1	Lecture, practical activities
<p>12. The methods of total budgeting.</p>	2/1	Lecture, practical activities
<p>13. Calculation and analysis of the budget variance, budget control:</p> <ul style="list-style-type: none"> - Management control systems, budget control and variance analysis - Standard costing and variance analysis. 	2/1	Lecture, practical activities
<p>14. The nature of sales break-even point, its role and calculation:</p> <ul style="list-style-type: none"> - The applied cost classification in calculating sales break-even point - The accounting model of sales break-even point - The economic model of sales break-even point - The calculation of sales break-even point. 	2/1	Lecture, practical activities
<p>15. The analysis of sales break-even point and its use in decision-making.</p>	2/1	Lecture, practical activities
<p>16. Decisions and decision-making in management accounting. Provision of a rationale for the company's management decisions:</p> <ul style="list-style-type: none"> - The goals and objectives of decision-making - Cost estimation and cost behavior in the company / organization - Substantial costs and substantial revenues and their role in decision-making - Cost-volume-profit analysis 	2/1	Test

- The use of the activity- based calculation method in decision-making.		
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INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected results
The role of management accounting in the company / organization, its goals and objectives. Revenues and benefits, as well as expenses and costs in the company, their nature and role in management accounting. The aims of cost accounting in management accounting. The cost classification in the company / organization.	Tests are regularly revised.	18/26/32	The theoretical tests passed
The use of the methods of prime costing (calculation).	Tests are regularly revised.	8/10/16	Tasks
Functional, financial and total budgeting.	Tests are regularly revised.	10/14/16	Tasks
The calculation and analysis of sales break-even point.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10
Exam	*	*	*	50

LITERATURE	
Basic literature	<p>1. Colin Drury "Management and Cost Accounting". 9th Edition. Publisher: Cengage Learning EMEA. Publication City/Country: London. Publication date: 14 January 2015. ISBN 10: 1408093944, ISBN 13: 9781408093948.</p> <p>2. Colin Drury "Management and Cost Accounting". 8th Edition. Publisher: Brendan George, 2012. ISBN: 978-1-4080-4180-2.</p> <p>3. Colin Drury "Studyguide For Management Accounting For Business". Publisher: Content Technologies, Inc. Published: September 7, 2011. ISBN 9781408017715. The following ISBNs are associated with this title: ISBN - 10: 1467266086, ISBN - 13: 9781467266086.</p> <p>4. Dūdele Alīna, Korsaka Terēza "Finanšu vadības pamati", Rīga: Apgāds "Rasa</p>

	<p>ABC", 2001.gads.-1. – 99.lpp.</p> <p>5. Pelšs A. Vadības grāmatvedība I daļa. Izmaksu uzskaitē un pašizmaksas kalkulācija. Rīga: KIF „Biznesa Komplekss”, 2001., 199 lpp.</p> <p>6. Pelšs A. Vadības grāmatvedība II daļa. Izmaksu analīze lēmumu pieņemšanai. Rīga: KIF „Biznesa Komplekss”, 2001., 232 lpp.</p> <p>7. Pelšs A. Izmaksu analīze lēmumu pieņemšanai. Rīga: LU, 2000., 156 lpp.</p> <p>8.Vītola Ī., Soopa A., “Vadības grāmatvedība”, Jelgava, LLU, 2002.gads, / 222.lpp.</p>
Additional internet resources and other sources	<p>1. Cost and Management Accounting by The Institute of Company Secretaries of India, File Type: PDF, Number of Pages: 592, Printed 2013. http://www.freebookcentre.net/business-books-download/Cost-and-Management-Accounting.html</p> <p>2. James R. Martin, Ph.D., CMA, Professor Emeritus, University of South Florida “Management Accounting: Concepts, Techniques & Controversial Issues”. http://maaw.info/Chapter1.htm</p> <p>3. Oxford Quick reference. Oxford Dictionary of Accounting: Authorative and accessible coverage of all aspects of accounting. Oxford: Oxford University Press. 2010.</p> <p>4. Cost and Management Accounting by The Institute of Company Secretaries of India, File Type: PDF, Number of Pages: 592, Printed 2013. http://www.freebookcentre.net/business-books-download/Cost-and-Management-Accounting.html</p> <p>5. Periodics: “Balance”, “Grāmatvedība un revīzija”, “Mans Īpašums”, “Latvijas Ekonomists”, laikraksts: “Latvijas vēstnesis”, Finanšu ministrijas mājas lapa: www.fm.gov.lv un Latvijas Republikas normatīvie akti: www.likumi.lv</p>

“FINANCIAL ANALYSIS AND MANAGEMENT (2 CP)”		
Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h) in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. The nature of financial analysis and management, the analysis methods, information and users.	2/1	Lecture, practical activities
2. The analysis of financial reporting dynamics (horizontal) and structure (vertical).	2/1	Lecture, practical activities
3. The liquidity analysis.	2/1	Lecture, practical activities
4. The capital structure analysis.	2/1	Lecture, practical activities

5. The cost-benefit analysis.	2/1	Test
6. The analysis of turnover indicators.	2/1	Lecture,practical activities
7. Market activity rates.	2/1	Lecture,practical activities
8. Bankruptcy prediction.	2/1	Test
9. Long-term investment efficiency indicators and management.	2/1	Lecture,practical activities
10. Receivables management in the company.	2/1	Lecture,practical activities
11. Cash management.	2/1	Lecture,practical activities
12. The cash flow analysis.	2/1	Lecture,practical activities
13. The concept and nature of investment.	2/1	Lecture,practical activities
14. Determination of investment efficiency.	2/1	Lecture,practical activities
15. Capital structure management in the company.	2/1	Lecture,practical activities
16. Financial decision-making.	2/1	Lecture,practical activities

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected results
The theoretical review of various financial indicators (ratios).	Tests are regularly revised.	18/26/32	The theoretical tests passed
Calculation of various financial indicators (ratios) and assessment of the company's financial position.	Tests are regularly revised.	8/10/16	Tasks
The cash flow analysis.	Tests are regularly revised.	10/14/16	Tasks
Financial decision-making.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation

1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10
Exam	*	*	*	50

LITERATURE	
Basic literature	<p>1. Axell Tracy. Ratio Analysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyse Any Business on the Planet. Bidi Capital Pty Ltd. 2012.</p> <p>2. Bednarskis I., Paupa V., Vaikulis J., Finanšu pārskatu analīze, LU, 2005, 104 lpp.</p> <p>3. Rurāne M. Finanšu menedžments Rīga. RSEBAA, 2006.</p> <p>4. Šneidere R. Finanšu analīzes metodes uzņēmuma maksātspējas prognozēšanai-Rīga: Lietišķās informācijas dienests, 2009.</p>
Additional internet resources and other sources	<p>1. Axell Tracy. Ratio Analysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyse Any Business on the Planet. Bidi Capital Pty Ltd. 2012.</p> <p>2. Brealey R.A. Myers S.C. Marcus A.J. Fundamentals of Corporate Finance. Boston: McGraw-Hill/ Irwin, 2004.</p> <p>3. Dūdele Alīna, Korsaka Terēza. Finanšu vadības pamati. Apgāds „Rasa ABC”. Rīga, 2001, 99 lpp.</p> <p>4. F.G. Burton, E.K. Jermakowicz. International financial reporting standards. 2014</p> <p>5. Finance for Executives. Managing for Value Creation. Hawawini & Viallet. 2010. South Western CENGAGE Learning.</p> <p>6. Financial Analysts Journal.</p> <p>7. Finanšu vadības rokasgrāmata. Izdevējs – „Dienas bizness”, Rīga, kopš 2004.gada.</p> <p>8. Glen Arnold. Corporate Financial Management. 4/E, Prentice Hall, 2008.</p> <p>9. Karen Schoenebeck, Mark Holtzman, Interpreting and Analyzing Financial Statements, Paperback, 2012, Aug 2012, Paperback, 360 pages, ISBN13: 9780132746243, ISBN10: 0132746247.</p> <p>10. Korsaka T. Finanšu vadība. Apgāds „Rasa ABC”. Rīga, 2003.</p> <p>11. Krogzeme „Finanses un nodokļi”, RTU, 2012.</p> <p>12. Journal “European Accounting Review”</p> <p>13. Melville Alan. International Financial Reporting : A Practical Guide , 4th edition. Harlow : Pearson. 2014.</p> <p>14. Ross S.A., Westerfield R.W., Jaffe, J.F., & Roberts, G.S. Corporate Finance, 2008. 5th Canadian Ed. McGraw-Hill Ryerson. ISBN 0-07-096531-5.</p> <p>15. Rurāne M. Uzņēmuma finanses: Rīga, Jumava, 2007.</p> <ul style="list-style-type: none"> • 16. Subatnieks K. Komeršsabiedrības naudas plūsma. SIA “Drukātava”, Rīga, 2008, ISBN 978-9984-798-22-6, 99 lpp. <p>17. Zelgalve E. Finanšu analīze un tās loma uzņēmuma vadībā. Rīga: Latvijas Universitāte, 2002.</p> <p>18. Žurnāls “Bilance”.</p>

ELECTIVE PART OF THE MODULE

“THE FINANCIAL SERVICES OF CREDIT INSTITUTIONS (2 CP)”

Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	2	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. The Eurosystem. The European Central Bank and the bank “Latvijas Banka”. The Bank for International Settlements.	4/2	Lecture,practical activities
2. Types of credit institutions and their classification in Latvia, their goals and objectives.	4/2	Lecture,practical activities
3. Types of the financial services of credit institutions and their classification: - Active and passive operations, their types; - Mediatory operations, their types.	4/2	Test
4. Types of the financial services of credit institutions and their classification: - The financial services for private persons; - The financial services for legal entities.	4/2	Lecture,practical activities
5. Types of the financial services of credit institutions and their classification: - The financial services for wealthy clients – “Private Banking” services.	4/2	Lecture,practical activities
6. Credit, leasing and factoring as financial management tools in the companies.	4/2	Lecture,practical activities
7. The basic principles of crediting. The role of credit interest.	4/2	Lecture,practical activities
8. The bank customer's creditworthiness and its determination.	4/2	Lecture,practical activities

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected results
Legislation review. The analysis of the organization's documents.	Tests are regularly revised.	28/44/60	The theoretical tests passed
Types of the financial services of credit institutions and their	Tests are regularly revised.	20	Tasks

classification.			
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Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
Tests	*			25
Tasks	*	*	*	25
Exam	*	*	*	50

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Latvijas Republikas likums "Kredītiestāžu likums", izdevējs: Saeima, pieņemts 05.10.1995. 2. Latvijas Republikas likums "Par Latvijas Banku", izdevējs: Augstākā Padome, pieņemts 19.05.1992. 2. Brett King. Breaking banks: The Innovators, Rogues, and Strategists Rebooting Banking . Wiley. 2014. Copyright by John Wiley and Sons Singapore Pte. Ltd. 3. Latvijas Banka. The Bank of Latvia XC. Jelgava: Jelgavas tipogrāfija. 2012. 4. Thomas P.Fitch. Dictionary of Banking Terms (Barron's Business Dictionaries), 6th edition. Paperback - May 1, 2012. 5. William A.Scott. BANKING. Paperback - March 1, 2013.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Axel Tracy. Ratio Anlysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyse Any Business on the Planet. Bidi Capital Pty Ltd. 2012. 2. Aslund Anders & Dombrovskis V. How Latvia Came throught the Financial Crisis (Washington: Peterson Institute for International Economics. 2011. 3. Biks V. Ekonomika un bankas. Rīga: Latvijas komercbanku asociācija, 2009. 4. Briede I. Banku finansu pakalpojumi. Rīga: Biznesa augstskola Turība, 2000. 5. Deborah K. Dilley. Essentials of Banking., Published by John Wiley & Sons, Inc., Hoboken, New Jersey, 2008, ISBN 978-0-470-17088-5. 6. Gavare V. u.c. Glosārijs: Banku darbība, Banku norēķini 1, ISBN 9789984746104. 7. Kopa Alma. Demokrātiska nauda Latvijā! Rīga: Drukātava. 2014. 8. Kudinska M. Kreditēšana. Latvijas komercbanku asociācija, 2008. 9. Laurence Ball (Author). Money, Banking, and Financial Markets, Printed in United States of America, 2009, by Worth Publishers, Library of Congress Contol Numer: 2008926450, ISBN - 13: 978-0-7167-5934-8. 10. Moorad Chouhdry. The Principles of Banking. 1st Edition. ISBN-13: 978-0470825211, ISBN-10: 0470825219, Wiley, 2012. 11. Ran Pelly. Payment Methods In International Trading. Avoid losing your payment or shipment (Import, export - What is international trading?). 12. Saksonova Svetlana. Banku darbība / Svetlana Saksonova. - Rīga: Latvijas Komerčbanku asociācijas Konsultāciju un mācību centrs, 2006. (Rīga: (Pērse). – 197 lpp. : tab. - Bibliogrāfija: 195.-196.lpp. (44 nos.). ISBN 9984-97941-5. 13. Timothy W.Koch, S.Scott MacDonald. Bank management, Printed in United States of America, 2010, 2007 South Western, Cengage Learning, Library of Congress Contol Numer: 20099330687, ISBN - 13: 987-0-324-65578-0.

	<p>14. Bank for International Settlements, mājas lapa: https://www.bis.org/</p> <p>15. European Central Bank, mājas lapa: About: ECB, ESCB and the Eurosystem, https://www.ecb.europa.eu/ecb/orga/escb/html/index.en.html</p> <p>16. Finanšu un Kapitāla tirgus komisijas mājas lapa, sadaļas: Tirgus dalībnieki, Tiesību akti, Statistika, un c.): http://www.fktk.lv/lv/statistika/kreditiestades/ceturksna-parskati.html</p> <p>17. Latvijas Bankas mājas lapā publicētā informācija „Banku sistēmas monetārie rādītāji”, „Banku un monetārā statistika”, un c. : https://www.bank.lv/statistika</p> <p>18. Latvijas Komercbanku asociācijas mājas lapa: http://www.lka.org.lv/lv/</p>
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“THE INTERNATIONAL SETTLEMENTS IN THE BANKS (2 CP)”		
Total h (1 CP = 40 hours)	80	
Lectures (hours)	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies - 16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
<p>1. The nature of payments and settlements and their role:</p> <ul style="list-style-type: none"> - Cash and non-cash money, the general and the particular - SWIFT (The Society for Worldwide Interbank Financial Telecommunication) and its role in interbank settlements - Correspondent accounts and their role - Payments and their nature - Three (3) key elements of the payment system - The lifecycle of non-cash payments. 	2/1	Lecture,practical activities
<p>2. Payments –general aspects. (Types of payments. Payment instruments.):</p> <ul style="list-style-type: none"> - Payments and their classification - Credit payments and debit payments - Non-cash payment instruments, their types - The most frequently used payment instruments. 	2/1	Lecture,practical activities
<p>3. Settlements – general aspects:</p> <ul style="list-style-type: none"> - Settlements and their classification - The systems of settlements, and their classification. 	2/1	Lecture,practical activities
<p>4. The Bank for International Settlements and central banks. The European Central Bank and the bank “Latvijas Banka”:</p> <ul style="list-style-type: none"> - The mission of the Bank for International Settlements - The operation of the Bank for International Settlements - The role of the European Central Bank and the bank “Latvijas Banka”: 	2/1	Lecture,practical activities

<p>5. . The Eurosystem Oversight Policy Framework. The role of the Central Bank in oversight of the payment and settlement system:</p> <ul style="list-style-type: none"> - The Eurosystem and its objectives - The Eurosystem Oversight Policy Framework - Oversight of the payment and settlement systems - The securities settlement system and its oversight - Oversight of the non-cash payment instruments circuit - The role of “ Latvijas Banka” in oversight of the payment and settlement system. 	2/1	Test
<p>6. The payment systems in the Eurozone, the G10 countries and all over the world:</p> <ul style="list-style-type: none"> - The Interbank payment way - the payment systems in the world - The settlement system in the Eurozone and the G10 countries - The use of large-value payment systems - The real-time gross settlement system (RTGS) in the world - The daily transactions in foreign currency and in derivatives markets all over the world. 	2/1	Lecture,practical activities
<p>7. The payment systems in Latvia:</p> <ul style="list-style-type: none"> - The bank “Latvijas Banka” and interbank payments - Types of transactions in Latvia - The gross settlement system and the net settlement system - The payment systems in Latvia: TARGET2- Latvia and ECS (Electronic Clearing System) - Payment system participants - Records of payment accounts. 	2/1	Lecture,practical activities
<p>8. The Single Euro Payments Area (SEPA):</p> <ul style="list-style-type: none"> - SEPA (<i>Single Euro Payments Area</i>) essence - SEPA (<i>Single Euro Payments Area</i>)participants - SEPA (<i>Single Euro Payments Area</i>) scope of use - SEPA (<i>Single Euro Payments Area</i>) advantages and benefits for bank customers - SEPA (<i>Single Euro Payments Area</i>) operation scheme - The benefits from the use of SEPA (<i>Single Euro Payments Area</i>) - SEPA (<i>Single Euro Payments Area</i>) operation scheme. 	2/1	Test
<p>9. The essence of the securities market and securities settlement general aspects:</p> <ul style="list-style-type: none"> - The essence of the securities market - The primary and secondary securities market - The mediator in the securities market, its role - The securities settlements and settlement participants - Nasdaq Baltic market - The Latvian Central Depository and its significance - The principles of financial instrument accounting - Project: "Target2 Securities" - The largest securities payment systems in Europe - Interaction between security and cashless payment systems - The main interaction models: 1. interface model and 2. integrated model - The settlement period in transactions with securities 	2/1	Lecture,practical activities

<ul style="list-style-type: none"> - Securities settlements from a procedural point of view - Securities clearing and payment procedures. 		
<p>10. Payment card types. The payment systems of payment card:</p> <ul style="list-style-type: none"> - Practical application of payment cards - Popularity of payments with payment cards - Payment cards - payment development in the historical timeline - Payment card business (settlement) models - Currency exchange transactions and payment versus payment (PAYMENT-VERSUS-PAYMENT) - Cash withdrawal from ATM - Development of payments with payment cards. 	2/1	Lecture, practical activities
<p>11. Factoring and forfaiting. General aspects:</p> <ul style="list-style-type: none"> - The nature of factoring and its role in international settlements - The factoring operation scheme - UNIDROIT Convention on International Factoring - The nature of forfaiting and its role in international settlements - The forfaiting operation scheme - The International Chamber of Commerce "Uniform Rules for FORFAITING" (URF 800). 	2/1	Lecture, practical activities
<p>12. Cheques. Cheque accounts and cheque payments. Bills of exchange:</p> <ul style="list-style-type: none"> - The nature and role of cheques in international settlements - The use of cheques, settlements by cheques - Check cashing - "Cheque Law" and its significance - The advantages and disadvantages of the use of cheques - Practical application of cheques in Latvia and abroad - Traveler's cheques, their nature and practical application - Bills of exchange, their nature and role in international settlements. 	2/1	Lecture, practical activities
<p>13. Documentary collection (COLA). General aspects:</p> <ul style="list-style-type: none"> - Documentary operations and documentary collection as an instrument in international settlements - Documentary collection - the nature of the transaction - Documentary collection –the parties involved in the transaction - The documentary collection schematic representation - The advantages and disadvantages of documentary collection - The Uniform Rules of the International Chamber of Commerce / ICC Uniform Rules for Collections (URC 522). 	2/1	Lecture, practical activities
<p>14. Letters of credit. General aspects:</p> <ul style="list-style-type: none"> - A letters of credit as an instrument in international settlements - The International Uniform Rules for documentary letters of credit UCP 600/ ICC Uniform Customs and Practice for Documentary Credits UCP 600 - The international banking practice standards and their importance (using the documentary Letter of Credit)/ 	2/1	Lecture, practical activities

International Standard Banking Practice (ISBP) - Establishing a Letter of Credit and operational scheme of the Letter of Credit - Types of letters of credit.		
15. Bank Guarantees. General aspects: - Bank Guarantees, their nature, use and role in international settlements - The Uniform Rules of the International Chamber of Commerce, regulating the transactions with guarantees - <i>ICC Demand Guarantee Rules (URDG 758)</i> - Types of guarantees and their nature.	2/1	Lecture, practical activities
16. Risks (Credit Risk, Liquidity Risk, Operational Risk, Legal Risk and Systemic Risk): - Risks, their nature, use and role in international settlements - Types of risks: Credit Risk, Liquidity Risk, Operational Risk, Legal Risk and Systemic Risk.	2/1	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	Expected results
A theoretical review of laws and other regulatory acts.	Tests are regularly revised.	18/26/32	The theoretical tests passed
Payment systems in Latvia. Securities settlements.	Tests are regularly revised.	8/10/16	Tasks
Non-cash payment instruments.	Tests are regularly revised.	10/14/16	Tasks
Documentary settlements.	Tests are regularly revised.	12/14/16	Tasks

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			10
2.	*	*	*	15
3.	*	*	*	15
4.	*	*	*	10
Exam	*	*	*	50

LITERATURE	
Basic literature	1. Latvijas Republikas likums "Kredītiestāžu likums", izdevējs: Saeima, pieņemts 05.10.1995. 2. Latvijas Republikas likums "Par Latvijas Banku", izdevējs: Augstākā Padome, pieņemts 19.05.1992. 3. Latvijas Bankas padomes kārtība (iekšējie noteikumi) Nr. 213/9, 2013. gada 16. septembrī "Latvijas Bankas klientu norēķinu kontu apkalpošanas noteikumi".

	<p>4. Latvijas Bankas padomes kārtība Nr. 186/4, 2010. gada 4. novembrī "Sistēmas noteikumi dalībai TARGET2 – Latvija".</p> <p>5. Latvijas Bankas padomes kārtība Nr. 183/3, 2010. gada 9. septembrī "Sistēmas noteikumi dalībai EKS".</p> <p>6. Noteikumi par elektronisko informācijas apmaiņu ar Latvijas Banku. Latvijas Bankas noteikumi Nr.130. Rīgā, 2013.gada 12.decembrī.</p>
Additional internet resources and other sources	<p>1. Miezere Baiba. Maksājumu kartes / red. Andris Mukāns. - Rīga : Hipotēku bankas finanšu konsultāciju centrs, 2006 : Elpa-2. - 159, [1] lpp. : tab. ; 21 cm. - Bibliogr.: 159.-[160.] lpp. (Vēsturisko faktu cienītāji atradīs interesantas ziņas par maksājumu karšu attīstību Latvijā un pasaulē). ISBN 9984-7434-5-4.</p> <p>2. Ran Pelly. Payment Methods In International Trading Avoid losing your payment or shipment (Import, export - What is international trading?)[Kindle Edition], 2013.</p> <p>3. Thomas H Ward MBA. Letters of Credit and Documentary Collections: An Export and Import Guide Paperback, 2009, by Thomas H.Ward, MBA, Library of ControlCongress Number 20089114489, ISBN 978-1 – 4363 - 9277 – 8.</p> <p>4. Finanšu un Kapitāla tirgus komisijas mājas lapa (Sadaļas: Tirgus dalībnieki, Tiesību akti, Statistika, un c.): http://www.fktk.lv/lv/statistika/kreditiestades/ceturksna-parskati.html</p> <p>5. Latvijas Bankas mājas lapā publicētā informācija „Kā darbojas maksājumu sistēmas”, un c.: https://www.bank.lv/temas/maksajumi-latvija-un-pasaule/9513-ka-darbojas-maksajumu-sistemas</p> <p>6. Latvijas Komerbanku asociācijas mājas lapa: http://www.lka.org.lv/lv/</p> <p>7. Starptautisko norēķinu bankas mājas lapa (<i>Bank for International Settlements</i>):https://www.bis.org/</p> <p>8. Starptautiskās Tirdzniecības palātas mājas lapa (<i>International Chamber of Commerce: ICC</i>): http://www.iccwbo.org/</p>

Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „COMMERCIAL ACTIVITY” DESCRIPTION

Module name in Latvian	Komercdarbība
Module name in English	Entrepreneurship
Module name in Russian	Предпринимательская деятельность
Study program/-s, which is offered study module	Business administration
Status (section A, B, C)	B
Number of credit points; CP distribution in the compulsory and optional part	4 CP compulsory part 10 CP optional part (minimum – 4 CP, maximum – 14 CP)
MODULE DEVELOPERS	
Name, surname	Position, degree
Svetlana Polovko	Lecturer, Mg.Oec.
Konstantīns Savenkovs	Lecturer, Mg.Oec.
Ināra Brante	Lecturer, Mg.iur.
MODULE CONTENTS	
Module compulsory part	Planning and launching of the business (4 CP)
Module optional part	Basics of insurance (5 CP) Specifics of entrepreneurship in EU (5CP)
MODULE GOAL AND OBJECTIVES	
Module goal	To provide information on business start-up conditions and to develop skills to explore business start-up and development opportunities.
Module objectives	<ul style="list-style-type: none"> • To provide the students with knowledge of business start-up legal aspects; • To acquaint students with business planning opportunities and types; • To provide information on the specifics of the business environment and research methods; • To introduce students to business plan development stages, depending on the company's mission, vision, goals and objectives; • To build skills to navigate the company's development plan creation.
Module language	Latvian, English, Russian

THE STUDY MODULE RESULTS: KNOWLEDGE, SKILLS, COMPETENCES

Knowledges	<ul style="list-style-type: none"> • Professional business terms and definitions; • Basic knowledge of business planning ways and opportunities, the analysis of company's financing sources and their planning, project development basics, manufacturing and service organization planning, insurance basics.
Skills	<ul style="list-style-type: none"> • To be competent in business activity forms and apply them appropriately to the company's operation conditions; • To organize rendering high-quality customer-oriented services; • To be able to use the business plan development methodology; • To be able to organize, plan and manage the company the necessary resources.
Competences	<ul style="list-style-type: none"> • The ability to study and analyze the business environment and

	<p>the factors that influence it;</p> <ul style="list-style-type: none"> • The ability to draw up business plans and implement them in the company's activities; • The ability to coordinate and manage the implementation of the project; • The ability to perform daily business transactions.
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MODULE ABSTRACT	
In Latvian	Modulis veltīts komercdarbības plānošanas metodoloģijai un metodikai, uzņēmējdarbības jomas zināšanu padziļināšanai un prasmju līmeņa paaugstināšanai, biznesa plāna būtības, mērķu un satura apguvei, mūsdienīgas pieejas komercdarbības procesu modelēšanai un izpētei, biznesa plāna noformēšanai un prezentēšanai.
In English	The module is dedicated to the study of the methodology and techniques of business planning, to expansion of knowledge in the business field, to the study of essence, objectives and content of the business plan sections, to the study of modern approaches to business process modeling, arranging and presentation of a business plan.
In Russian	Модуль посвящен освоению методологии и методики бизнес-планирования, расширению знаний в области предпринимательской деятельности, изучению сущности, целей и содержания разделов бизнес-плана, исследованию современных подходов к моделированию бизнес-процессов, оформлению и представлению бизнес-плана.

SUMMARY OF THE MODULE PLAN AND CONTENTS		
MODULE COMPULSORY PART		
<u>„PLANNING AND LAUNCHING OF THE (4 CP)”,</u>		
Total number of hours (1 cP = 40 hours.)	160	
Number of lecturer hours	Full time studies - 22, Part time studies - 12	
Number of seminars or practical training hours	Full time studies -42, Part time studies - 20	
Number of independent works	8	
Testing form / -s	Exam	
Background knowledge	Basics of economics, Accounting, Taxes and fees	
Science branch- subbranch	Economics	
Theme	Volume (h)in full time/part time studies	Type (Lectures, seminars, practical training, tests)
1. Introduction to business. Terminology.	1/0,5	Lecture,

2. Business process participants, their interests. Business functions.	1/0,5	Lecture, Practical training
3. The company's business activity planning types, goals and objectives. Types of plans.	2/1	Lecture, Practical training
4. A business plan, its goals and functions. The stages of business plan development.	2/1	Lecture, Practical training
5. The statutory acts regulating business activity. Establishment of a commercial company/ association and the company foundation agreement. The forms of commercial companies as specified in the Commercial Law.	4/2	Lecture, Practical training
6. Establishment of a commercial company/ association and its registration.	2/1	Lecture, Practical training
7. The laws and regulations governing labour relationships. The employment contract and the principles of entering into contract.	2/1	Lecture, Practical training
8. The royalty agreement and the company's contract	2/1	Lecture, Practical training
9. The methods of ideas generation.	2/1	Lecture, Practical training
10. Information about the company, the choice of its location.	2/1	Lecture, Practical training
11.The planned product or service.	2/1	Lecture, Practical training
12.Information about the company's potential	2/1	Lecture, Practical training
13. Competitor identification and analysis	2/1	Lecture, Practical training
14. Supply market research and selection	2/1	Lecture, Practical training
15. Consumer market planning	2/1	Lecture, Practical training
16. Factors of external environment	2/1	Lecture, Practical training
17.Sales volume and turnover planning	2/1	Lecture, Practical training
18.Development of a production (services) plan	2/1	Lecture, Practical training

19.The establishment of organizational structure, the necessary staff search.	2/1	Lecture, Practical training
20. Wages fund planning	2/1	Lecture, Practical training
21. Development of a marketing plan and its application for the company's needs.	2/1	Lecture, Practical training
22.Business risk detection	2/1	Lecture, Practical training
23. Pre-production cost calculation	2/1	Lecture, Practical training
24. The necessary resources for organization of production or rendering services, their cost calculation.	2/1	Lecture, Practical training
25. Creating a balance	2/1	Lecture, Practical training
26. Preparation of a cash flow plan	2/1	Lecture, Practical training
27.Calculation of break-even point for the planned company.	2/1	Lecture, Practical training
28. The company's activity potential assessment.	2/1	Lecture, Practical training
29. The types of the company's development strategy and their necessity.	2/1	Lecture, Practical training
30. The choice of strategy.	2/1	Lecture, Practical training
31. Development of the company's strategic plan.	2/1	Lecture, Practical training
32. The requirements for business plan design. Management of the business plan presentation for potential investors.	2/1	Lecture, Practical training

THE STUDENT'S INDEPENDENT WORK			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	The expected results
All themes of the study course	The studies of literature, sources and methodological	26/58/90	The theoretical part of the exam

	resources		passed
The statement of a newly established company goals, vision, mission.	The statement of a newly established company goals, vision, mission. Description and feasibility of a new idea.	8	Students understand the basic principles of the company establishment, importance of idea generation and selection.
Establishment of the company.	Development of the company establishment documents.	10	Students acquire skills in drawing up the company's start-up documents.
Drawing up a new product or service production plan.	Drawing up a new product or service production plan.	8	To acquire skills to choose and use the appropriate planning methods
Financial calculations.	Financial calculations and analysis of the results obtained.	10	To acquire skills to perform financial calculations and to analyze the results obtained.
Development of a strategic plan.	Definition of the company's goals and development of a strategic plan.	8	To acquire skills to define the company' goals and to develop a strategic plan.
Development of a marketing plan.	The choice of suitable marketing tools for the needs of the company and development of a marketing plan.	10	To acquire skills to to choose the suitable marketing tools for the needs of the company and to develop a marketing plan.
Development of an employment contract.	Development of an agreement with the staff	8	To acquire skills to develop the staff documents in accordance with legislation.
Business plan	Development and presentation of a business plan.	8	Improved knowledge, skills and competences.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competences	% from Exam
1.	*	*		10
2.	*	*	*	5
3.	*	*	*	10
4.	*	*	*	5
5.	*	*	*	10
6.	*	*	*	5
7.	*	*	*	5
8.	*	*	*	10
Exam	*	*	*	40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Neilande J., Komersanta ABC, Zvaigzne ABC, Rīga, 2013. 2. Alsiņa R., Gertners G. Uzņēmējdarbības plānošanas principi un metodes. RTU, Rīga. 2005.
Additional literature, internet resources and other sources	<ol style="list-style-type: none"> 1. Zvirbule-Bērziņa A., Mihejeva L., Auziņa A. Plānošanas un ražošanas procesa organizēšanas pamatprincipi. Turība, Rīga. 2004. 2. Slavinska I. Uzņēmējdarbības plānošana un kontrole (2. izd.) Turība, Rīga. 2004. 3. Reismanis Ē., Ērgle A., Slava A. Biznesa plāna veidošanas pamatprincipi, Rīga, 2005. 4. Andersone I. Tirgzinību plānošana. RTU, Rīga. 2005. 5. Caune J., Dziedons A., Pētersons L. Stratēģiskā vadīšana. Rīga: Birznieka SIA Kamene, 2000. 6. Alsiņa R. Mācies plānot, R: Kamene, 2005. 7. Писаренко Н. Л., Длигач А. А., Стратегическое управление, 2008. 8. Forands I. Biznesa vadības tehnoloģijas. – Rīga: Latvijas izglītības fonds, 2004. 9. Biznesa vides attīstība Latvijā: tendences un iespējas, Rīga, Biznesa augstskola Turība, 2004 10. Баттрик Р. Техника принятия эффективных управленческих решений, 2-е изд. Санкт-Петербург: Питер, 2006. 11. Ефремов В.С. Стратегическое планирование в бизнес – системах. Москва: Финпресс, 2001. 12. Круглова Н.Ю, Круглов М.И. Стратегический менеджмент: учебник для вузов. Москва: РДЛ, 2003.

Module confirmed:		S.Polovko	28.10.2016.
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	Signature	Name, Surname	Date
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STUDY MODULE „MANAGEMENT” DESCRIPTION

The title of the module in Latvian	Vadība
The title of the module in English	Management
The title of the module in Russian	Управление
Study programmes that offer this study module	Business Administration
Status (A, B, C part)	B
Credit points; distribution of CP in the mandatory and elective part	6 CP in mandatory part, 10 CP in elective part
The authors of the modules	
Name, surname	Position, degree
Inta Kulberga	Docent, Dr.sc.admin.
Normunds Gūtmanis	Docent, Dr.sc.ing.
Ināra Parādniece	Lector, master degree in social management
Aivars Kalniņš	Lector, master degree in business management
The content of the module	
Mandatory part of the module:	Organization management (2 CP)
	Personel management (2 CP)
	Logistics (2 CP)
Elective part of the module:	
The aim and objectives of the module	
Aim of the module	To provide knowledge of the organization's management processes and to develop skills to plan and organize the company's activities, coordinate and monitor the company's processes.
The objectives of the module	<ul style="list-style-type: none"> • To provide knowledge about the organization as a controlled system, to build the business specialist's professional skills and competences; • To provide knowledge of the personnel management theoretical and practical issues, to raise awareness of the importance of human resources in the organization and strategic planning, to provide inspiration for qualitative human resources management and the company's personnel policy-making, improving students' skills and competences of the labour relations and business legal regulations application; • To develop skills to coordinate the procurement, sales and production processes, to adapt to unplanned changes, to assess the risks and develop the complex of preventive measures; • To develop a strategy for the development of the company and implement it.
The language of the module	Latvian, English, Russian

LEARNING OUTCOMES OF THE MODULE: KNOWLEDGE; SKILLS; COMPETENCIES	
Knowledge	<ul style="list-style-type: none"> • the basic principles of modern management theory; • business process management functional components and their interrelationship; • theoretical aspects of the personnel management system, • the personnel management policies, strategies and trends; • the basic principles of building the organizational structure; • the personnel management rules and procedures; • developing and implementing projects; • and understanding of planned and unplanned change processes and their peculiarities; • the change management techniques and methods; • risk management; • procurement and logistics flow management.
Skills	<ul style="list-style-type: none"> • to define the company's activity goals and basic lines in compliance with the owners' and the public interests; • to compile, approve, correct and improve the company's business plans; • to develop the system of the company's activity goals and follow its implementation; • to plan efficiently and organize their own (as a potential manager) work; • to apply the latest forms of work and responsibilities organization; • to use their theoretical knowledge and practical skills for the implementation of the personnel management system in the public administration and business structures; • to manage all personnel related issues (along with the traditional lecture classes it is planned to use discussions, case studies, team work and other active learning methods); • being based on the theoretical knowledge, to be able to analyze the ongoing management processes during the planned and unplanned changes; • to analyze changes impact and measures to be taken to identify risks and problems; • to develop solutions to challenges, when deciding on the appropriate strategy-making during the processes of change.
Competencies	<ul style="list-style-type: none"> • to be able and know how to organize their professional work, using efficient techniques and methods; • to put into practice and organize the personnel management administrative measures, personnel management strategy and policy-making; • to be able and know how to carry out personnel records management; • to be able to apply the theoretical knowledge and practical

	<p>skills in the company's change management, planning and control processes;</p> <ul style="list-style-type: none"> • to be able to prepare basic information for the management of the company for decision-making of short and long-term nature, to implement the change action plan; • to be able to argue the results obtained; • to be able to assess the real economic and business situation during the unplanned changes. • to take responsibility for the decisions taken along with failures and the results achieved; • to formulate and implement specific business goals, which are linked to the company's owners stated strategy; • to be able to evaluate the decision-making significance in the company's management processes.
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Annotation of the module

In Latvian	<p>Apgūstot vadības moduli, studentiem būs iespēja iegūt zināšanas par vadības procesiem uzņēmumā. Vadības modulis paredzēts uzņēmējdarbības/komercdarbības speciālistu vadības prasmju veicināšanai un vadītāja kompetences izveidei un tālākai pilnveidei. Studējošajiem būs iespēja iegūt un aktualizēt jau esošās teorētiskās un praktiskās zināšanas organizāciju un to struktūrvienību vadības jautājumos. Pēc vadības moduļa izvēles daļu apgūšanas studējošie varēs kvalitatīvāk risināt ar vadības funkcijām saistītos jautājumus sevi interesējošā jomā, kā arī iegūt vienotu izpratni par savu vadības prasmju veidošanas pamatprincipiem.</p>
In English	<p>Having learned the module "Management" the students will have the opportunity to gain knowledge of management processes in the enterprise. The module "Management" is designed to improve knowledge in management field and to create and further develop the leader's competences for specialists in business / commercial activities. Students will have the opportunity to gain new and update existing theoretical and practical knowledge in the area of organization's management and its structural subdivisions. After mastering the elective parts of the module, students will be able to settle the issues connected with management functions in the field of interest, as well as to get an overview of the basic improvement principles of their management skills.</p>
In Russian	<p>При освоении модуля «Управление», у студентов будет возможность получить знания о процессах управления на предприятии. Модуль «Управление» предназначен для усовершенствования знаний в сфере управления и создания и дальнейшего развития компетенции руководителя для специалистов предпринимательства/коммерческой деятельности. У учащихся будет возможность получить новые и актуализировать уже имеющиеся теоретические и практические знания по вопросам управления организации и ее структурных подразделений. После освоения выборных частей модуля, учащиеся смогут качественнее решать вопросы, связанные с функциями управления в интересующей сфере, а так же получить общее представление об основных принципах усовершенствования своих управленческих способностей.</p>

The plan and the content of the module		
MANDATORY PART OF THE MODULE		
“ORGANIZATION MANAGEMENT (2 CP)”		
Total h (1 CP = 40 academic hours)	80	
Lecture h	Full time studies - 19, Part time studies - 9	
Seminars and practical activities	Full time studies -13, Part time studies - 7	
Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Management	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. Basic concepts of the management theory 1.1. Management functions and their characteristics. 1.2. The main principles of the management process. 1. 3. The management and manageable system.	2/1	Lecture
2. The environmental factors of the organization’s functioning 2.1. The business activity environment characteristics. 2.2. The business-friendly environment. 2.3. The organization's management internal and external environmental impact factors.	2/1	Lecture, seminar
3. The essence of the organization 3.1. The organization’s characteristics. 3.2. The organization’s life cycle 3.3. Organizational structures	2/1	Lecture, practical activities
4. Modern organization models 4.1. The organization's management model types. 4.2. The principles of the organization’s efficient management system. 4.3. The contemporary features of the organization’s management process.	2/1	Lecture, practical activities
5. The organization's management methods 5.1. The characteristics of the management decisions. 5.2. The management decision-making process. 5.3. The methods of management decision-making.	2/1	Lecture, seminar
6. The organization’s strategic management 6.1. The organizational environment of strategic management. 6.2. The main stages of strategic development. 6.3 The stages of the strategy development process.	2/1	Test
7. The organization’s activity planning 7.1. Characteristics and organization of the planning process. 7.2. The strategy of planning. 7.3. The peculiarities and specifics of strategic planning.	2/1	Lecture, practical activities

8. A manager in the organization's management system 8.1. Characteristics of the manager's activities. 8.2. The organizational principles of the manager's activity. 8.3. The quality model of the manager's activities.	2/1	Lecture, seminar
9. The personnel in the organization's management system 9.1. The factors influencing the personnel management. 9.2. The personnel selection, assessment and control. 9.3. Communication and the communication system organization management.	2/1	Lecture, practical activities
10. The control process and the controlling system in the organization's management 10.1. The concept and performance criteria of the control process. 10.2. The essence and objectives of controlling. 10.3. Controlling activity areas.	2/1	Lecture, practical activities
11. Leadership in the organization's management system. 11.1. The leader's role and characteristics in the organization's management process. 11.2. Leader's authority as an impact factor. 11.3. The Code of Business Conduct.	2/1	Lecture
12. The types of power and management styles in the organization's management process. 12.1. The types of power as the awareness of the management process and its implementation. 12.2. Management styles and business ethics. 12.3. The behaviour elements in the organization's management process.	2/1	Lecture
13. Conflict and stress management in the organization 13.1. The causes of conflicts and their types. 13.2. Conflict resolution methods. 13.3. Stressors and stress showing in the organization's management process.	2/1	Lecture
14. A business strategy in the organization's management process 14.1. Development of the organization's strategic policy. 14.2. The models and "schools" of strategic policy". 14.3. Strategic decision-making styles in the organization's management process.	2/1	Lecture, practical activities
15. Risk management in the system of organizations. 15.1. Risk classification and assessment in the organization's management process. 15.2. Risk prevention and neutralization. 15.3. The methods of quantitative risk analysis.	2/1	Lecture, practical activities
16. Quality management in the organization's management system. 16.1. The concept of quality and the management system. 16.2. Quality management strategy. 16.3. Standardization of quality management system.	2/1	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time	Expected result
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		studies	
All themes of the study course	The studies of literature, sources and methodological resources	12/28/44	The final test passed
1. Management functions and methods	Test with an assessment mark	8	Knowledge check
2. The types of the management models and organizations. The organizational structure	To develop the organizational structure alternatives for their newly created company, to make choices and to justify them.	10	The organizational structure of their newly created company.
3. Controlling	To develop the company's controlling system objectives and activity areas.	10	The project of the controlling system
4. The management decisions	Test with an assessment mark	8	Knowledge check

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	X			10
2.	X	X	X	20
3.	X	X	X	20
4.	X			10
Exam	X			40

LITERATURE	
Basic literature	1. Praude V. Menedžments. 1.grāmata – Rīga: Burtene 2012. - 497 lpp. 2. Praude V. Menedžments. 2.grāmata – Rīga: Burtene 2012. - 306 lpp. 3. Дафт Р. Менеджмент. – Санкт-Петербург: Питер 2013 – 656 стр.
Additional internet resources and other sources	1. Templers R. Menedžmenta likumi. – Rīga: Zvaigzne ABC 2007. – 223 lpp. 2. Hill Charles W. Strategic Management. An Integrated Approach. – Houghton Mifflin Company, 2008 – 491 p. 3. Карминский А.М. Контролинг. – Москва: Форум 2013 – 336 стр. 4. Друкер П. Менеджмент. – Москва: Вильямс 2011 – 704 стр.

“PERSONELL MANAGEMENT (2 CP)”	
Total h (1 CP = 40 academic hours)	80
Lecture h	Full time studies - 16, Part time studies - 8
Seminars and practical activities	Full time studies -16, Part time studies - 8

Individual works	4	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Management	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1 Role of human resources management in organisations 1.1 Nature and trends of human resources management 1.2 Policy, strategy and procedures of human resources management 1.3 Fields and functions of human resources management 1.4 Decision making process	4/2	Lecture, seminar
2 Planning of human resources 2.1 Goals and objectives of human resources planning 2.2 Necessity of human resources planning 2.3 Process of human resources planning 2.4 Informative support of human resources planning	4/2	Lecture, seminar
3 Recruitment of human resources, stages of selection 3.1 Personnel search, its nature and requirements for applicants 3.2 Methods of personnel attraction and selection, planning of competitions for vacancies 3.3 Evaluation of applicants and their appropriateness	4/2	Lecture, seminar
4 Personnel integration in companies, record keeping of human resources 4.1 Adaptation of new employees 4.2 Administration of human resources records	4/2	Lecture, seminar
5 Team-building 5.1 Basic principles of team-building 5.2 Culture of communication in companies 5.3 Improvement of employees' motivation	4/2	Lecture, seminar
6 Motivation of employees 6.1 Essence of motivation 6.2 Clasification of motivation's theories 6.3 Maslov's theory of needs 6.4 Motivation in practice	4/2	Lecture, seminar
7 Control mechanisms in companies and competency base approach within human resources management 7.1 Control mechanisms 7.2 Competency based approach 7.3 Evaluation of personnel and their execution of duties	4/2	Lecture, seminar
8 Payment system, training and career planning 8.1 Development of the payment system 8.2 Planning of training and career development	4/2	Lecture, seminar

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h)in full time/	Expected result
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		part time studies	
All themes of the study course	The studies of literature, sources and methodological resources	12/28/44	The final test passed
1. The company's (institution) personnel management policy and strategic activity areas	The company's (institution) "XXX" personnel management policy and strategic activity areas <i>(Seminar – paper presentation)</i>	8	Written homework and presentation
2. The competition procedure organization for the vacant work posts in the company (institution)	The competition procedure organization for the vacant work posts in the company (institution) „XXX” <i>(Seminar – paper presentation)</i>	8	Written homework and presentation
3. The personnel records documents preparation	Test – analysis of the situation + the personnel records documents preparation	10	Prepared orders, refusal letters for applicants
4. Motivation	Essay "We are all motivated and would want to be praised!" (CICERO)	10	Written homework

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	X	X	X	15
2.	X	X	X	15
3.	X	X	X	15
4.	X	X	X	15
Exam	X			40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> Vorončuka I. Personāla vadība. R.: J.Rozes grāmatnīca, 2009. Zīlīte L. Personāla vadība un socienika. R.: Turība Biznesa Augstskola SIA, 2013. Мордовин С. К. Управление персоналом: современная российская практика: пособие по направлению "Менеджмент", Серия: Практика менеджмента. Санкт - Петербург, 2012. – 500 с.
Additional internet resources and other sources	<ol style="list-style-type: none"> <u>Autoru kolektīvs</u>. (Harvard Business Review). DARBA LAIKA PILNVĒRTĪGA IZMANTOŠANA. R.:Lietišķās Informācijas dienests, 2009. <u>Autoru kolektīvs</u> (Harvard Business Review). KĀ KĻŪT PAR LĪDERI. R.:Lietišķās Informācijas dienests, 2008. <u>Autoru kolektīvs</u>, KARJERAS VEIDOŠANA. <i>Lessons Learned</i>, Sarunas ar pasaules biznesa līderiem. R.:Lietišķās Informācijas dienests, 2009.

4. Autoru kolektīvs. Īstenot stratēģiju (Sarunas ar pasaules biznesa līderiem). R.:Lietišķās Informācijas dienests, 2009.
5. Autoru kolektīvs. Sarunu un konfliktu risināšana (Harvard Business Review on). R.: Lietišķās Informācijas dienests, 2007.
6. Belbins R.Meredit. Komandu lomas darbavietā. R.: Lietišķās Informācijas dienests, 2009.
7. Bokums Z., Forands I. Personālvadības rokasgrāmata. – R: Kamene, 2000.
8. Bišofa A., Bišofa K. Sevis menedžments. – R: De Novo, 2003.
9. Dubkēvičs L., Ķestere I. Saskarsme. Lietišķa etiķete. – R.,2003.
10. Džeja R. Spoža darba intervija. R.: Zvaigzne ABC, 2007.
11. Eiders Dž. Kā izaudzēt līderus. R.: Lietišķās informācijas dienests, 2008.
12. Edeirs Dž., Līderība un motivācija, R.:Lietišķās Informācijas dienests, 2007.
13. Elearn, Vadīt komandas (Management Extra), R.:Lietišķās Informācijas dienests, 2009.
14. Ešenvalde I. Personāla atlase un novērtēšana. R.: SIA „Merkūrija LAT”, 2007.
15. Ešenvalde I. Personāla praktiskā vadība. – R: Merkūrijs LAT, 2005.
16. Ezera I. Lietišķā komunikācija, Multineo SIA, 2007.
17. Forands I. Palīgs personāla speciālistam. R.: Latvijas Izglītības fonds, 2007.
18. Fēlavs E.G. Konflikti darbā: atpazīt, risināt, novērst. – R: De Novo, 2003.
19. Garleja R. Cilvēkpotenciāls sociālvidē. – Rīga, R: RaKa, 2003.
20. Garleja R., Vidnere M. Psiholoģijas un sociālās uzvedības aspekts ekonomikā. – R.: RaKa, 2000.
21. Garleja A. Darbs, organizācija un psiholoģija. R.: raka, 2003.
22. Geiselharts R.R., Hofmane-Burkarta K. Stresa menedžments. – R: De Novo, 2003.
23. Gratone L. Cilvēkresursu stratēģija. Biroja sērija. R.: Jumava, 2004.
24. Goulmens D. Tava emocionālā inteligence. R.: Jumava, 2001.
25. Helers R. Vadībzinības rokasgrāmata. – R.: Zvaigzne ABC, 2004.
26. Hendijs Č. Veiksmīgs darbs organizācijās. R.: Zvaigzne ABC, 2009.
27. Heske U. Darbs komandā. R.: Zvaigzne ABC, 2007.
28. Hodžsone S. Lieliskas atbildes uz sarežģītiem darba intervijas jautājumiem. R.: Zvaigzne ABC, 2009.
29. Jūsela T., Lillia T., Rinne J. (2005) *Mentoringa daudzās sejas*. Rīga: Lietišķās informācijas dienests.
30. Kehre M. Personālmenedžments uzņēmumā. R.: Biznesa augstskola „Turība”, 2004.
31. Kembels D. *Ja es esmu priekšnieks, kāpēc tad visi smejas?* Rīga: Zinātne, 1997.
32. Latiševs V. Lietišķas sarunas un lietišķie kontakti. R., 1994.
33. Leiblings M. Nokaitināja?(*Kā saprasties ar dažāda rakstura cilvēkiem*). R.: Lietišķās Informācijas dienests, 2007.
34. Leiendekers A. Konfliktu vadība. R. J.L.V. Izdevniecība, 2016. (200 lpp.)
35. Losons K. Prasme sadarboties ar sarežģīta rakstura cilvēkiem, R.: Zvaigzne ABC, 2010.
36. Nīvers R., Zeiferts M. Motivācija. – R: De Novo, 2006.
37. Omārova S. Cilvēks runā ar cilvēku, R.: Kamene SIA, 2009.
38. Omārova S. Cilvēks dzīvo grupā. R.: Kamene, 2002.

39. Pikerīnga P. Strīdī, nesaskaņas, konflikti. R.: J.Rozes apgāds, 2000.
40. Pikerīnga P. Personāla vadība: kā prasmīgi motivēt darbiniekus un panākt vēlamo rezultātu. – R: Jāņa Rozes apgāds, 2002.
41. Praude V. Menedžments 1.Grāmata, R: Burtene, 2012.
42. Praude V. Menedžments 2. Grāmata, R: Burtene, 2012.
43. Praude V., Beļčikovs J. Menedžments. Teorija un prakse. R.: Vaidelote, 1996.
44. Reņģe V. Organizāciju psiholoģija. R.: Zvaigzne ABC, 2005.
45. Reņģe V. Mūsdienu organizāciju psiholoģija. – Rīga, R: Zvaigzne ABC, 2007.
46. Reņģe V. Personības psiholoģija. – Rīga, R: Zvaigzne ABC, 2000.
47. Spensers L. Darba kompetences. Izcila darba snieguma veidošana. R.: SIA „Eiro Personāls”, 2011.
48. Spulle A. Praktiskais personālmenedžments. – R: Biznesa skola Turība, 2004.
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“LOGISTICS (2 CP)”		
Total h (1 CP = 40 academic hours)	80	
Lecture h	Full time studies - 16, Part time studies - 8	
Seminars and practical activities	Full time studies -16, Part time studies - 8	
Individual works	4	
Type of the test	Exam	
Course prerequisites	Organization management	
Branch/sub-branch of the science	Management	
Theme	Volume (h)in	Form

	full time/part time studies	(lectures, seminars, practical activities, tests)
1. Logistics theoretical and methodological aspects: <ul style="list-style-type: none"> • The concept of logistics; • The history of logistics; • The functions and objectives of logistics; 	2/1	Lecture, seminar
2. The functional areas of logistics _1: <ul style="list-style-type: none"> • Procurement (supply) logistics; • Production logistics; • Distribution logistics; • Service logistics; • Transport logistics. 	2/1	Lecture, seminar
3. The functional areas of logistics _2: <ul style="list-style-type: none"> • Procurement (supply) logistics; • Production logistics; • Distribution logistics; • Service logistics; • Transport logistics. 	2/1	Lecture, seminar
4. A modern approach to logistics and transportation: <ul style="list-style-type: none"> • Transport as each country's main industry; • The transport sector; • A modern approach to transport processes organization; 	2/1	Lecture, seminar
5. Order processing and execution logistics: <ul style="list-style-type: none"> • The goals of order processing and execution; • The choice of optimal distribution channels; • The tactical tasks and the product distribution system analysis; • The logistics system design stages, activity tracking methods. 	2/1	Lecture, seminar
6. Modes of transportation - the advantages and disadvantages of each mode of transport. <ul style="list-style-type: none"> • Road transport; • Rail transport. • Sea and river (internal water) transportation. • Air transport. • Pipeline transport. 	2/1	Lecture, seminar
7. Legislation. <ul style="list-style-type: none"> • The legislation regulating transportation (for each mode of transport), international conventions and agreements. • CMRinvoice (waybill). • TIR carnet. • AETR, ADR and ATP. • Agreement. 	2/1	Lecture, seminar
8. Transport policy. <ul style="list-style-type: none"> • The EU's transport policy. • The Latvian carriers in the EU . • Permission system. • Driving documents. 	2/1	Lecture, seminar

<p>9. The procedure for cargo delivery-acceptance.</p> <ul style="list-style-type: none"> • Freight shipping preparation. • Requirements for vehicles and loading and unloading jobs. • Loading cargo and its placement in the vehicle. • Customs processes. • Cargo transfer to the consignee. 	2/1	Lecture, seminar
<p>10. Characteristics of freight transport.</p> <ul style="list-style-type: none"> • What is the cargo and the cargo unit? • Classification of cargo. • Cargo connectivity and loading. • Pallets. 	2/1	Lecture, seminar
<p>11. Transport task:</p> <ul style="list-style-type: none"> • The awareness of the transport task. • A classical transport task. • Solving the main problem. • The algorithm for solving. 	2/1	Lecture, seminar
<p>12. Logistics of material stocks:</p> <ul style="list-style-type: none"> • The essence of material stocks; • The basic types; • The problems associated with inventory management. • The stockpiling root causes; • The positive role of stocks. 	2/1	Lecture, seminar
<p>13. The warehouse stock logistics:</p> <ul style="list-style-type: none"> • Logistics chains; • The basic functions of a warehouse; • Classification of warehouses; • The basic concepts of the warehouse activity; • The use of the basic module at the different stages of the logistics process. 	2/1	Lecture, seminar
<p>14. The product in warehousing.</p> <ul style="list-style-type: none"> • The product storage opportunities. • The product placement; • Organization of the procurement process; • The logistics process in the warehouse; • Containers and packing in warehouse logistics. 	2/1	Lecture, seminar
<p>15. The main building stages of the warehouse system:</p> <ul style="list-style-type: none"> • The storage system design; • Inventory tracking and control methods in the warehouse; • Storage space planning; • Trade and technological processes the warehouse. 	2/1	Lecture, seminar
<p>16. INCOTERMS and the seller's responsibility and definition of risk areas:</p> <ul style="list-style-type: none"> • A purchase-sale contract; • A purchase-sale contract from the international transport point of view. • Incoterms; • Why "Incoterms" rules are necessary; • Customs procedures. 	2/1	Lecture, seminar

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected result
All themes of the study course	The studies of literature, sources and methodological resources	12/28/44	The final test passed
Organization of logistics processes	Test with an assessment mark "A modern approach to logistics processes organization"	8	Students understand the essence of logistics and its importance in today's economy
Transport logistics	Test with an assessment mark "Transport Logistics"	8	The acquired knowledge, skills and competences
Material stocks logistics	Test with an assessment mark " Material Stocks logistics"	10	The improved knowledge, skills and competences
INCOTERMS	Test with an assessment mark "INCOTERMS - buyer's and seller's risk zone definition"	10	The improved knowledge, skills and competences

As a result of the study course the **knowledge** has been obtained:

- the nature and principles of logistics;
- the basic principles of logistics operation;
- the goals and objectives of logistics;
- laws and regulations governing operation of various modes of transport.

Skills:

- to analyze the logistics external and internal environment in the company;
- to analyze the company's logistics system weaknesses;
- to take business decisions on restructuring the logistics system;

Competence –the students are able to plan and organize the company's distribution channels, are able to identify problems in the company's logistics system, and are able to deal with loading and storage problems.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	X	X	X	15
2.	X	X	X	15
3.	X	X	X	15
4.	X	X	X	15
Exam	X	X	X	40

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Sprancmanis N. Uzņēmējdarbības loģistikas pamati (Rīga: Burtene) 2. Sprancmanis N. Biznesaloģistika.-Rīga: Vaidelote, 2003.- 360 lpp. 3. Ķeniņš-Kings G. Modernā apgāde: Labāk, lētāk un laikā.-Rīga: Valters un Rapa, 2000.- 239 lpp.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Praude V., Beļčikovs J. Loģistika.-Rīga: Vaidelote, 2004.- 541 lpp. 2. Krūmiņš N. Rokasgrāmata: Loģistikas sistēmu vadīšanai (Rīga, 2004) 3. Sprancmanis N. u.c. Uzņēmējdarbības loģistikas terminu angļu-latviešu vārdnīca (Rīga: Zvaigzne ABC, 2007) 4. Michel Baudin . Lean Logistics: The Nuts And Bolts Of Delivering Materials And Goods. 2005 5. Г. Левкин. Основы логистики. Litres, 2015 6. Доналд Уотерс. Логистика. Управление цепью поставок. – Москва: Юнити-Дана, 2003. - 504 стр. 7. Datubāzes EBSCO un EMERALD <p>Interneta resursi :</p> <ol style="list-style-type: none"> 1. http://logistika.1w.lv/32-kas-ir-logistika/ 2. http://www.scl.gatech.edu/resources/glossary/

Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „MARKETING” DESCRIPTION

Module name in Latvian	Tirgvedība
Module name in English	Marketing
Module name in Russian	Маркетинг
Study program/-s, which is offered study module	Business Administration
Status (section A, B, C)	B
Number of credit points; CP distribution in the compulsory and optional part	3 CP in mandatory part, 5 CP in elective part
The authors of the modules	
Name, surname	Position, degree
Gunta Grīnberga-Zālīte	Docent, Dr.oec.
Konstantīns Savenkovs	Lector, Mg.soc.rer.
The content of the module	
Mandatory part of the module:	Marketing (3 CP)
Elective part of the module:	Innovative Marketing (5 CP)
The aim and objectives of the module	
Aim of the module	To acquaint students with the market operation principles for being successful in business. To provide students with the necessary practical and theoretical skills to identify and assess the potential needs of consumers, to understand the consumer behaviour in the market, to find out the optimal solution to meet the needs of consumers. During the study process to acquire the basic concepts of marketing, consumer behaviour modelling and market operation practical management.
The objectives of the module	<ul style="list-style-type: none"> • to understand the nature of marketing and its role in the context of business; • to understand the market system, its elements of internal and external factors; • to gain an understanding of a package of measures for the product sales; • to gain an understanding of the competitor analysis methods and the company's competitive strategies; • to gain an understanding of the importance of the market research in the context of business, to know the types of the market research and be able to use them for marketing problem solving in a methodologically correct way. • to gain an understanding of the elements of a marketing communication complex and their management.
The language of the module	Latvian. English, Russian

LEARNING OUTCOMES OF THE MODULE: KNOWLEDGE; SKILLS; COMPETENCIES	
Knowledge	<ul style="list-style-type: none"> • To gain knowledge about the trends of the marketing complex and type change, and its role in the modern communication and competition system, enhancing the

	<p>efficiency of production.</p> <ul style="list-style-type: none"> • To gain knowledge about the marketing theoretical framework and the practical techniques for solving the problems of the relevant issue (task).
Skills	<ul style="list-style-type: none"> • The ability to apply and analyze the marketing complex elements and the management system. • To know how to assess the importance of marketing in the companies, to develop the decision-making processes relating to marketing issues. • To develop the skills to analyze the company's marketing activities, selecting the most appropriate methods.
Competencies	<ul style="list-style-type: none"> • The acquired knowledge and practical skills to create new approaches to marketing issues. • To be able to demonstrate knowledge of the customer-oriented approach necessity in the company's operation, as well as to choose the most appropriate means of communication to attract customers. • To support rational criticism in decision-making • The ability to evaluate the factors influencing the communication system development, and to decide on the future development of market-oriented activity.
Annotation of the module	
In Latvian	<p>Modulis ietver virkni jautājumu, kas saistīti ar mārketinga aktivitātēm mūsdienu tirgus apstākļos. Tiek izskatīti galvenie mārketinga jautājumi: uzņēmuma mārketinga un iekšējās vides komplekss pētījums, mārketinga attīstības stratēģijas izstrādes process un tās komponentes, uz produktu, cenu veidošanu, virzību un sadali orientēti mārketinga risinājumi. Izklāstīti vispārzinātniski mārketinga pamati, mārketinga informācijas vadības principi un mārketinga darbības organizatoriskie aspekti.</p>
In English	<p>Module content covers a range of issues related to marketing activity in the modern market conditions. The central marketing questions consider the comprehensive analysis of marketing and internal company environment, the process of developing, marketing components of the company's development strategy, marketing decisions regarding the company's product, pricing, promotion and distribution. It provides the general scientific marketing basics, the principles of management of marketing information and the organizational aspects of marketing activity.</p>
In Russian	<p>Содержание модуля охватывает круг вопросов, связанных с маркетинговой деятельностью в современных рыночных условиях. Рассматриваются центральные вопросы маркетинга: комплексное исследование маркетинговой и внутренней среды компании, процесс разработки и составляющие маркетинговой стратегии развития компании, маркетинговые решения относительно продукта компании, ценообразования, продвижения и распределения. Изложены общенаучные основы маркетинга, принципы управления маркетинговой информацией и организационные аспекты маркетинговой деятельности.</p>

SUMMARY OF THE MODULE PLAN AND CONTENTS		
MANDATORY PART OF THE MODULE		
“MARKETING (3 CP)”		
Total h (1 CP = 40 academic hours)	120	
Lecture h	Full time studies - 20, Part time studies - 10	
Seminars and practical activities	Full time studies -22, Part time studies - 11	
Individual works	6	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science	Economics/Marketing	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. Mārketinga jēdziens un būtība: mērķi; funkcijas; vēsturiskā attīstība. Meaning of marketing: goals, functions, historical development. Понятие и сущность маркетинга: цели; функции; историческое развитие.	2/1	Lecture, practical activities
2. Mārketinga koncepcijas. Mārketinga veidi atkarībā no pieprasījuma stāvokļa tirgū. Marketing concepts. Marketing types according to the market demand. Маркетинговые концепции. Виды маркетинга в зависимости от состояния спроса на рынке.	2/1	Lecture, practical activities
3. Mārketinga vide un tās analīze. Marketing environment and its analysis. Internalenvironmentfactors. Маркетинговая среда и ее анализ. Факторы внутренней и внешней среды;	2/1	Lecture, practical activities
4. Iekšējās vides faktori; ārējās vides – mikrovides faktori; ārējās vides – makrovides faktori. SVID analīze, PESTL analīze. External environment (micro environment) factors, external environment (macro environment) factors. SWOTanalysisandPESTanalysis. Микросреда - факторы внешней среды. Макросреда - факторы внешней среды. SWOT анализ, PEST анализ.	2/1	Lecture, practical activities
5. Patērētāju uzvedība un rīcība tirgū. Organisation of sales process. Stages of sales process. Typesofcustomers. Организация процесса продажи. Этапы процесса продажи. Типы покупателей.	2/1	Lecture, practical activities
6. Patērētāju uzvedību ietekmējošo faktoru analīze privātā patēriņa un biznesa tirgos. Behaviour and actions of consumers in the market environment.	2/1	Test

<p>Analysis of the factors that affect consumers' behaviour within private consumption and business markets. Analysis of the consumer needs, overcoming the resistance, negotiating price, concluding sales process.</p> <p>Поведение и поступки потребителей на рынке. Анализ влияющих на потребителя факторов в частном потреблении и на бизнес рынках. Анализ нужд потребителя, преодоление сопротивления, обсуждение цены, окончание процесса продажи.</p>		
<p>7. Tirgus segmentēšanas būtība un priekšnosacījumi. Segmentēšanas pazīmes.</p> <p>Meaning of market segmentation and basic principles. Indicators of market segmentation.</p> <p>Сущность и предпосылки сегментации рынка. Признаки сегментации.</p>	2/1	Lecture, practical activities
<p>8. Mērķa tirgus noteikšana. Pozicionēšana.</p> <p>Identification of target markets. Positioning.</p> <p>Определение целевого рынка. Позиционирование.</p>	2/1	Lecture, practical activities
<p>9. Produkta definīcija, produktu klasifikācija. Produkta raksturlielumi. Pakalpojumu mārketing.</p> <p>Product definition and classification. Characteristics of a product. Service marketing.</p> <p>Дефиниция продукта, классификация продукта. Характеризующие величины продукта.</p>	2/1	Lecture, practical activities
<p>10. Mārketinga elementu komplekss (4P, 4C, 7P). Produktu portfolio analīze.</p> <p>Complex of marketing elements (4P, 4C, 7P). Analysis of a product portfolio.</p> <p>Маркетинг услуг. Комплекс маркетинговых элементов (4P, 4C, 7P).</p>	2/1	Lecture, practical activities
<p>11. Product Portfolio analīze.</p> <p>Product Portfolio Analysis.</p> <p>Анализ портфолио продукта.</p>	2/1	Lecture, practical activities
<p>12. Zīmolvadība: zīmola izveides nosacījumi; zīmola personības un identitātes dimensijas;</p> <p>Branding: provisions for creating a brand, dimensions of a personality and identity of a brand.</p> <p>Управление брендом: условия создания бренда; дименсии идентификации и персонализации бренда;</p>	2/1	Lecture, practical activities
<p>13. Zīmola audits; zīmolu portfolio analīze; zīmolvadības stratēģijas</p> <p>Analysis of a brand portfolio, branding strategies.</p> <p>Аудит бренда; анализ портфолио бренда; стратегии управления брендом.</p>	2/1	Test
<p>14. Konkurence. Konkurences veidi. M.Portera konkurences modelis.</p> <p>Competition. Types of competition. Michael Porter's competition position model.</p> <p>Конкуренция. Виды конкуренции. Модель конкуренции М.Портера.</p>	2/1	Lecture, practical activities
<p>15. Konkurences stratēģijas. Konkurētspējīgo priekšrocību noteikšana.</p> <p>Competition strategies. Identification of competitive advantages.</p>	2/1	Lecture, practical activities

Стратегии конкуренции. Установление конкурентоспособных преимуществ.		
16. Tirgus pētījumu nozīme uzņēmējdarbībā. Importance of a market research in entrepreneurship. Значение исследования рынка в предпринимательской деятельности.	2/1	Lecture, practical activities
17. Tirgus pētījumu veidi un to pielietošanas indikācijas. Pētījuma īstenošana un rezultātu interpretācija. Types of market research and the identification of the use of the correct type. Implementation of a research and interpretation of the results. Виды исследования рынка и индикация их применения. Осуществление исследования и интерпретация результатов.	2/1	Lecture, practical activities
18. Cenu noteikšanas stratēģija. Cenu veidošanas metodes un to indikācijas. Price determination strategies. Methods of pricing and their identifications. Стратегия установления цены. Методы установления цены и их индикация.	2/1	Lecture, practical activities
19. Sadales kanāln vadīšana. „pull” un „push” stratēģijas. Management of a distribution channel. pull and push strategies. Управление каналом распределения. Стратегии „pull” и „push”.	2/1	Lecture, practical activities
20. Mārketinga komunikācija un produkta virzīšana tirgū. Marketing communication and product marketing. Маркетинговая коммуникация и продвижение товара на рынке.	2/1	Test
21. Komunikācijas elementu komplekss produkta virzīšanai tirgū: reklāma, noieta stimulēšana, tiešais mārketings, sabiedriskās attiecības. Complex of communication elements for introducing a new product into a market: advertisement, sales stimulation, direct marketing, public relations. Planning of campaigns. Комплекс элементов коммуникации для продвижения продукта на рынке: реклама, стимулирование сбыта, прямой маркетинг, общественный отношения.	2/1	Lecture, practical activities
22. Reklāmas kampaņu plānošana Planning an advertising campaign. Планирование рекламной кампании.	2/1	Lecture, practical activities
23. Mārketinga stratēģiskā plānošana. Stratēģisko, taktisko un operatīvo mērķu noteikšana. Ansofa produktu-tirgus paplašināšanās modelis. Strategic planning of marketing. Identification of strategic, tactic, and operative goals. Ansoff model of product-market expansion. Стратегическое планирование маркетинга. Установление стратегических, тактических и оперативных целей. Матрица Ансоффа продукт-рынок.	2/1	Lecture, practical activities
24. Mārketinga ētika un patērētāju tiesības. Marketing ethics and consumer rights. Маркетинговая этика и права потребителей.	2/1	Practical activities

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h) in	Expected result
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		full time/ part time studies	
All themes of the study course	Studies of literature sources and methodological resources	28/49/70	Passed theoretical part of the exam
2. The marketing complex. The marketing plan.	1. To work in a team. 2. To read the case study, to work out a report. 3. Prepare a presentation; to present a problem and propose solutions.	10	Solving a problem situation (marketing) and presentation of the group work.
3. Development and drawing up homework 1 (themes 1-7)	The SWOT analysis of a particular company's marketing environment according to the method of pairs and summarizing the results in the SWOT matrix. The company's product portfolio analysis. The research of one selected product position and brand audit. The product performance analysis relative to the competitors' products. Determination of the product relative power factor. Preparation of conclusions and proposals.	10	Written homework. (Development of homework in Word file).
4. Development and drawing up homework 2 (themes 8-10).	The specific company pricing policy evaluation in relation to competitors (at least 2). Preparation of conclusions and proposals. Definition of the marketing problem of a particular company. Setting the research goals and objectives. The research methodology choice and its justification. The research organization, data summary and graphical representation, interpretation of results. Preparation of conclusions and proposals.	10	Written homework. (Development of homework in Word file).
5. Development and drawing up homework 3 (themes 11-13).	Development of the specific company's integrated marketing communication plan: definition of the marketing communications target; determination of target customers; the desired	16	Written homework. (Development of homework in Word file).

	response formulation; the report content selection; the medium choice and its justification; selection of the key features of the product; securing the feedback; budgeting.		
6. Test	An integrated marketing approach and criticism of the marketing theories.	4	Test with an assessment mark

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
1.	*			5
2.	*	*	*	5
3.	*	*	*	5
4.	*	*	*	5
5.	*	*	*	10
6.	*	*	*	10
Exam	*	*	*	60

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. A. Zālīte. Tirgzinības pamati: mācību līdzeklis (2). Rīga: Jumava, 2007. 310 lpp. 2. Kotlers F. Mārketingspamati. Rīga: Jumava, 2008, 648 lpp. 3. Praude V. Mārketings: teorija un prakse. 2. grāmata, 3. izd. Rīga: Burtene, 2011. 348 lpp. 4. Rožukalne A. Kas? Kur? Kāda? Mūsdienas mediju auditorija. Rīga: Biznesa augstskola Turība, 2011.1. 5. Grant R.M. Contemporary Strategy Analysis. - 7th edition. Chichester: John Wiley & Sons, 2010, 499 p. 6. Под ред. Герасименко В.В. Маркетинг. 3-е издание. Учебник. Москва: Проспект, 2015. 489 стр. 2. Безпалова А. Г. Маркетинг в сфере услуг (сервисная деятельность): Учебное пособие Scientific magazine "Kontsep", 2014 г. 228 стр.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Armsa B. Vietējais mārketings. Rīga: Zvaigzne ABC, 2007, 144 lpp. 2. Caurkubule Ž., Višņevska A. Mārketings pamati. Rīga: Merkūrijs Lat, 2006, 175 lpp. 3. Dombrovska E. Radošais mārketings. Rīga: Biznesa augstskola Turība, 2008. 4. Fokss Džefrijs Dž. Kā kļūt par mārketings superzvaigzni. Rīga: Zvaigzne

ABC, 2007, 191 lpp.

5. Kadems R. Partizānu mārketinga tirgus izpēte. Rīga: Lietišķās informācijas dienests, 2008, 251 lpp.
6. Kotlers F. Mārketings no A līdz Z. Rīga : Jumava, 2007, 204 lpp.
7. Niedrītis J. Ē. Mārketings: kā labāk saprasties ar pircējiem un gūt peļņu. 3. pārstrād. un papild. izd. Rīga: Biznesa augstskola "Turība", 2005, 407 lpp.
8. Niedrītis J. Mārketings. – Rīga: Biznesa Augstskola Turība, 2008, 487 lpp.
9. Praude V. Mārketings: mācību grāmata. Rīga: SIA Izglītības solī, 2004, 665 lpp.
10. Praude V. Mārketings: teorija un prakse. 1. grāmata, 3. izd. Rīga: Burtene, 2011. 522 lpp.
11. Vestvuds Dž. Kā rakstīt mārketinga plānu. Rīga: Zvaigzne ABC, 2008, 127 lpp.
12. Viljamsa E. Tiešā mārketinga rokasgrāmata : viss par personīgā tiešā mārketinga ārpakalpojumiem. Rīga: Lietišķās informācijas dienests, 2008, 303 lpp
13. Aker David A. Marketing research. 8th ed. - New York : John Wiley, 2004, 774 p.
14. Applbaum K. The Marketing era: from professional practice to global provisioning. New York: Routledge, 2004. 283 p.
15. Bizness pāri robežām: Praktisks ceļvedis jaunu tirgu apgūšanā. Sast. T.Volkova. Rīga: LU Akadēmiskais apgāds, 2010, 183 lpp.
16. Blythe J. Essentials of Marketing Communications. 3rd edition. - Harlow: Prentice Hall, 2006, 332 p.
17. Blythe J. Principles & Practice of Marketing. London: Thomson, 2006, 744 p.
18. Kotler P. Principles of marketing. London: Pearson Prentice Hall, 2008, 599 p.
19. Leiks N., Hekī K. Klientu apkalpošanas rokasgrāmata. Rīga: Lietišķās informācijas dienests, 2008, 216 lpp.
20. Solomon M. R. Marketing: real people, real choices. 5th ed. - New Jersey: Pearson Prentice Hall, 2008, 608 p.

Periodics:

1. Kapitāls: žurnāls lietišķiem cilvēkiem: krāsains biznesa un ekonomikas žurnāls. Rīga: Lietišķās informācijas dienests.
 2. Dienas bizness: nedēļas laikraksts: Latvijas biznesa avīze. Rīga: Diena.
 3. Forbes. Rīga: SK Media
 4. "European Journal of Marketing"
 5. "Journal of Marketing Theory and Marketing Practice"
 6. "Journal of Consumer Marketing"
 7. "The Economist"
- www.powerbranding.ru
 - www.db.lv
 - www.brivalatvija.lv/ekonomika
 - <http://naudaslietas.lv/category/ekonomika/>
 - <http://zinas.nra.lv/ekonomika/>
 - <http://www.bb.lv/bb/economics/>
 - www.e-rej.ru;
 - www.bigness.ru
 - www.econline.h1.ru/jour.htm

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Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

STUDY MODULE „ PRACTICAL SCIENTIFIC RESEARCH” DESCRIPTION

The title of the module in Latvian	Zinātniski praktiskā pētniecība
The title of the module in English	Scientific and practical research
The title of the module in Russian	Научно практические исследования
Study programmes that offer this study module	Business Administration
Status (A, B, C part)	B
Credit points; distribution of CP in the mandatory and elective part	26 CP in mandatory part
The authors of the modules	
Name, surname	Position, degree
Evija Liepa	Docent, Dr.math.
Vineta Minkēviča	Docent, Dr.math
Svetlana Polovko	Lector, Mg.oec.
The content of the module	
Mandatory part of the module:	Research methods (1 CP)
	Study paper (1 CP)
	Practice (16 CP)
	Qualification exam and paper (8 CP)
Elective part of the module:	-
The aim and objectives of the module	
Aim of the module	To promote understanding of the nature of the research work, to introduce students to the main regularities, which are related to the application possibilities of the study methods, to raise awareness of the role of research and its specifics in the professional activities. To promote the application of theoretical knowledge in companies during the practice.
The objectives of the module	<ul style="list-style-type: none"> • To provide knowledge of a range of economic and management science research methods; • To promote understanding of the research work and application of the research methods; • To promote the acquired theoretical knowledge application in practice; • To develop skills to plan and carry out the research independently.
The language of the module	Latvian, English, Russian

LEARNING OUTCOMES OF THE MODULE: KNOWLEDGE; SKILLS; COMPETENCIES	
Knowledge	<ul style="list-style-type: none"> • of quantitative and qualitative research methods and their applications; • of the research and presentation of the results according to the specified requirements.
Skills	<ul style="list-style-type: none"> • The ability to demonstrate the research skills, demonstrating

	<p>an analytical approach to the analysis of the research object;</p> <ul style="list-style-type: none"> • The ability to apply the theoretical knowledge to solving practical tasks to improve the company's or institution operation; • The ability to find, systematize and use of the information databases, and to use the most appropriate statistics, econometrics, etc. analytical methods and techniques; • Readiness to work in a team and the ability to improve and develop communicative skills; • To be motivated to improve their competences and develop them continuously, when continuing their studies.
Competencies	<ul style="list-style-type: none"> • The ability to study and analyze the business environment and its impact factors; • The ability to compile business development plans and implement them in the company's activities; • The ability to present their research results; • The ability to choose the research methods, which are the most appropriate to the study problem.
Annotation of the module	
In Latvian	Viens no studiju virziena uzdevumiem ir attīstīt studentu zinātniskās pētniecības prasmes. Moduļa ietvaros studenti tiks gatavoti studiju darbu un konferenču rakstu izstrādei, veidojot zinātniski praktiskās pētniecības iemaņas un motivējot pašpilnveidoties.
In English	One of the tasks of this module is to develop the research skills. In the frames of this module, the students will be prepared for the writing of educational works and publications for conferences, creating scientific- practical research skills and motivating for self-development.
In Russian	Одна из задач направления обучения – это развитие навыков научного исследования. В рамках модуля студенты будут подготовлены к разработке учебных работ и публикаций для конференций, создавая навыки научно – практических исследований и мотивируя к саморазвитию.

The plan and the content of the module		
MANDATORY PART OF THE MODULE		
“RESEARCH METHODS (1 CP)”		
Total h (1 CP = 40 academic hours)	40	
Lecture h	Full time studies - 8, Part time studies - 4	
Seminars and practical activities	Full time studies -8, Part time studies - 4	
Individual works	2	
Type of the test	Exam	
Course prerequisites	-	
Branch/sub-branch of the science		
Theme	Volume (h)in	Form

	full time/part time studies	(lectures, seminars, practical activities, tests)
1. The theme of the study, the subject and object. The study goals and objectives.	2/1	Lecture
2. The research process, its stages.	2/1	Lecture, practical activities
3. Qualitative research methods.	2/1	Lecture, practical activities
4. Quantitative research methods.	2/1	Lecture, practical activities
5. Combined research methods.	2/1	Lecture, practical activities
6. The presentation of the research results.	2/1	Lecture, practical activities
7. The role of making references. Copyright and plagiarism.	2/1	Lecture, practical activities
8. Preparation and drawing up presentations.	2/1	Lecture, practical activities

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/part time studies	Expected result
Strengthening theoretical knowledge	Test	4	Knowledge of the research process and methods
Carrying out of the practical study	Choose the theme of research, formulate the research object, the subject, goal, objectives and methods. To conduct the research, using at least two of these methods.	20	Students understand the process and methods of the research conduct and the results summarizing.

Acknowledgement of the acquired study results				
	Knowledge	Skills	Competencies	% of the final evaluation

1.	*			10
2.	*	*	*	40
Exam	*	*	*	50

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Methodological guidance for term paper and qualification paper development, R : KVK 2. Kroplijs, A., Raščevska M. Kvalitatīvās pētniecības metodes sociālajās zinātnēs. R: RaKa, 2010. - 284 lpp. 3. Babbie, E.R. The Practice of social research. - 13th Ed. - Belmont, CA : Wadsworth Cengage Learning, 2013. - xxiii, 584 p.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Ievads pētniecībā: stratēģijas, dizaini, metodes : pētījums . - R: RaKa, 2011, 284 lpp. 2. Kristapsons, S. Zinātniskā pētniecība studiju procesā : mācību grāmata augstskolu sociālo zinātņu studiju programmu studentiem . R : Biznesa augstskola Turība, 2008. - 349 lpp. 3. Ozoliņa, N. A, Vidnere M. Intervēšanasprasmē : mācībometodiskais līdzeklis. R: RaKa, 2012, 97 lpp. 4. An introduction to visual research methods / edited by Tijana Rakic and Donna Chambers. - Abingdon, Oxon : Routledge; N.Y., 2011, 218.p. Hooley, T., Wellens J., Marriott, J. What is online research? : using the internet for social science research. London [etc.] : Bloomsbury Academic, 2012 (repr. 2013). - ix, 161 p. 5. Silverman, D. Doing qualitative research : a practical handbook. London : SAGE ; Thousand Oaks, Calif, 2010. - xiv, 456 p. 6. Орехов А.М. Методы экономических исследований. М.: 2009, 392с.

“TERM PAPER (1 CP)”		
Total h (1 CP = 40 academic hours)	-	
Lecture h	0	
Seminars and practical activities (consultation)	8	
Individual works	1	
Type of the test	Defence	
Course prerequisites	Subjects of B part	
Branch/sub-branch of the science	Economics	
Theme	Volume (h) in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. Selection and approval of the course paper's theme and the scientific advisor	-	Consultation with the scientific advisor

2. Approval of the course paper's contents	-	Consultation with the scientific advisor
3. Submitting the theoretical part of the course paper for checking	-	Consultation with the scientific advisor
4. Submitting the practical part of the course paper for checking	-	Consultation with the scientific advisor
5. Development of conclusions and proposals.	-	Consultation with the scientific advisor
6. Submitting the final version of the the course paper for checking	-	Consultation with the scientific advisor
7. Preparation of the presentation	-	Consultation with the scientific advisor
8. Defence of the course paper	-	Commission

INDIVIDUAL WORK OF STUDENTS

Theme of the individual work	Tasks for the individual work	Volume (h) in full time/ part time studies	Expected result
Preparation of the course paper and presentation and its defence	Choose the theme of course paper, formulate the research object, the subject, goal, objectives and methods. To conduct the research, summarising problems, to develop conclusions and proposals. The course paper presentation to the commission.	32	Knowledge of the study paper development process and methods. Defence of the course paper.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
Defence	*	*	*	100

LITERATURE

Basic literature	Methodological guidance for term paper and qualification paper development, R : KVK
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Kristapsone, S. Zinātniskā pētniecība studiju procesā : mācību grāmata augstskolu sociālo zinātņu studiju programmu studentiem . R : Biznesa augstskola Turība, 2008. - 349 lpp. 2. Ozoliņa, N. A, Vidnere M. Intervēšana sprasme :mācību metodiskais līdzeklis. R: RaKa, 2012, 97 lpp. 3. An introduction to visual research methods / edited by TijanaRakic and Donna Chambers. - Abingdon, Oxon :Routledge; N.Y., 2011, 218.p.Hooley, T., Wellens J., Marriott, J. What is online research? : using the internet for social science research. London [etc.] : Bloomsbury Academic, 2012 (repr. 2013). - ix, 161 p. 4. Silverman, D. Doing qualitative research : a practical handbook. London : SAGE ; Thousand Oaks, Calif, 2010. - xiv, 456 p. 5. Орехов А.М. Методы экономических исследований. М.: 2009, 392 cAn introduction to visual research methods / edited by TijanaRakic and Donna Chambers. - Abingdon, Oxon :Routledge; N.Y., 2011, 218.p.Hooley, T., Wellens J., Marriott, J. What is online research? : using the internet for social science research. London [etc.] : Bloomsbury Academic, 2012 (repr. 2013). - ix, 161 p. 6. Silverman, D. Doing qualitative research : a practical handbook. London : SAGE ; Thousand Oaks, Calif, 2010. - xiv, 456 p. 7. Орехов А.М. Методы экономических исследований. М.: 2009, 392с.

“PRACTICE (26 CP)”		
(1st practice – 4 CP, 2nd practice – 4 CP, 3rd practice – 8 CP)		
Total h (1 CP = 40 academic hours)	-	
Lecture h	0	
Seminars and practical activities (consultation)	2	
Individual works	1	
Type of the test	Defence	
Course prerequisites	Subjects of B part	
Branch/sub-branch of the science	Economics	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
To perform the practical training task, to summarise problems, to develop conclusions and proposals to improve the company’s performance.		Consultation with the practice advisor
Defence of the practical training report.		Comission

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in	Expected result

		full time/ part time studies	
Preparation and defence of the practical training report.	Choose the company for practical training, formulate the research object, the subject, goal, objectives and methods. To perform the practical training task, to summarise problems, to develop conclusions and proposals to improve the company's performance. The report presentation to the commission.	38/38/38	The practical training report presentation and defence.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
Defence	*	*	*	100

LITERATURE	
Basic literature	Practice regulations, R : KVK
Additional internet resources and other sources	

“QUALIFICATION EXAM AND PAPER (8 CP)” (1st practice – 4 CP, 2nd practice – 4 CP, 3rd practice – 8 CP)		
Total h (1 CP = 40 academic hours)	-	
Lecture h	0	
Seminars and practical activities (consultation)	8	
Individual works	1	
Type of the test	Defence	
Course prerequisites	Subjects of B part	
Branch/sub-branch of the science	Economics/Management	
Theme	Volume (h)in full time/part time studies	Form (lectures, seminars, practical activities, tests)
1. Selection and approval of the qualification	-	Consultation

paper's theme and the scientific advisor		with the scientific advisor
2. Approval of the qualification paper's contents	-	Consultation with the scientific advisor
3. Submitting the theoretical part of the qualification paper for checking	-	Consultation with the scientific advisor
4. Submitting the practical part of the qualification paper for checking	-	Consultation with the scientific advisor
5. Development of conclusions and proposals.	-	Consultation with the scientific advisor
6. Submitting the final version of the the qualification paper for checking	-	Consultation with the scientific advisor
7. Preparation of the presentation	-	Consultation with the scientific advisor
8. Defence of the qualification paper	-	Commission

INDIVIDUAL WORK OF STUDENTS			
Theme of the individual work	Tasks for the individual work	Volume (h)in full time/ part time studies	Expected result
Studies of literature sources	Pass the qualification exam	120	Passed qualification exam
Studies of literature sources and methodological resources Preparation of the qualification paper and presentation and its defence	Choose the theme of qualification paper, formulate the research object, the subject, goal, objectives and methods. To conduct the research, summarising problems, to develop conclusions and proposals. To present the qualification paper to the commission.	192	Knowledge of the qualification paper development process and methods. Defence of the qualification paper.

Acknowledgement of the acquired study results

	Knowledge	Skills	Competencies	% of the final evaluation
Exam and defence	*	*	*	100

LITERATURE	
Basic literature	<ol style="list-style-type: none"> 1. Methodological guidance for term paper and qualification paper development, R : KVK 2. Kroplijs, A., Raščevska M. Kvalitatīvās pētniecības metodes sociālajās zinātnēs. R: RaKa, 2010. - 284 lpp. 3. Babbie, E.R. The Practice of social research. - 13th Ed. - Belmont, CA : Wadsworth Cengage Learning, 2013. - xxiii, 584 p.
Additional internet resources and other sources	<ol style="list-style-type: none"> 1. Ievads pētniecībā: stratēģijas, dizaini, metodes : pētījums . - R: RaKa, 2011, 284 lpp. 2. Kristapsone, S. Zinātniskā pētniecība studiju procesā : mācību grāmata augstskolu sociālo zinātņu studiju programmu studentiem . R : Biznesa augstskola Turība, 2008. - 349 lpp. 3. Ozoliņa, N. A, Vidnere M. Intervēšanasprasme :mācībometodiskaislīdzeklis. R: RaKa, 2012, 97 lpp. 4. An introduction to visual research methods / edited by TijanaRakic and Donna Chambers. - Abingdon, Oxon :Routledge; N.Y., 2011, 218.p.Hooley, T., Wellens J., Marriott, J. What is online research? : using the internet for social science research. London [etc.] : Bloomsbury Academic, 2012 (repr. 2013). - ix, 161 p. 5. Silverman, D. Doing qualitative research : a practical handbook. London : SAGE ; Thousand Oaks, Calif, 2010. - xiv, 456 p. 6. Орехов А.М. Методы экономических исследований. М.: 2009, 392с.

Module confirmed:		S.Polovko	28.10.2016.
	Signature	Name, Surname	Date

**CURRICULUM VITAE OF THE TEACHING STAFF
INVOLVED IN THE IMPLEMENTATION OF THE
STUDY DIRECTION**



**Europass
Curriculum Vitae**

Personal information

Name / Surname ***Ieva Berkmane***
Address Riga, Augļu 2-22
Mobile telephone +(371)25553010
E-mail ieva.berkmane@gmail.com
Date of birth 13.10.1973

Work experience

Dates **September 2011 – ...**
Occupation or position held Lecturer (business communications)
Name of employer *EDU- European Distance University*

Dates **November 2008 – 2011**
Occupation or position held Lecturer (psychology of communications)
Name of employer *RSEBAA- Riga International School of Economics and Business Administration*

Dates **February 2003 – August 2005**
Occupation or position held Lecturer (development psychology)
Name of employer *State Youth Initiative centre of the Ministry of Education and Science*

Dates **September 2000 – 2008**
Occupation or position held Lecturer (personnel management, management in social work, social psychology, sociology, psychology of advertising)
Name of employer *BSA – Baltic International Academy* (Baltic Russian Institute)

Dates **1999 – 2006**
Occupation or position held Lecturer (organizational psychology, personnel management)
Name of employer *Centre of Professional Education – Studija*

Dates **2001 – 2002**
Occupation or position held Lecturer (personnel management, psychology of communications, video-training, applied communication)
Name of employer *Riga Teacher Training and Educational Management Academy*

Dates **1999 – 2002**
Occupation or position held *Lecturer (personnel management, psychology of communications, video-training, business communication)*
Name of employer School of Business Administration "Turība"

Dates **1999 – 2002**
Occupation or position held Lecturer (psychology of communications, video-training)
Senior lecturer in educational matters
Name of employer Latvian State Institute of National Economics Managers and Specialists

Dates **1999 – 2001**
Occupation or position held Director
Name of employer SIA "Gimenes atbalsta centrs"

Dates **1998 -1999**
Occupation or position held Social Worker
Name of employer B/O SIA "Cerību liqzda"

Dates **1997 – 1998**
Occupation or position held Teacher of psychology
Name of employer Natalija Draudzina Gymnasium

Dates **1991.-1997.**
Occupation or position held Teacher, music teacher
Name of employer Rīga Kindergarten No. 225

Education and training

Dates **February 1, 2007 – 2009**
Name and type of organization providing education and training Psycho-organic Analysis Institute of France (psychotherapy)

Dates **September 2012 – 2015**
Title of qualification awarded Doctoral Degree Programme
Name and type of organization providing education and training Faculty of Education and Psychology of the University of Latvia

Dates **1996 – 1997**
Title of qualification awarded Master's Degree Programme, Master's Diploma No. 002572 ,
Issued by the University of Latvia on 1997. 06. 05.
Name and type of organization providing education and training The University of Latvia Institute of Education and Psychology

Dates **1992 – 1996**

Title of qualification awarded Bachelor in Teaching, Bachelor's Diploma No. 000157, issued by RPIVA on 1996. 06.19.
University diploma, preschool and primary school teacher qualification. Diploma Nr. 000236, issued by RPIVA on 1996. 12. 06.

Name and type of organization providing education and training RPIVA- Teacher Training and Educational Management Academy

Additional training

Dates February 8 - 9, 2007
Type of education Seminar: BRI (BIA): perspectives and challenges of development
Baltic International Academy

Dates July 5 – 8, 2007
Type of education *International conference: „Unity of body and soul – the newest theory and practice (24 lessons)*
Baltic Psycho-organic analysis Centre and Association of Latvian Psycho-organic analysis psychotherapists

Dates November 2007 – April 2008
Type of education Theoretical – practical trainings „Psychiatry for psychotherapists”
(80 lessons). Certificate No. 96, issued by LPA on 2008. 04. 10.
Latvian Association of Psychiatry

Dates September 2001 – June 2002
Type of education Educational skills seminar
RPIVA -Teacher Training and Educational Management Academy

Skills

Mothers tongue **Latvian**

Other language(s)

Self-assessment	Understanding	Speaking	Writing
<i>Russian</i>	Fluent	Fluent	Fluent
<i>English</i>	Average	Average	Average

Educational activities

Advised scientific papers *Master's Papers – 3*
Diploma Papers – 64
Bachelor Papers – 17

Taught subjects of studies and developed programmes of studies

Psychology of Communications (programme has been developed and implemented in RSEBAA professional university educational programme "Business organization and management")

Personnel Management (programme has been developed and implemented in BSA professional university educational programme „Business activity”);

Sociology(programme has been developed and implemented in BSA professional university educational programme „Business activity”);

Social Psychology (programme has been developed and implemented in BSA professional university educational programme „Business activity”);

Social Management (programme has been developed and implemented in BSA professional university educational programme „Business activity”);

General Teaching (programme has been developed and implemented in BSA professional university educational programme „Business activity”);

Business Communication (programme has been developed and implemented in BSA professional university educational programme „Business activity”);

Advertising Psychology (programme has been developed and implemented in BSA professional university educational programme „Business activity”).

RPIVA 4. Starptautiskā zinātniskā konference (13.03.2008.-15.03.2008.) „Teorija praksei mūsdienu sabiedrības izglītībā”, Rīga, Latvija
„Kultūras un izglītības mijiedarbība un sinerģija” (12.03.2009.-13.03.2009) Brisele, Beļģija
„Human Rights and Violent Behaviour: The Social and Educational Perspective” (18.11.2011. – 19.11.2011.) Nicosia, Kipra (raksts iesniegts publicēšanai)
„Profesionālo kompetenču paradigma inovāciju laikmetā” (11.04.2012. – 12.04.2012.) Rīga, Latvija
Referāts: „Augstskolu docētāju pedagoģiskās atbilstības struktūras dinamika”
LU 70. zinātniskā konference

Pedagoģijas zinātnes nozares plenārsēde

Augstskolu docētāju karjera: individuālā un institucionālā sinerģija

Academic Staff Career: Individual and Institutional Synergy
Conferences and scientific publications (2.02.2012.- 18. 02. 2012.)

Raksts: „Augstskolu docētāju pedagoģiskās kompetences kritēriju aprobācija uzņēmējdarbības studiju programmu mācībspēkiem”

Rīgas Pedagoģijas un izglītības vadības akadēmija

6. starptautiskā zinātniskā konference

TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ

27.07.2016.



Curriculum Vitae

Personal details

Surname / Name	Inara Brante
Place of Birth	Riga
Address	17 Jaunpils street
Telephone	29205597
Fax	
E-mail	Inara.brante@inbox.lv
Nationality	Latvian
Gender	Female
Academic titles and scientific degrees	Mg.iur.

Professional Experience

Dates	2012 until now
Job	Lawyer
Company Name and Address	SIA "Multisport"
Dates	2008 until now
Job	Lecturer
Company Name and Address	<i>Latvia Businesss College</i>
Dates	2008 until now
Job	Lawyer
Company Name and Address	SIA "Auto Grupa TBF"
Dates	1998- 2005
Job	Lawyer
Company Name and Address	<i>AS "GUTTA"</i>
Dates	1994-1998
Job	Lawyer

Education

Dates	2011
Awarded education document /Qualification	Doctoral study programme „Law Science”
Education Name and type	Baltic International Academy
Dates	2007
Awarded education document /Qualification	<i>Bachelors degree of Social Sciences in Management</i>
Education Name and type	Riga Technical University
Dates	1982-1988
Awarded education document /Qualification	Masters degree in Law Lawyer
Education Name and type	University of Latvia Faculty of Law

Further training

<i>Dates</i>	2015
<i>Workshop/ name</i>	Seminar "New regulation of public person shares and corporation management"
<i>Education Name and type</i>	Study Advisory Centre "Funditus"
<i>Dates</i>	2014
<i>Workshop/ name</i>	Seminar "New regulation of contractual penalty and its application in Civil Law"
<i>Education Name and type</i>	Study Advisory Centre "Funditus"
<i>Dates</i>	2014
<i>Workshop/ name</i>	Seminar "Urgent actions to be taken bt corporations"
<i>Education Name and type</i>	Study Advisory Centre "Funditus"
<i>Dates</i>	2014
<i>Workshop/ name</i>	Seminar "Exceptional dividends and other recent legislative amendments related to commercial activities"
<i>Education Name and type</i>	Study Advisory Centre "Funditus"
<i>Dates</i>	2014
<i>Workshop/ name</i>	Conference in labor rights 14 Corfinn organised conference
<i>Education Name and type</i>	
<i>Dates</i>	2013
<i>Workshop/ name</i>	Conference in labor rights 2013 Corfinn organised conference
<i>Education Name and type</i>	

Skills

First Language **Latvian**
 Other Languages **Russian, English**

Valuation	Understanding		Talking		Writing	
	Very good	Good	Very good	Good	Very good	Good
Latvian Language	x		x		x	
Russian Language	x		x		x	
English Language		x		x		x

Scientific activity

Latvia Business College Study material for - "Commercial Law " distance learning (latvian/russian language).
2009

Study material for study course - "Labour Law" - distance learning (latvian/russian language).

2010

Study material for study course - "Law and legal standards in IT" distance learning (latvian/russian language).

2010

Study material for study course - "Obligations Law"- distance learning (latvian language).

2012

Study material for study course - "Copyright Law"- distance learning (latvian language).

2014

Study material for study course - "Social rights" – distance learning (latvian/russian language)

	Presentation	2013	Baltic International Academy 2013.15.02.-16.02. International Scientific and Practical Conference "Development prospects and problems of transformation of private law in modern society".
	"The legal framework of a lease agreement in Latvia"		
2013	Accepted for publication	"The Baltic Journal of Law" 2013 nR.1/2	Scientific articles "Lease agreement legal framework in Latvia"
	Presentation	2013	Baltic International Academy Riga Stradiņš University 2013.10.12. Internacional Scientific and Practical Conference "The transformation process of law, the regional economy and economic policy: the relevant economic and political and legal issues "
	"The financial leasing and its legal regulation"		
	Accepted for publication	2014	Riga, 2014 2nd Inteenacional Inteenacional scientific and practical conference proceedings Scientific articles "The financial leasing and its legal regulation"
	Presentation	2015	Baltic International Academy 2015.23.04.-25.04. Internacional Scientific and PracticalConference "Science, rigts, stability"
	Application problems of claim limitation period for claims arising from commercial transactions		
	Accepted for publication-2015		Scientific article "Application problems of claim limitation period for claims arising from commercial transactions" preparation and submission for publication BIA scientific - practical international journal of law "The Baltic Journal of Law"



CURRICULUM VITAE

GENERAL INFORMATION:

First name, Surname **GUDRITE DAUKSTE**
Address *Skuju iela 2-31, Riga, Latvia, LV-1015*
Mobile Telephone *+371 291 029 44*
E-mail *gika1@inbox.lv*
Date of Birth *April 26,1962*
Place of Birth *Irlava, Tukums region, Latvia*

EDUCATION:

09.2004 – 06.2006 **RISEBAA (Riga International School of Economics and Business Administration)**
The Master studies of Human Resource Management, Riga, Latvija
Human Resource Management

09.1998– 06.2004 **RISEBAA (Riga International School of Economics and Business Administration),**
„Business Studies, Project Management, Economics and Finances”, Riga, Latvia
Business Studies, Project Management and Finances

09.1981 – 06.1983 **Riga Condominium Technical School, Food Technology**
Catering Services, Technician, Technologist

09.1979 – 05.1981 **Eleja Secondary School, Jelgava region, Latvia**
Secondary Education

WORK EXPERIENCE:

09.2012 – 08.2016. **Latvian Business College, Latvia**

lecturer

05.2011 – **SIA "Gateway Monitoring", Latvia**

Chief Accountant
Main activities and responsibilities *Accounting organization in according with laws of Latvia.*
Full accounting, cost control of company, debtor and creditor management.
Financial report and operational balance sheet management.

- 03.2008. – 04.2011.** **SIA “HMOSH”, Erevan, Armenia**
Designing, manufacturing and installation of Glass constructions
- Occupation **The Director**
Main activities and The establishment of the company in Armenia, including the attraction of
responsibilities investments, project development and the control of these processes.
 Legal issues with the state, local governments and other institutions as well as
 the control of legal processes related to the company and its development.
 Daily operation managing for the company.
- 09.2004. – 02.2008.** **SIA “Krone Poly- tech”, Marupe, Riga region, Latvia**
Designing, manufacturing and installation of Glass constructions
- Occupation **Chairman of the Board, Managing Director**
Main activities and The development and planning of the company and the control of these
responsibilities processes. Personal management. Finance resource management.
 Daily operation managing for the company.
- 02.2002 – 09.2004.** **Latvian – Germany cooperation „Krone”, Marupe, Riga region, Latvia**
Designing, manufacturing and installation of Glass constructions
- Occupation **Commercial Director**
Main activities and Office organization, customer sales and services. Personal management and
responsibilities control. Market research and analysis of it. The monitoring and control of
 company’s development. Generation of new areas of development.
- 03.1997 – 02.2002** **SIA “L&Z Nekustamā Īpašuma Serviss”, Riga, Latvia**
Property Management
- Occupation **Chief Accountant**
Main activities and Accounting organization in according with laws of Latvia.
responsibilities Preparation of clients’ declarations, statements, reports. Tax calculation. The
 main finance report for the company.

SKILLS AND QUALIFICATIONS:

- Computer skills and competences** Microsoft Word, Excel, Internet
Accounting software Kentaurs Integra, Tildes Jumis and 1C.
Experience with an Office equipment.
- Driver License** B category (since January 1995)

LANGUAGE SKILLS:

- | | |
|----------------|-----------|
| Latvian | Native |
| English | Good |
| German | Good |
| Russian | Excellent |



Europass Curriculum Vitae

Personal information

First name / Surname **GUNTA GRĪNBERGA-ZĀLĪTE**
Address Jomas Street 46-2, Jūrmala, Latvia, LV-2114
Telephone +371 29463545
E-mail gunta.birojs@gmail.com
Date of birth 26 May 1972
Gender female

Work experience

Dates 2004 to date

Occupation or position held **Associate Professor, Leading Researcher (2005-2011 – lecturer, 2011-2014 – assistant professor, since 2014 – associate professor and leading researcher)**

Main activities and responsibilities Pedagogical work. Responsibility of the subjects: Globalization of Business, Marketing, International Marketing, Social and Economic Environment of Projects, Social Marketing, International Business Management. Supervision and reviewing of bachelor, master, and doctoral theses. Scientific work in scope of scientific research projects, pedagogical work. Administrative work – organizing scientific conference events, editing of scientific conference proceedings.

Name and address of employer Latvia University of Agriculture, Faculty of Economics and Social Development Svētes Street 18, Jelgava, Latvia

Dates 2006 to date

Occupation or position held **Assistant Professor**

Main activities and responsibilities Supervision and management of scientific research projects, pedagogical work.

Name and address of employer Responsibility of the subjects “Marketing”, “Corporate Governance and Business Ethic”, “Strategic Management” - Latvian Business College, Valdemara Street 63, Riga, Latvia

Dates 2000 - 2003

Occupation or position held **Marketing manager**

Main activities and responsibilities Marketing planning, brand management, promotion of company products

Name and address of employer TVINS26 Ltd., Brīvības Street 155, Riga

Higher University education

Dates	2011
Title of qualification awarded	Doctor of Social Sciences in Economics (Dr.oec) Regional Economics, Marketing, International Business Environment
Principal subjects covered	1990 – 1995; 2002 – 2003 ; 2003 – 2005
Dates	
Title of qualification awarded	Bachelor of English Philology; 2 nd level higher professional education and qualification of International Relations Manager; Master of Social Sciences in Economics
Principal subjects/occupational skills covered	Main Subjects: English Language and Literature; IT, Economics, Agricultural Economics, Business Management, Entrepreneurship, Theories of Organisations, Marketing, Market Research
Name and type of organisation providing education and training	Latvia University, Latvia University of Agriculture

Personal skills and competences

Mother tongue(s) Latvian
Other language(s) English, Russian

Self-assessment

European level (*)	Understanding				Speaking				Writing
	Listening		Reading		Spoken interaction		Spoken production		
	E	5	E	5	E	5	E	5	E 5
	R	5	R	5	R	5	R	5	R 4

(*) Common European Framework of Reference for Languages

Computer skills and competences Good

Driving licence B category

Lecturer of Socrates/Erasmus international education programmes:

1. *Stulginskis University, Lithuania* – November 12-13, lecture course “Social Marketing for Sustainable Development of Rural Communities” 5 hours;
2. *West Pomeranian University of Technology, Poland* – January 2014, lecture course “Corporate Social Responsibility Topicalities in Latvia” 5 hours;
3. *West Pomeranian University of Technology, Poland* – January 2013, lecture course “Social marketing development issues in global and national context” 5 hours;
4. *Braganca Polytechnic Institute, Portugal* – May 2009, lecture course “Advisory Services in Agriculture” 5 hours;
5. *Braganca Polytechnic Institute, Portugal* – May 2008, lecture course “Development of Services’ Marketing” 5 hours;

Lecturer of further education training programmes:

Latvian Rural Advisory and Training Centre – 27 November 2011, lecture course „Marketing of Agricultural Products” 4 hours.

Published books:

1) **Gunta Grīnberga-Zālīte.** “Social Marketing for Harmonization of Rural Population Interests” (in Latvian) (2014). Reviewers: *Dr.oec., prof. A.Vilciņa, Dr.oec., asoc. prof. G.Mazūre.* Latvia University of Agriculture, CD, 46 p.

2) *Irina Pilvere, Aleksejs Nipers, Agnese Krieviņa, Ilze Upīte, Gunta Grīnberga-Zālīte.*

“Comparative Analysis of Latvian Food Industry Competitiveness Indicators in Latvia, Lithuania, Estonia, Poland and Russia”(in Latvian), 200 p.

3) Handbook of Research on Consumerism in Business and Marketing: Concepts and Practices. (2014) Editors: *Hans-Ruediger Kaufmann (University of Nicosia, Cyprus & International Business School at Vilnius University, Lithuania) and Mohammad Fateh Ali Khan Panni (City University, Bangladesh)* Chapter “Consumerism in Business and Marketing: Concepts and Practices.” *Dzene, S., Eglite, A., Grinberga-Zalite, G.* Sustainable Food Consumption Macro Issues: Case Study of Latvia Consumer Behaviour., pp. 155-181. IGI Global, 2014, 638 p. ISBN13: 9781466658806, ISBN10: 1466658800

Professional perfection:

- Certificate of participation in Latvia University, Faculty of Pedagogy, Psychology and Arts, Academic Conference “**Interdisciplinary, Creativity and Entrepreneurship – Topicalities of Modern Education**” (EU SF project “Support for research in education” (2011/001/DP/1.2.3.2/11PIA/VIAA/011), 29 October 2014.
- Certificate No. 2.6.-17/14-577 of accomplishing higher education teachers’ professional perfection programme “**Innovation in University Didactics**”, 160h, Latvia University of Agriculture, 21 February – 9 May 2014.
- Certificate of the faculty of Social Sciences of Klaipeda University for participation at the skill development seminar for academic personnel “**Novelties in Developing and**

Additional information

Lecturer of Erasmus international education programmes

1. West Pomeranian University of Technology, **Poland** – May 30-June 10, 2016, lecture courses “Corporate Governance” 30 hours and “Strategic management” 30 hours.
2. West Pomeranian University of Technology, **Poland** – January 11-22, 2016, lecture courses “Corporate Governance” 30 hours and “Strategic management” 30 hours.
3. Slovak University of Agriculture, **Slovakia** – November 18-19, 2015, lecture course “Social Marketing and Social Innovation”, 8 hours;
4. Stulginskis University, **Lithuania** – November 12-13, 2014, lecture course “Social Marketing for Sustainable Development of Rural Communities” 5 hours;
5. West Pomeranian University of Technology, **Poland** – January 2014, lecture course “Corporate Social Responsibility Topicalities in Latvia” 5 hours;
6. West Pomeranian University of Technology, **Poland** – January 2013, lecture course “Social marketing development issues in global and national context” 5 hours.

Lecturer of further education training programmes

Latvian Rural Advisory and Training Centre – 27 November 2011, lecture course “Marketing of Agricultural Products” 4 hours.

Published books

1) **Gunta Grīnberga-Zālīte**. “Social Marketing for Harmonization of Rural Population Interests” (in Latvian) (2014). Reviewers: Dr.oec., prof. A.Vilciņa, Dr.oec., asoc. prof. G.Mazūre. Latvia University of Agriculture, CD, 46 p.

2) *Irina Pilvere, Aleksejs Nipers, Agnese Krieviņa, Ilze Upīte, Gunta Grīnberga-Zālīte.*

“Comparative Analysis of Latvian Food Industry Competitiveness Indicators in Latvia, Lithuania, Estonia, Poland and Russia” (in Latvian), 200 p.

3) Handbook of Research on Consumerism in Business and Marketing: Concepts and Practices. (2014) Editors: Hans-Ruediger Kaufmann (University of Nicosia, Cyprus & International Business School at Vilnius University, Lithuania) and Mohammad Fateh Ali Khan Panni (City University, Bangladesh) Chapter “Consumerism in Business and Marketing: Concepts and Practices.” Dzene, S., Eglite, A., **Grinberga-Zalite, G.** Sustainable Food Consumption Macro Issues: Case Study of Latvia Consumer Behaviour., pp. 155-181. IGI Global, 2014, 638 p. ISBN13: 9781466658806, ISBN10: 1466658800 (ind. Scopus)

Professional competence training

- Certificate of Copenhagen Business School of accomplishing a distance learning course module “**Strategic Management**”, 2015.
- Certificate of participation in Latvia University, Faculty of Pedagogy, Psychology and Arts, Academic Conference “**Interdisciplinarity, Creativity and Entrepreneurship – Topicalities of Modern Education**” (EU SF project “Support for research in education” (2011/001/ DP/1.2.3.2/ 11PIA/

Research projects

- *October 2016 – to date. Researcher in INTERREG Central Baltic project CAITO Nr. CB340 “Meta cluster for attracting Japanese tourism market”.*
- *December 2014 – to date. Leading researcher and project leader in the National Research Programme project No. 5.2.7. “**Involvement of the Society in Social Innovation for Providing Sustainable Development of Latvia**””. (Project identification No. EKOSOC-LV, No.02.2-09/13, sub-project 5.2.7.5.).*
- *October-December 2012. Researcher in the project of the Ministry of Agriculture of the Republic of Latvia “**Comparative Analysis of Latvia Food Industry Competitiveness Indicators**” and “**Comparative Analysis of Fishery Industry Competitiveness Indicators**”(Project identification No. ZM /2012/13_EZF_ELFLA), LLU project implementation No. 2012/54.*
- *2011 – to date. Participation in International Centre of Research in Organic Food Systems project **CORE Organic II**, taking the post of the National Editor of “Organic E-prints”, <http://www.orgprints.org/>*

Scientific publications in the scientific proceedings during 2011-2016 – 10 (see Appendix No1)

Contributions at international scientific conferences during 2011-2016 – 12 (see Appendix No2)

Information for the contacts:

Associate Professor dr. Gunta Grīnberga-Zālīte

Jomas Street 46-2, Jūrmala, Latvia, LV-2015

Mob. tel.: + 371 29463545

E-mail: gunta.birojs@gmail.com

Scientific publications in the scientific proceedings during 2011-2016

- Dobele L., **Grinberga-Zalite G.** (2016). *Opportunities of Integrating Social Awareness in Higher Education to Enhance the Development of Social Innovation in Latvia. The 16th International multidisciplinary scientific GeoConference SGEM 2016 : conference proceedings, Albena, Bulgaria, Bulgarian Academy of Sciences. - Albena, 2016. - Book 5 : Ecology, Economics, Education and Legislation, Vol. 3 : Environmental economics. Education and accreditation in geosciences, pp. 915-922. DOI: 10.5593/SGEM2016/B53/S22.117 - ISBN 9786197105674 - ISSN 1314-2704 (ind. SCOPUS, EBSCOhost Academic Search Complete)*
- Liepa E., Hernik J., **Grinberga-Zalite G.**, Matute A. (2016). *Evaluation of Pharmaceutical Care Services' Quality in Latvia: the Case Study of "Meness aptieka" Latgale National Economy Research. Vol 1, No 8 (2016). – pp.52-60. (ind. Index Copernicus and EBSCOhost Business Source Corporate Plus)*
- Vilcina A., **Grinberga-Zalite G.**, Mazure G., Dumpe E. (2016). *Opportunities for Development of Organic Milk Production and Processing in Latvia. The 15th International scientific conference "Engineering for rural development" : Proceedings, Vol.15, p. 102-110. Latvia University of Agriculture. Faculty of Engineering, Jelgava (ind. SCOPUS, EBSCOhost Academic Search Complete).*
- **Grinberga-Zalite G.**, Licagina G., Oganisjana K., Surikova S. (2016). *Engagement of the Population of Jurmala City in Promoting the Sustainable Development of the Resort. Proceedings of the International scientific conference "Economic science for rural development", Nr.43 : New Dimensions in the Development of Society. Marketing and Sustainable Consumption. Finance and Taxes, pp. 143-150 - ISBN 9789984482555 - ISSN 1691-3078 (ind. EBSCOhost Academic Search Complet).*
- Hernik J., **Grinberga-Zalite G.** (2015). *Ideal Offer or Why Tourists Are Not Satisfied, on Swinoujscie (Poland) and Jurmala (Latvia) Examples. Proceedings of the 8th International Tourism Congress. – pp. 474-480. Polytechnic Institut of Leira: Peniche, Portugal (ISBN-978-989-97395-7-4)*
- Dobele L., **Grinberga-Zalite G.**, Kelle L. (2015). *Sustainable economic development: scenarios for promotion of social innovation in Latvia. Journal of Security and Sustainability Issues: International Entrepreneurial Perspectives and Innovative Outcomes. - Vol.5(2) (2015), pp.149–158. (Ind. SCOPUS)*
- **Grinberga-Zalite G.**, Liepa E., Atkociuniene V., Hernik J. (2015). *Society aging problems and their solutions in Latvia, Lithuania and Poland. Regional Formation and Development Studies. - Vol. 17, No 3 (2015), pp.51-59. (Ind. EBSCO host Business Source Complete).*
- Atkociuniene V., Aleksandravičius A., **Grinberga-Zalite G.** (2015). *The strengthening of territorial cohesion through the development of rural social infrastructure .. Regional Formation and Development Studies. - Vol. 15, No. 2 (2015), pp.5-15. (Ind. EBSCOhost Business Source Complete).*
- Surikova S., Oganisjana K., **Grinberga-Zalite G.** (2015). *The Role of Education in Promoting Social Innovation Processes in the Society. G. Velta Lubkina and Svetlana Usca (Eds.), SOCIETY. INTEGRATION. EDUCATION. Proceedings of the International Scientific Conference,. - Volume IV (2015) pp. 233-243). Rēzekne: Rēzeknes Augstskola. (Ind. Thomson Reuters Web of Knowledge ISI Conference Proceedings data base).*
- **Grinberga-Zalite G.**, Oganisjana K., Surikova S. (2015) *The study of social innovation theoretical framework for enhancing of rural development and agriculture in Latvia. Proceedings of the International scientific conference "Economic science for rural development", Jelgava, April 23-24,*

2015, Latvia University of Agriculture. Jelgava, 2015. - Nr. 40 : Marketing and sustainable consumption. New dimensions in the development of society, pp. 205-215. (Ind. Web of Science, EBSCO)

- Vilcina A., **Grinberga-Zalite G.**, Makovska K. (2014). Development of Hemp Industry in the European Union and Latvia. In: Scientific journal "Regional Formation and Development Studies" (2014, Nr. 3 (14)). Klaipeda University Social Science Faculty, Klaipeda. pp. 199-206. (Ind. Web of Science, EBSCO)
- **Gunta Grinberga-Zalite.** Awareness of Corporate Social Responsibility Aspects in Latvia and the European Union (2014). In: Economic Science for Rural Development 2014": Proceedings of the International Scientific Conference - 2013, April 24-25 2014, Latvia University of Agriculture, Faculty of Economics, Jelgava, 2014. Volume 35, pp.16-24. (EBSCO, ISSN 1691-3078)
- **Grinberga-Zalite G.** (2013). [Evaluation of Social Marketing Activities in the Context of Food Consumption](#). In: "The Proceedings of the LCBR European Marketing Conference 2012" (Frankfurt) archives section on the LCBR homepage HTML: <http://www.lcbr-archives.com/2013.html>, ISSN 2190-7938
- **Gunta Grinberga-Zalite, Evija Liepa, Amanda Avotina** (2013). The Role of Social Marketing in Maintaining the Balance between Satisfaction of Immediate and Long-Term Needs in the Context of Food Consumption In: Economic Science for Rural Development 2013": Proceedings of the International Scientific Conference - 2013, April 25-26 2013, Latvia University of Agriculture, Faculty of Economics, Jelgava, 2013, Volume 32, pp. 152-157. (EBSCO, ISSN 1691-3078)
- **Anastasija Vilciņa, Gunta Grīnberga-Zālīte, Raivis Andersons.** (2012). The Analysis of Latvia Households' Consumption Expenditure in Scope of Sustainable Development" . In: "Journal of Social Sciences" No.3(8), (Regional Formation and Development Studies), Klaipeda University Social Science Faculty, Klaipeda. 2012, No.3 (8), pp. 247 –255. (EBSCO) ISSN 2029-9370
- **Grinberga-Zalite G.** (2012). Evaluation of Green Marketing Activities in Scope of Local Food Systems' Sustainability Enhancement in Latvia. In: "The Proceedings of the LCBR European Marketing Conference 2012" (Munich) archives section on the LCBR homepage HTML: http://www.lcbr-online.com/index_files/Page321.htm, ISSN 2190-7935
- **Grinberga-Zalite G.** (2012) Development of Contemporary Customer-Guided Services in Rural Extension. In: "The 11th International Marketing Trends Conference CD ROM" – Services Marketing, January 19-22 2012, Ca' Foscari University of Venice, HTML: <http://www.marketing-trends-congress.com>, ISBN 978-2-9532811-3-2
- **Vilciņa A., Grīnberga-Zālīte G., Āboliņa T.** (2011) Topical Issues in the Extraction and Exploitation of Peat in Latvia. In: "Journal of Social Sciences". Human Resources – the Main Factor of Regional Development (Regional Formation and Development Studies), Klaipeda University, Faculty of Social Sciences, Klaipeda, 2011, No.5, pp. 300 – 310. (EBSCO) ISSN 2029-5103
- **Rivža B., Grīnberga-Zālīte G.** (2011) Assessing Gaps in Rural Advisory and Training Services' Quality. In: "Economic Science for Rural Development 2011": Proceedings of the International Scientific Conference - 2010, April 28-29 2011, Latvia University of Agriculture, Faculty of Economics, Jelgava, 2011, Volume 25, pp. 238 – 244. (ISI Web of Knowledge, AGRIS, EBSCO) ISSN 1691-3078, ISBN 978-9984-9997-6-0

Contributions at international scientific conferences during 2011-2015

- Oganisjana K., Svirina A., Surikiva S., **Grinberga-Zalite G.**, Kozlovskis K. "Learning Research by Doing Research in the University: Outcomes for National Research project on Social Innovation". In: The Conference "Society of Open Innovation Technology, Market and Complexity", San Jose State University, USA, June, 2016.
- **Grinberga-Zalite G.** Opportunities of Integrating Social Awareness in Higher Education to Enhance the Development of Social Innovation in Latvia. In: The 16th International multidisciplinary scientific GeoConference SGEM 201630 June – 6 July, 2016, Albena, Bulgaria,
- **Grinberga-Zalite G.** Elaboration of Interview Materials for Researching Involvement of Society in Social Innovation processes. In: RTU 57th International Conference "Scientific Conference on Economic and Entrepreneurship (SCEE'2016), Riga, 2016.
- **Grinberga-Zalite G.** Engagement of the Population of Jurmala City in Promoting the Sustainable Development of the Resort. In: "Economic Science for Rural Development 2016" International Scientific Conference – 2016, April 21-22, Latvia University of Agriculture, Faculty of Economic and Social Development, Jelgava, 2016
- Surikova S., Oganisjana K., **Grinberga-Zalite G.** The Role of Education in Promoting Social Innovation Processes in the Society". In: "Society, Integration, Education 2015" International Scientific Conference" - 2015, May 22-23, Rēzekne Higher Education Institution, Faculty of Education, Languages and Design, Rēzekne, 2015.
- Hernik J., **Grinberga-Zalite G.** Ideal offer or why tourists are not satisfied on Swinoujscie (Poland) and Jurmala (Latvia) examples. The 8th International Tourism Congress on "The Image and Sustainability of Tourism Destinations" – School of Tourism and maritime Technology in Peniche, Portugal, November 25-27, 2015
- Dobele L., **Grinberga-Zalite G.**, Kelle L. Challenges Faced to the Promotion of Social Innovation in Latvia from the perspective of Economics, RTU 56th International Scientific Conference „Scientific Conference of Economics and Entrepreneurship (SCEE' 2015), Riga, October 15, 2015.
- Surikova S., Oganisjana K., **Grinberga-Zalite G.** The Role of Education in Promoting Social Innovation Processes in the Society. In: "SOCIETY. INTEGRATION. EDUCATION " Rēzeknes Augstskola, Izglītības, valodu un dizaina fakultāte, Rēzekne, May 22, 2015.
- **Grinberga-Zalite G.**, Oganisjana K., Surikova S. The Study of Social Innovation Theoretical Framework for Enhancing of Rural Development and Agriculture in Latvia. In: "Economic Science for Rural Development 2015" International Scientific Conference – 2015, April 23-24, Latvia University of Agriculture, Faculty of Economic and Social Development, Jelgava, 2015
- Vilciņa A., **Gunta Grinberga-Zalite G.**, Makovska K. Development of Hemp Industry in the European Union and Latvia. In: Social Sciences for Regional Development: Influence and Perspectives" – Klaipeda University, Faculty of Social Sciences, September 25, 2014.
- **Grinberga-Zalite G.** Awareness of Corporate Social Responsibility Aspects in Latvia and the European Union. In: Economic Science for Rural Development 2014" – Jelgava: Latvia University of Agriculture, Faculty of Economics, April 24-25 2014.

- **Gunta Grinberga-Zalite.** *Evaluation of Social Marketing Activities in the Context of Food Consumption.* In: the Industrial Marketing Forum of the “LCBR European Marketing Conference 2013” – Frankfurt: Lupcon Center of Business Research, August 14 -15, 2013.
- **Gunta Grinberga-Zalite, Evija Liepa, Amanda Avotina.** *The Role of Social Marketing in Maintaining the Balance between Satisfaction of Immediate and Long-Term Needs in the Context of Food Consumption* In: Economic Science for Rural Development 2013” – Jelgava: Latvia University of Agriculture, Faculty of Economics, April 25-26 2013.
- **Anastasija Vilciņa, Gunta Grīnberga-Zālīte, Raivis Andersons.** *The Analysis of Latvia Households’ Consumption Expenditure in Scope of Sustainable Development”* . In: The 8th International Conference, „Sustainable Development in Regions: Challenges and Perspectives” – 2012, Klaipeda: Klaipeda University, 27 September, 2012.
- **Grinberga-Zalite G.** *Evaluation of Green Marketing Activities in Scope of Local Food Systems’ Sustainability Enhancement in Latvia.* In: “The LCBR European Marketing Conference 2012” – Munich: Lupcon Center of Business Research, August 9-10, 2012.
- **Grinberga-Zalite G.** *Development of Contemporary Customer-Guided Services in Rural Extension.* In: “The 11th International Marketing Trends Conference” – Venice: Ca’ Foscari University of Venice, January 19 – 22, 2012.
- **Vilciņa A., Grīnberga-Zālīte G., Āboliņa T.** *Topical Issues in the Extraction and Exploitation of Peat in Latvia.* The 7th International Conference “Urban and Regional Development in Global Context” – 2011, Klaipeda: Klaipeda University, 29 – 30 September, 2011.

20.09.2016.



Europass CurriculumVitae

Personal data

Surname / Name **Gūtmanis Normunds**

Personal ID No. **290770-11912**

Place of birth **Liepaja district, Aizpute**

Address **Andromedas gatve 7-19, LV- 1084, Riga, Latvia**

Telephone _____ Mobile phone **26525233**

Fax **none**

E-mail **normundsgutmanis@inbox.lv**

Citizenship **of the Republic of Latvia**

Sex **Male**

Academic titles and scientific degrees **Associate professor, Doctor of Engineering (Dr. sc. ing.), Master of Mathematics (Mg. math.)**

Work experience

Period of time **From 2014**

Profession or taken position **Rector**

Name of the place of work **European Distance University**

Period of time **From 2013**

Profession or taken position **Director**

Name of the place of work **Latvia Business College**

Period of time **From 2008**

Profession or taken position **Associate professor**

Name of the place of work **Riga Stradins University**

Period of time **2008 - 2013**

Profession or taken position **theHeadof the Department of Marketing and Management**

Name of the place of work ***RigaInternationalSchool of Economics and Business Administration***

Period of time **2001 - 2013**

Profession or taken position **Associateprofessor**

Name of the place of work ***RigaInternationalSchool of Economics and Business Administration***

Period of time **2005-2010**

Profession or taken position **Lecturer**

Name of the place of work **College of Business Administration**

Period of time **2003 - 2005**

Profession or taken position **Lecturer**

Name of the place of work	Ventspils University College
Period of time	1997 - 2002
Profession or taken position	Lecturer
Name of the place of work	<i>Riga Teacher Training and Educational Management Academy</i>
Period of time	1998 - 2000
Profession or taken position	Lecturer
Name of the place of work	Riga Commercial School
Period of time	1991 - 1998
Profession or taken position	Teacher
Name of the place of work	Aizpute Secondary School
Education	
Period of time	2008
Name of obtained educational document / Obtained qualification	
Name and type of educational institution	<i>Associate professor of RISEBA in the branch of economics, in the sub-branch of econometrics APR No. 0013 Riga International School of Economics and Business Administration</i>
Period of time	2007
Name of obtained educational document / Obtained qualification	Doctor of Engineering (Dr. sc. ing.) in the branch of information technologies in the sub-branch of system analysis, simulation and design Series D No.0102
Name and type of educational institution	Riga Technical University
Period of time	2005
Name of obtained educational document / Obtained qualification	Obtained the academic title of associate professor in the branch of management, in the sub-branch of business management DO No.0003
Name and type of educational institution	Riga International School of Economics and Business Administration
Period of time	1993 - 1995
Name of obtained educational document / Obtained qualification	Master's degree in Mathematics No.001074
Name and type of educational institution	University of Latvia, Faculty of Physics and Mathematics
Period of time	1988 -1993
Name of obtained educational document / Obtained qualification	Diploma <i>Qualification of mathematician No.102753</i>
Name and type of educational institution	University of Latvia, Faculty of Physics and Mathematics

Skills

Native language Latvian

Other languages

Self-assessment

English**Russian**

Other skills

Understanding			Speaking			Writing		
very good	good	weak	very good	good	weak	very good	good	weak
	x			x			x	
x			x				x	

Scientific activity	Specify information about previous 6 years, full title, co-authors, publication, year and place of publication and number of pages, mention articles which have been accepted for publication)
Publications in the respective branch of science	<ol style="list-style-type: none"> 1. <i>Carkova Viktorija, Gutmanis Normunds ON CONVERGENCE OF GARCH PROCESS, the 9th International Conference Aplimat, collected articles, Bratislava, Slovakia, 2010, p. 127-130</i> 2. <i>Matvejevs A., Pavlenko O., Gūtmanis N., Estimation and calculation procedures of the provisions for outstanding insurance claims, 7th International Conference on Computational and Financial Econometrics and 6th International Conference of the ERCIM Working Group on Computational and Methodological Statistics, abstracts, London, UK, 2013, p.81.</i>
articles in reviewed publications	
textbooks	<ol style="list-style-type: none"> 1. <i>Gūtmanis N., Logistics, Latvian Entrepreneurship and Management Academy”, 2007, p. 285</i>
Participation with report in (any type of) international scientific conferences and congresses	<ol style="list-style-type: none"> 1. International conference "Transformation of economic and social relations: processes, tendencies, results". Riga, School of Business Administration Turība, 2001. Report: <i>Gūtmanis N., Liepa E.</i> Possibilities to perform RIGIBID indexes prognoses 2. International conference "The 2nd World Congress of Latvian Scientists", Riga, 2001. Report: <i>Ajevskis V., Gūtmanis N.,</i> Identification of interest rate models of Latvian money market. 3. International conference "The 42nd International scientific conference", Riga Technical University, 2001. Report: <i>Ajevskis V., Gūtmanis N.,</i> Modelling of the Latvian Term Structure of Interest Rate. 4. International conference "The 1st International Conference APLIMAT", Bratislava, Slovak Republic, 2002. Report: <i>Ajevskis V., Gūtmanis N.,</i> Modelling of the Latvian Term Structure of Interest Rate 5. International conference "Traditional and innovative in sustainable development of society. Problems of competitiveness in sustainable development of economics", Rezekne Higher Education Institution, 2002. Report: <i>Ajevskis V., Gūtmanis N., Liepa E.,</i> Possibilities to forecast indicators of Latvia's economics. 6. International conference "The 3rd International Conference APLIMAT", Bratislava, Slovak Republic, 2004. Report: <i>Gūtmanis N., Pavlenko O.,</i> On Convergence of Stochastic Iterations. 7. International conference Intellectual systems of decision-making and information technologies, Ukraine, 2006. Report: <i>Počs R., Carkovs J., Gūtmanis N.</i> On asymptotic stationarity

**9. International Conference "9th International Conference APLIMAT",
Bratislava, Slovak Republic, 2010.**

Report: Carkova V., Gūtmanis N., *On Convergence of Garch Process*

**10. International Conference "7th International Conference on Computational and Financial Econometrics (CFE 2013) and 6th International Conference of the ERCIM (European Research Consortium for Informatics and Mathematics) Working Group on Computational and Methodological Statistics (ERCIM 2013)",
London, United Kingdom, 2013.**

Most important research projects

1. Participation in the project which was accepted by the Latvian Council of Science "Analysis of dynamic capital asset pricing model";
2. The research "**Competition at the lodging market of Baltic rural regions, analysis of market supply and demand**" which was performed within the EU financed project „Support to consultations and participation of commercial companies in international exhibitions and trade missions”, ordered by the Limited Liability Company „Rural Support Service”
3. Research which was ordered by „Post Nevada” Ltd. „**Competition in Latvian gambling business**”
4. Research which was ordered by „Post Nevada” Ltd. „**Competition in Riga gambling business**”
5. Research which was ordered by „Post Nevada” Ltd. „**Competitiveness of gambling halls "Labyrinth"**”
6. Research which was ordered by „Post Nevada” Ltd. "**Strategy generation for development of "Vegas" brand**"
7. Consultant on development of marketing strategy of „Līvu Akvaparks”
8. Competition in construction, leading researcher, ordered by the Competition Council of the Republic of Latvia.
9. Europe Social fond research „Nozaru kvalifikācijas sistēmas izveide un profesionālās izglītības efektivitātes un kvalitātes paaugstināšana”, agreement Nr. 2010/0274/1DP/1.2.1.1.1/10/
10. Nozaru izpēte izglītības vajadzībām elektronisko un optisko iekārtu ražošanas, informācijas un komunikācijas tehnoloģijas nozares un uzņēmējdarbības, finanšu, grāmatvedības, administrēšanas (vairumtirdzniecības un mazumtirdzniecības, komerczinību) nozarēs. VIAA 2011/28 ESF, SIA „ERNST & YOUNG BALTIC”.

20.07.2016.

Curriculum vitae

Aivars	Kalnins
Name	Surname
Latvia	190357-12068
Place of birth	Personal Latvian ID number
19.03.1957	Latvian
Date of birth	Nationality

SIA Jeta , CEO

Institution of employment and position	
Work address	Home address:
Latvia	Caunes 17-40, Riga, LV-1006

Čiekurkalna 1 līnija 84-311, LV-1026

Phone: **+371 29454245**

Fax: _____

E-mail: **aivars@jeta.lv**

Phone: **+371 29454245**

E-mail: **mazkalnini@inbox.lv**

Education

Basic studies, Master's studies, Doctor's studies. Educational institution, country	Period	Speciality	Qualification awarded
School of Business Administration "Turība"	2001-2003	<i>Entrepreneurs hip</i>	Diploma 000104 Master of Professional Science
RigaTechnicalUniversity	1975-1980	<i>Radio engineering</i>	Diploma 262582 Radio Engineer

Work experience

From 2010	SIA Jeta , CEO , SIA Kalnsetas R Board Member
2006-2009	SJSC " Latvijas Pasts", HR Director
2004 - 2006	SIA "Reaton, LTD" , Vice-president
2002-2004	SIA Lattelekom, HR Strategy Director
1997-2002	SIA Lattelekom, HR Director
1994-1997	SIA Lattelekom, Director

Scientific activities and publications

Internet : blogs in Latvian portals (www.diena.lv;www.business.lv)

Publications in press

Journal "Kvalitāte" Nr.1, 2005, article "**Personāla stratēģija biznesa atbalstam**" (HR Strategy for business support), 3 pages, Rīga.

Comparative Analysis of HRM in Europe. The book was published by "European Association for Personnel Management", article –"**Corporate Human Resources Management and Organizational Development in Latvia**", 22 pages.

*Explanatory Latvian - Russian - English Dictionary - LPVA „Personāla vadības terminu skaidrojošā vārdnīca” (Dictionary of HR Management terminology), the part of terminology in HR Strategy “**Explanation of Strategy terminology**”, 16 pages.*

Journal "**Nodokļi & Komercija** ", article : „**Eiropas struktūrfondi – uzņēmēja drauga plecs**", 11.2011

Presentations in conferences:

4th international conference, Human Resource in telecoms series - Recruitment, Retention and Pay in Telecoms, 2 December 1998, Kensington, London. Report - Linking performance and pay to motivate key staff in Central and Eastern Europe.

EAPM 23 Conferences, Vienna,20-22. June, 2007, Austria Trend Event hotel Pyramid.

General Report – "**Great place to work – benchmarking ideals**".

8. International HR Conference - 9-11. June, 2004, Reval Hotel Latvija, Rīga.

Entrepreneurship psychology through HR management view.

Report – Psychology of the leader and personality.

9. International HR Conference, Reval Hotel Latvija, Rīga, 7. June, 2005.

Report – Building of Management team, teams role in corporate development.

Pedagogic activity

Consulted Master thesis RISEBA (33)

Consulted diploma papers LBK (16) , Turiba (15), RTK (8)

Design and management of study courses:

Master of Science course **“HR Strategic planning and Management “**– design as part of professional master program **“HR Management “**. Prepared and delivered in Riga International School of Economics and Business Administration (RISEBA).

Master of Science course **“Project HR Management”**- design as part of professional program **“Project Management”**. Prepared and delivered in Riga International School of Economics and Business Administration (RISEBA).

„Human Rights”, „Labour Law”, „Consumer rights”, design and delivered in Alberta College.

“HR Management”, design and delivered in Latvian and Russian languages in LBK /ETA (Latvian Business College/European Distance University).

“Consumer Behavior in the Market”, “Strategic Management”, “Entrepreneurship”, “Commercial Transactions”, “Theory and Practice of Management”, “Global Marketing”, “Tourism Business”, “Team Building” ,” International Marketing”, design and delivered in Latvian and English languages in Business School Turiba.

Open courses in training companies :

Design and delivered courses **„World trends in HR Management”, “Role of HR Management in organization and strategic planning”** for the students of Zygon Baltic Consulting Ltd (ZBC) and LTRK (Latvian Chamber of Commerce).

‘Strategy development of Organization and HR management”, design and delivered course for students of SIA **“Latvijas lauku konsultāciju un izglītības centrs ”** (Latvian rural consultation and education centre).

“Bipartiteandtripartite social dialogue and HR”, delivered for students SIA Comperio/ LDDK (Latvian Employers confederation) un other entrepreneurs organizations.

“Improvement of Your Business “for small and medium entrepreneurs in LUAC (Latvian Entrepreneurship Support Centre).

Additional qualification:

Studies in **RoffeyPark Institute** – UK.

Program **„Master of science in people and organisational development”**.

International training courses:

USTTI (United States Telecommunication training institute), TEMIC (Telecommunications executives training Institute of Canada), Cable & Wireless College (UK), San FranciscoStateUniversity.

Training in Latvia :

“The company'sstrategic direction” SIA Perfecta Consulting


“HR Management ” , Perfecta Consulting


“Health and Safety, 160 hours, SIA Buts, 2009.

“Fire Safety”, 160hours, SIA Buts, 2009.

PERSONAL INFORMATION

Inta Kulberga

 Elkonu Street 5/9 - 36, Liepaja, Latvia, LV3401

 +371 29146491

 kulberga.inta@gmail.com

Sex| F | Date of birth| 15/03/1972 | Nationality| Latvian

WORK EXPERIENCE

- 2015 - now *Guestteacher*
LBK
K.Valdemara str. 26, Riga, LV-1010, Latvia
Business or sector Higher Education
- 2011 - now *The Head of the Second Level Professional Bachelor's Study Programme*
"ENTREPRENEURSHIP AND BUSINESS MANAGEMENT"
Riga Teacher Training and Educational Management Academy (RTTEMA), Imantas 7. Linija 1, Riga, Latvia, LV1083
Business or sector Higher Education
- 2004 - now *Teacher*
Riga Teacher Training and Educational Management Academy (RTTEMA), Imantas 7. Linija 1, Riga, Latvia, LV1083
Business or sector Higher Education
- 2002 - 2004 *Credit Project Manager*
Joint Stock Company "Parex Banka", Liepajas branch, Kurmajas prosp. 11, Liepaja, LV3401, Latvia
Business or sector Financial and insurance activities
- 1990 - 2004 *Head of Economics Departement, Auditor, Head of Market Departement*
Joint Stock Company "Liepājas patērētāju biedrība", Brivibas str. 56, Liepaja, LV-3401, Latvia
Business or sector Wholesale and Retail Trade, Repair Of Motor Vehicycles And Motorcycles

EDUCATION AND TRAINING

- 2005 - 2009 *Ph degree (Dr.man.), Management / Business Management (2013)*
Latvia University (LU)
- 1996 - 1998 *Commercial Master's degree, National Economy Pedagogy*
Latvia University (LU)
- 1991 - 1996 *Economic Sciences, Trade economist qualification*
Latvia University (LU)

PERSONAL SKILLS

Mother tongue(s)

latvian

Other language(s)

		UNDERSTANDING		SPEAKING		WRITING
		Listening	Reading	Spoken interaction	Spoken production	
Russian	PROFICIENT USER (C2)	PROFICIENT USER (C2)	PROFICIENT USER (C2)	PROFICIENT USER (C2)	PROFICIENT USER (C2)	PROFICIENT USER (C1)
English	INDEPENDENT USER (B2)	INDEPENDENT USER (B2)	INDEPENDENT USER (B2)	INDEPENDENT USER (B1)	INDEPENDENT USER (B1)	INDEPENDENT USER (B1)
German	INDEPENDENT USER (B1)	INDEPENDENT USER (B1)	INDEPENDENT USER (B1)	BASIC USER (A2)	BASIC USER (A2)	BASIC USER (A2)

- Communication skills
8. good communication skills gained through my experience as trade manager
 9. teamwork skills and skills to represent group interests
 10. experience and ability to work in multicultural environment
 11. skills to maintain a dialogue with communication partners
 12. social empathy and intellect skills
 13. skills to solve conflicts
 14. skills to adapt oneself to situations

- Organisational / managerial skills
- organisational / managerial skills
 - leadership
 - skills to coordinate and lead people
 - skills to coordinate and manage projects
 - skills to organize work in the group according to definite regulations
 - self-organizational skills
 - skills to generate and implement ideas

- Job-related skills
15. good command of sales promotion processes

Digital competence

<i>SELF-ASSESSMENT</i>				
<i>Information processing</i>	<i>Communication</i>	<i>Content creation</i>	<i>Safety</i>	<i>Problem solving</i>
<i>INDEPENDENT USER LEVEL</i>	<i>INDEPENDENT USER LEVEL</i>	<i>BASIC USER LEVEL</i>	<i>INDEPENDENT USER LEVEL</i>	<i>BASIC USER LEVEL</i>

Other skills **Computer user's skills:** MS Word, Excel, Access, PowerPoint
Driving licence **B driving licence category**

ADDITIONAL INFORMATION

Publications

- Kulberga I., Garleja R., *Kompetence un karjera*. – *GlobeEdit*, October 2, 2015., 76 lpp., ISBN-10: 3639640292, ISBN-13: 978-3639640298
- Kulberga I., *Zināšanu vadīšanas tendences Latvijas mazajos un vidējos uzņēmumos*. // *Sabiedrība un kultūra. Rakstu krājums XVI – Liepāja, LiePA, 2014.*, 541. – 551. lpp., ISSN 1407-6918
- Kulberga I., *Produkta mārketinga aspekti profesionālās augstākās izglītības sistēmā*. // *TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ. VII Starptautiskā zinātniskā konference./ Zinātniskie raksti un konferences referāti*. – Rīga: RPIVA, 2014., 74. – 83. lpp., ISBN 978-9934-503-15-3
- Kulberga I., Sīle S., *Korporatīvās sociālās atbildības vadība finanšu pakalpojumu uzņēmumā*. // *TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ. VII Starptautiskā zinātniskā konference./ Zinātniskie raksti un konferences referāti*. – Rīga: RPIVA, 2014., 66. – 73. lpp., ISBN 978-9934-503-15-3
- Kulberga I., *Development of Entrepreneurship Manager's Professional Competence in Latvia*. // *Summary of Doctoral Thesis. Submitted for the degree of Doctor of Management science. Subfield of Business Administration*. – Liepāja, LiePA, 2013, pp. 37 – 72, ISBN 978-9984-864-90-7
- Kulberga I., *Uzņēmējdarbības vadītāja profesionālās kompetences pilnveidošana Latvijā*. // *Promocijas darba kopsavilkums. Doktora grāda iegūšanai vadībzinātnes nozarē. Apakšnozare: uzņēmējdarbības vadība*. – Liepāja, LiePA, 2013., 35 lpp., ISBN 978-9984-864-90-7
- Kulberga I., *Cilvēku zināšanas - informācijas laikmeta uzņēmuma galvenais resurss*. // *Sabiedrība un kultūra. Rakstu krājums XV – Liepāja, LiePA, 2013.*, 713.-721. lpp., ISSN 1407-6918
- Kulberga I., *Necessity of Knowledge Management in Entrepreneurship in the 21st Century*. // *9. medzinárodná vedecká konferencia Manažment ľudského potenciálu v podniku (Human Potential Management in a Company). Zborník vedeckých prác - Banská Bystrica (Slovak Republic), Ekonomická fakulta Univerzity Mateja Bela v Banskej Bystrici, 2012, str. 225 - 234, ISBN 978-80-557-9361-9*
- Kulberga I., *Zināšanu vadīšanas nepieciešamība XXI gadsimta uzņēmumos*. // *VII JAUNO ZINĀTNIĒKU KONFERENCE 2011. Rakstu krājums. (CD) - Rīga, RPIVA, 2012.*, 65. – 73. lpp. ISBN 978-9934-503-03-0
- Kulberga I., *Competitiveness Aspects of Professional Educational Products in Latvia Labour Market*. // *Key instruments of human co-existence organization: economics and law. Management and economic sciences./ Materials digest of the XIIth International Scientific and Practical Conference*. – International Academy of Sciences and Higher Education London (Great Britain), International Conference Project, Odessa: InPress, 2011, pp. 190 - 193, ISBN 978-966-2621-08-2, tiešsaistē pieejams: ICP datu bāzē <http://www.icp-ua.com/en/node/1174>
- Kulberga I., *Pārmaiņu ekonomikas uzņēmuma tēls un reputācija*. // *Sabiedrība un kultūra. Rakstu krājums XIII – Liepāja, LiePA, 2011.*, 702. – 711. lpp., ISSN 1407-6918
- Kulberga I., *Professional Competence Of Changes Implementation In Business Management In Latvia*. - *The quarterly scientific journal „Management of Organizations: Systematic Research”, No 57 (March, 2011), Vytautas Magnus University (Lithuania), 51 - 62 p.*, ISSN 1392-1142 (CEEOL datu bāzē <http://www.ceeol.com/>; EBSCO datu bāzē <http://www.epnet.com>)
- Kulberga I., *Profesionalitātes un pārmaiņu izpratnes kompetences Latvijas uzņēmējdarbībā*. // *Sabiedrība un kultūra. Rakstu krājums, XII – Liepāja, LiePA, 2010.*, 336. – 349. lpp., ISSN 1407-6918

Publications

- Kulberga I., *Vadībzinību produkta mārketinga loma intelektuālās ekonomikas apstākļos.* // V JAUNO ZINĀTNIEKU KONFERENCE 2009. Rakstu krājums. (CD) - Rīga, RPIVA, 2010., 55. - 65. lpp., ISBN 978-9934-8060-9-4
- Kulberga I., *Komercdarbības būtības izpratne Latvijā un komerczinību studējošo speciālistu pašvērtējums.* // TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ. V Starptautiskā zinātniskā konference./ Zinātniskie raksti un konferences referāti. – Rīga: RPIVA, 2010., 151. – 158. lpp., ISBN 978-9934-8060-5-6
- Kulberga I., *Inovāciju loma uzņēmējdarbībā pasaules finanšu krīzes apstākļos.* // IV JAUNO ZINĀTNIEKU KONFERENCE 2008. Rakstu krājums. (CD) – Rīga, RPIVA, 2009., 119. - 128. lpp., ISBN 978-9934-8060-2-5
- Garleja R., Kulberga I., *The Role of Management Studies in Business in the Field of Marketing.* //Latvijas Universitātes raksti. 2009, 743. sēj.: EKONOMIKA. VADĪBAS ZINĀTNE, - Rīga, LU, 2009., 278. - 291. lpp., ISSN 1407-2157
- Kulberga I., *Competitiveness of Vocational Education Problems in the Global Market Economy Crisis Conditions.*//Астраханский государственный университет, Институт Экономики и Права, сборник материалов. - Астрахань, АГУ, 2009., 7 - 11с.
- Kulberga I., *Sadarbība un konkurence profesionālās izglītības produktu tirgū: tendences, problēmas, risinājumi.* // Sabiedrība un kultūra. Rakstu krājums, XI – Liepāja, LiePA, 2009., 551. - 561. lpp., ISSN 1407-6918
- Kulberga I., *Tirgvedības profesionālā izglītība Latvijas uzņēmējdarbības vidē.* //Latvijas Universitātes raksti. 2008. 721. sēj.: VADĪBAS ZINĀTNE, - Rīga, LU, 2008., 407. - 426. lpp., ISSN 1407-2157
- Kulberga I., *Uzņēmuma iekšējā vide un darbinieku profesionālās kompetences sakarības.*//TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ. RPIVA IV Starptautiskā zinātniskā konference./Zinātniskie raksti un konferences referāti. - Rīga, S&G, 2008., 179.- 189. lpp., ISBN 978-9984-9903-7-8
- Kulberga I., *Komercdarbības speciālistu pašvērtējuma prasmju aktualizācija uzņēmējdarbības un izglītības mijattiecību vidē.*// Sabiedrība un kultūra. Rakstu krājums X – Liepāja, LiePA, 2008., 250. - 258. lpp., ISSN 1407-6918
- Kulberga I., *Pedagoģisko vērtību loma personības attīstībā pedagoģiskajā procesā.*// Pedagoģija: teorija un prakse V. zinātnisko rakstu krājums. – Liepāja, LPA Pedagoģijas katedra, 2007., 66. – 75. lpp., ISSN 1407-9143
- Kulberga I., *Profesionālās kompetences veidošanās studiju procesā.*//Latvijas Universitātes raksti. 2006, 702. sēj.: EKONOMIKA, V - Rīga, LU, 2006., 276. - 288. lpp., ISSN 1407-2157
- Kulberga I., *Konkurētspējīgas profesionālās izglītības problēmas tirgus ekonomikas apstākļos.*//TEORIJA PRAKSEI MŪSDIENU SABIEDRĪBAS IZGLĪTĪBĀ. RPIVA III Starptautiskā zinātniskā konference./Zinātniskie raksti. - Rīga, ULMA, 2006., 248.-256. lpp., ISBN 9984-569-60-8

Projects

- RPIVA (2014), Nr. 2014/4, *Mazo un vidējo uzņēmumu (MVU) vadītāju profesionālās kompetences īpatnības Latvijā*
- LR ZM, SIA LLKIC Kuldīgas filiāle, LAD (2013), Nr. 2013/15, *Valsts Lauku tīkla pasākums „Atbalsts lauku jauniešiem uzņēmējdarbības veicināšanai”, Interaktīva programma jauniešiem „Tu vari vairāk”/Praktiskā uzņēmējdarbība*
- RPIVA, LR IZM, LB, Swedbanka (2011. - 2012.), Nr.2009/0196/1DP/1.2.2.1.5/09/IPIA/VIAA/001, *Cilvēkresursi un nodarbinātība, Pedagoģu konkurētspējas veicināšana izglītības sistēmas optimizācijas apstākļos/Finanšu pratība izglītības iestādē*
- NVA, SIA "Mācību konsultāciju centrs ABC" (2011.), Nr.1DP//1.3.1.1.3/08/IPIA/NVA/001, *Bezdarbnieku un darba meklētāju apmācība Latvijā, profesionālās pilnveides izglītības programma "Grāmatveža kvalifikācijas aktualizēšana"*
- RPIVA, LR IZM (2010.), Nr.2009/0196/1DP/1.2.2.1.5./09/IPIA/VIAA/001, *Cilvēkresursi un nodarbinātība, Pedagoģu konkurētspējas veicināšana izglītības sistēmas optimizācijas apstākļos/Projektu izstrāde un komercdarbības pamati*
- Bila un Melindas Geitsu fonds un Latvijas valdība, BA Biznesa un Finanšu pētniecības centrs (2008), *Latvijas publisko bibliotēku bibliotekāru apmācības projekts „Inovatīvā darbība bibliotēkās”/Radošums un inovācijas; Projektu vadība*

/Inta Kulberga/



Europass Curriculum Vitae

Personal data

Name/Surname **Liepa Evija**
Data of birth **19.05.1968**
Place of birth Riga, Latvia
Address Valdeku str. 6/1-6, Riga, LatviaLV 1004
Telephone **29557195**
E-mail **eliepa2@gmail.com**

Nationality **LatvianRepublic**

Gender **Woman**
Academic and Scientific grades **Associate Professor, Dr. math.**

Work Experience

Dates	10.07.2014. -now
Occupation or position held	Docent
Name of employer	European Distance University
Dates	10.2010. -07.2014.
Occupation or position held	Rector
Name of employer	EIHSEBAUniversityCollege
Dates	09.2005. – 11.2011.
Occupation or position held	Assistant Professor, from 10.2009. Head of Study Department
Name of employer	BusinessCollege of Latvia
Dates	08.2002. – 03.2011.
Occupation or position held	Associate Professor, director of study programme's "Business Administration" direction "Marketing Management"
Name of employer	BalticInternationalAcademy (ex Baltic Russian Institute)
Dates	From 09.1999.
Occupation or position held	Assistant Professor
Name of employer	RigaStradiņšUniversity
Dates	09.1993. – 06.2007.
Occupation or position held	Assistant, Lector, from 09.1998. Assistant Professor
Name of employer	RigaTechnicalUniversity, Faculty of Computer Science and Information Technology
Dates	02.2001. – 09.2001.
Occupation or position held	Director of Professional Master' s study programme "Business Administration"
Name of employer	<i>Turiba</i> University
Dates	08.1997. – 07.2002.

Occupation or position held | Head of Economics and Entrepreneurship Department, director of study programmes „Entrepreneurship and Business Management” un „Teacher of Economics and Business Administration”, lecturer, from 07.1998. Assistant Professor

Name of employer | *Riga Teacher Training and Educational Management Academy*

Dates | **09.1991. – 06.1993.**

Occupation or position held | Assistant

Name of employer | University of Latvia, Faculty of Physics and Mathematics

Education and Training

Dates | **10. 1993 – 06.1998**

Title of qualification awarded | Dr.math. grade, Diploma C-D Nr. 001474, award LU on 03.06.1998.

Name and type of organization providing education and training | Riga Technical University, PhD studies

Dates | **06. 1996**

Title of qualification awarded | *Master degree in Mathematics, Diploma Nr. 002015, award LU on 20.06.1996.*

Name and type of organization providing education and training | University of Latvia

Dates | **09.1986 – 06. 1991**

Title of qualification awarded | *Qualification „Applied Mathematics”, Diploma Nr. YB 975442, award LU on 26.06.1991.*

Name and type of organization providing education and training | University of Latvia, Faculty of Physics and Mathematics

Training

Dates | **08.-09.02.2007.**

Title of qualification training | *BRI → BIA: Development Prospects and Challenges*

Name and type of organization | *Baltic International Academy*

Dates | **09.2001.-06.2002.**

Title of qualification training | *Seminars „Pedagogic Skills”*

Name and type of organization | *Riga Teacher Training and Educational Management Academy*

Personal Skills and Competences

Mother tongue | **Latvian**

Other Languages

Self-assessment	Understanding		Speaking		Writing	
	very good	good	very good	good	very good	good
English		X		X		X
Russian	X		X		X	

Other skills

Scientific research

Manager or participant of International or Latvian State financed research projects

Projects:

Latvia Scientific Council accepted project Nr. 01.0536 "Kapitāla aktīva daļas cenu veidošanās dinamiskā modeļa analīze" (2001 - 2002)

LR Competition Council research "Konkurence būvniecības tirgū Latvijā" (2006)

Research "Konkurence Baltijas lauku reģionu naktsmītņu tirgū, tirgus piedāvājuma un pieprasījuma analīze" made within ES financed project "Atbalsts konsultācijām un komercsabiedrību dalībai starptautiskās izstādēs un tirdzniecības misijās", customer - "Lauku atbalsta dienests" Ltd. (2005)

Member of expert commission of International or Latvian State financed projects and programs

MES and SEDA accepted ESF project "Atbalsts mācību prakses īstenošanai profesionālās izglītības un augstākās izglītības studentiem", participant (2007)

Financial tool of European Economy zone and bilateral financial tool of Norwegian government priority "Academic research", expert (2008)

Publications in corresponding scientific field

Proceedings and abstracts

1. Grīnberga G., Liepa E. Customer Guided Services' Quality Assurance Model for Rural Extension Services", 3rd Jonas Pranas Aleksa International Scientific Conference "Vision of the Modern Village", September 24, 2010, Šiauliai University, Lithuania.
2. Čarkovs J., Liepa E. On Stability Analysis of Cocycles Over Impulse Markov Dynamical Systems, 10th International Conference Aplimat, rakstu krājums, Bratislava, Slovākija, 2011., 217.-221. lpp.
3. Grīnberga-Zalīte G., Liepa E., Avotina A. The Role of Social Marketing in Maintaining the Balance between Satisfaction of Immediate and Long-Term Needs in the Context of Food Consumption In: Economic Science for Rural Development 2013": Proceedings of the International Scientific Conference - 2013, April 25-26 2013, Latvia University of Agriculture, Faculty of Economics, Jelgava, 2013, Volume 32, pp. 152-157. (EBSCO, ISSN 1691-3078)

Other publication

Research published on LR Competition Council homepage "Konkurence būvniecības nozarē" (2006)

Participation with a report (any kind) in International scientific conferences and congresses

1. *II Pasaules latviešu zinātnieku kongress, Rīga, 2001.g. 14.-15.augusts*
Referāts: Carkovs J., Liepa E. Impulsu Markova multiplikatīvu kociķlu asimptotiskā dilšana un robežteorēmas, *II Pasaules latviešu zinātnieku kongresa tēžu krāj.*, ISBN 9984-9542-0-X, R: 2001, 331.lpp.
2. *Biznesa augstskolas "Turība" starptautiskā konference „Ekonomisko un sociālo attiecību transformācija: procesi, tendences, rezultāti”, Rīga, 2001.g. 30-31.marts*
Referāts: Gūtmanis N., Liepa E. RIGIBID indeksu prognozēšanas iespējas, *BAT starptautiskās konferences rakstu krājums*, ISBN 9984-609-45-6, R: 2001, 133-136 lpp.
3. *15th European Simulation Multiconference (ESM'2001) „Modeling and Simulation 2001”, Prāga, 2001.g. 6.-9.jūnijs*
Referāts: Liepa E., Tsarkov Y. Asymptotic Methods for Stability Analysis of Markov Evolution Families Associated with Impulse Markov Dynamical Systems, *15th European Simulation Multiconference (ESM'2001) „Modeling and Simulation 2001”, rakstu krājums*, ISBN 1-56555-225-3, Prāga, 2001, 791-797.
4. *Rēzeknes Augstskolas starptautiskā zinātniskā konference “Tradicionālais un novatoriskais sabiedrības ilgtspējīgā attīstībā; konkurētspējas problēmas ilgtspējīgā ekonomikas attīstībā”, Rēzekne, 2002.g. 29.februāris-2.marts*
Referāts: Ajevskis V., Gūtmanis N., Liepa E. Latvijas ekonomisko rādītāju prognozēšanas iespējas, *RA starptautiskās konferences rakstu krājums*, ISBN 9984-585-25-3, Rēzekne, 2002.
5. *Slovākijas Tehnoloģijas universitātes 3.starptautiskā konference Aplimat, Bratislava, Slovākija, 2004.g. 3.-6.februāris*
Referāts: Liepa E., Gūtmanis N. On Equilibrium Stability of Markov Evolution Families, *3rd International Conference Aplimat, rakstu krājums, Bratislava, Slovākija, 2004.*, 635-639 lpp.
6. *Šauļu universitātes 3.starptautiskā Jonas Pranas Aleksa konference „Vision of the Modern Village”, Šauļi, Lietuva, 2010.g. 24.-24.septembris*
Referāts: Grīnberga G., Liepa E. Customer Guided Services' Quality Assurance Model for Rural Extension Services, *3rd International Scientific Conference „Vision of the Modern Village” rakstu krājums, Šauļi, Lietuva, 2010.*
7. *Slovākijas Tehnoloģijas universitātes 10.starptautiskā konference Aplimat, Bratislava, Slovākija, 2011.g.1.-4.februāris*
Referāts: Carkovs J. , Liepa E. On Stability Analysis of Cocycles Over Impulse Markov Dynamical Systems, *10th International Conference Aplimat, rakstu krājums, Bratislava, Slovākija, 2011.*, 217.-221. lpp.



Europass Curriculum Vitae

Personal data

Name/Surname **Minkēviča Vineta**
Identity Code **070267-00000**
Place of birth **Jūrmala, Latvija**
Address **Jūrmala, Latvija**
Telephone
Fax
E-mail
Nationality LV
Gender Female
Academic and Scientific grades Dr. math

Work Experience

Dates	<i>from 2009. to date</i>
Occupation or position held	<i>Assistant Professor</i>
Name of employer	<i>RTU DITF ITI Information Technology Management Department, LBC, EIHSEBA</i>
Dates	<i>from 2005. to 2009.</i>
Occupation or position held	<i>Assistant Professor</i>
Name of employer	<i>RTU DITF ITI Information Technology Management Department</i>
Dates	<i>from 2002. to 2005.</i>
Occupation or position held	<i>Assistant Professor</i>
Name of employer	<i>RTU DITF ITI Operations Research Department, the BIA Economics and Business Department</i>
Dates	<i>from 1999. to 2002.</i>
Occupation or position held	<i>Assistant Professor</i>
Name of employer	<i>RTU DITF ITI Operations Research Department, RTTEMA Economics and Business Department</i>
Dates	<i>from 1996. to 1999.</i>
Occupation or position held	<i>lecturer</i>

Name of employer *RTU ASTF ITI Operations Research Department, RTTEMA Economics and Business Department*

Dates *from 1995. to 1996.*

Occupation or position held *lecturer*

Name of employer *RTU ASTF ITI Mathematical Statistics profilinstitūs*

Dates *from 1991. to 1995.*

Occupation or position held *assistant*

Name of employer *RTU ASTF Applied Mathematics Department*

Education and Training

Dates *from 1985. to 1991.*

Title of qualification awarded *Diploma of Higher Education / Mathematics (1991)*

Name and type of organization providing education and training *LU Faculty of Physics - Mathematics*

Dates *from 1996. to 1996.*

Title of qualification awarded *Master Degree / Master of Mathematics (1996)*

Name and type of organization providing education and training *LU Faculty of Physics - Mathematics Master*

Dates *from 1992. to 1996.*

Title of qualification awarded *Doctor Degree / Doctor of Mathematics (1998)*

Name and type of organization providing education and training *RTU Automation and Computer Engineering, Faculty, Institute of Information Technology, doctoral studies*

Training

Dates *1994th*

Title of qualification training *Computer Intensive Statistical Methods*

Name and type of organization *Linköping University (Sweden)*

Dates *1998th*

Title of qualification training *Project management course development / improvement*

Name and type of organization *Technical University of Karlsruhe (Germany)*

Dates *The 1999th to 2000.*

Title of qualification training	<i>Pedagogical Faculty of mastery</i>
Name and type of organization	<i>RPIVA</i>

Personal Skills and Competences

Mother tongue **Latvian**
Other Languages

Self-assessment	Understanding		Speaking		Writing	
	very good	good	very good	good	very good	good
English		X		X		X
Russian	X		X		X	

Scientific research Studies on behavior and the stability conditions of the stochastic systems. Possibilities exploring/developing of quantitative assessment of uncertainties (risks)
Doctoral Thesis - Averaging and stability of differential equations with Markovian impulse switching - developed in direction of probability theory and mathematical statistics

Publications in corresponding scientific field *in the last 6 years*

V. Minkevica, K. Sadurskis, On equilibrium of an adaptive single component market, (2011), Scientific Journal of RTU, 2011, Series "Computer Science", 49. Volume "Information Technology and Management Science" pp. 31.-35.
M. Kornevs, V. Minkevica, Cloud Computing Evaluation Based on Financial Metrics,(2012), Scientific Journal of RTU, 2012, Series "Computer Science", 15. Volume "Information Technology and Management Science" pp. 87.-92.

Methodical publications

V. Minkēviča, Ģ. Vulfs, B. Rajecka, Ievads operāciju pētīšanā, RTU, R2008.
Ģ. Vulfs, V. Minkēviča, B. Rajecka, Ievads projektu vadībā, RTU, R2008.
J. Grabis, Ģ. Vulfs, V. Minkēviča, Maģistra darbu izstrādes metodika, RTU, R2008.

27.07.2016.



Europass
Curriculum Vitae

Personal data

Name/Surname Atis Papins
Data and place of birth 13.04.1968, Riga
Adress Ausekla street 40, Jelgava, Latvia, LV-3001
Telephone(s) 29536116
E-mail apapins@inbox.lv
Nationality Latvian
Gender Male
Academic titles and scientific degrees Master Degree of Pedagogy, Dipl.No. 000051.
Professional Master Degree of Economics, Dipl.No.401446

Work experience

Dates **2014-**
Occupation or position held Lecturer
Name of employer Latvian Business College
Dates **2004 -**
Occupation or position held Lecturer
Name of employer Riga International School of Economics and Business Administration (RISEBA)
Dates **2011-**
Occupation or position held Expert, Member of National Tripartite Subcouncil of Vocational Education and Training
Name of employer National Tripartite Subcouncil of Vocational education and training (PINTSA)
Dates **2002 -**
Occupation or position held Assistant Professor
Name of employer Baltic International Academy
Dates **2009 -**
Occupation or position held Lecturer
Name of employer Alberta College
Dates **1998 – 2001**
Occupation or position held Assistant Professor
Name of employer Rīga Craft School
Dates **1997– 2002**

<i>Occupation or position held</i>	<i>Assistant Profesor</i>
<i>Name of employer</i>	<i>Riga Teacher Training and Educational Management Academy</i>
<i>Dates</i>	2000– 2007
<i>Occupation or position held</i>	<i>WoodworkingCentre Manager, Deputy Director</i>
<i>Name of employer</i>	<i>Riga State Technical School, WoodworkingCentre</i>
<i>Dates</i>	1995 -
<i>Occupation or position held</i>	<i>Lecturer</i>
<i>Name of employer</i>	<i>Riga State Technical School</i>
<i>Dates</i>	1994 – 1997
<i>Occupation or position held</i>	<i>Director of Finance</i>
<i>Name of employer</i>	<i>„Zakovskis un dēli” Ltd.</i>
<i>Dates</i>	1994 – 1995
<i>Occupation or position held</i>	<i>Inspector</i>
<i>Name of employer</i>	<i>The State Police of Latvia</i>
<i>Dates</i>	1993 – 1994
<i>Occupation or position held</i>	<i>Inspector</i>
<i>Name of employer</i>	<i>The State Revenue Service</i>
<i>Dates</i>	1988– 1993
<i>Occupation or position held</i>	<i>Head of Laborotory</i>
<i>Name of employer</i>	<i>LatvianUniversity of Agriculture</i>
<i>Dates</i>	1986– 1988
<i>Occupation or position held</i>	<i>Senior Engineer</i>
<i>Name of employer</i>	<i>LatvianUniversity of Agriculture</i>
<hr/>	
<i>Education</i>	
<i>Dates</i>	2010 -
<i>Title of qualification awarded</i>	<i>Doctoral studies „Regional economics and policies” (REEP) (51310)</i>
<i>Name and type of organisation</i>	<i>Baltic Internation Academy</i>
<i>Dates</i>	2000 – 2005
<i>Title of qualification awarded</i>	<i>Theoretical part of doctoral studies</i>
<i>Name and type of organisation</i>	<i>Riga Technical University</i>
<i>Dates</i>	2010-2013
<i>Title of qualification awarded</i>	<i>Professional Master Degree of Economics, Dipl.No.401446</i>
<i>Name and type of organisation</i>	<i>Latvian Agriculture university</i>
<i>Dates</i>	1995– 1997
<i>Title of qualification awarded</i>	<i>Master Degree of Pedagogy, Dipl.No. 000051.</i>
<i>Name and type of organisation</i>	<i>Riga Teacher Training and Educational Management Academy</i>

<i>Dates</i>	1987 – 1992
<i>Title of qualification awarded</i>	<i>Bachelor degree of economics</i>
<i>Name and type of organisation</i>	<i>Latvian Agriculture University</i>
Improvement of qualification	
<i>Dates</i>	2012-2013
<i>Name of seminars</i>	<i>In-service training for VET teachers – ICT, theories. Project ESF (agreement No. 2010/0043/1DP/1.2.1.1.2/09/IPIA/VIAA/001)</i>
<i>Name of type of educational establishment</i>	<i>PIKC RVT</i>
<i>Dates</i>	28.02.2013-01.03.2013
<i>Name of seminars</i>	<i>Practical seminar “Shcool 2013”</i>
<i>Name of type of educational establishment</i>	<i>Exhibition Center “Ķīpsala”</i>
<i>Dates</i>	24.01.2013. and 25.01.2013.
<i>Name of seminars</i>	<i>Practical activities in the seminar for business educators</i>
<i>Name of type of educational establishment</i>	<i>Jēkabpils Agrokoledža</i>
<i>Dates</i>	2012-2013
<i>Name of seminars</i>	<i>In-service training within ESF Project „For VET teachers” 42 hrs, English</i>
<i>Name of type of educational establishment</i>	<i>PIKC RVT Latvijas Izglītības fonds</i>
<i>Dates</i>	28.02.2012.-01.03.2012.
<i>Name of seminars</i>	<i>Practical seminar “Shcool 2012”</i>
<i>Name of type of educational establishment</i>	<i>Exhibition Center “Ķīpsala”</i>
<i>Dates</i>	19.01.2012.-20.01.2012.
<i>Name of seminars</i>	<i>ESF project "Professional subject teachers and mentor of theoretical knowledge and practical competence promotion "</i>
<i>Name of type of educational establishment</i>	<i>Laidzes Professional School</i>
<i>Dates</i>	2011
<i>Name of seminars</i>	<i>E-couse development and teaching in the programme Moodle</i>
<i>Name of type of educational establishment</i>	<i>Laidzes Professional School</i>
Skills	
<i>Mother tongue</i>	<i>Latvian</i>
<i>English</i>	<i>Reading – good, Verbal – good, Writing- good</i>
<i>Russian</i>	<i>Reading – very good, Verbal – very good, Writing- very good</i>

Scientific publications

- Participation in projects*
- Latvian science board Nr.01.0536 „Kapitāla aktīva daļu cenu veidošanas dinamiskā modeļa analīze 2001. – 2003. gadam” EU financial support, Project „Atbalsts konsultācijām un komercsabiedrību dalībai starptautiskās izstādēs un tirdzniecības misijās” (year 2005)
- ESF financial support project „Pedagogu konkurētspējas veicināšana izglītības sistēmas optimizācijas apstākļos” agreement nr.: Nr.2009/0196/1DP/1.2.2.1.5/09/IPIA/VIAA/001 (year 2010 – 2011)
- ERAF/LIAA financial support Project „Kapacitātes stiprināšana pamata un vidējās izglītības iestāžu uzņēmējdarbības un sociālo zinību pasniedzējiem” (year 2010 – 2011)
- ERAF/LU financial support Project „Inovatora un uzņēmēja kompetenču attīstīšana izglītības procesā” (year 2011)
- ESF financial support Project „Profesionālo mācību priekšmetu pedagogu un prakses vadītāju teorētisko zināšanu un praktisko kompetenču paaugstināšanu” (year 2012, 19 – 20 of January)
- ESF financial support Project „ Profesionālās izglītības pedagogu un prakses vadītāju profesionālo kompetenču pilnveide, sagatavojot profesionālās izglītības iestāžu izglītojamās dalībai profesionālās meistarības konkursos” (year 2012, 23 of November)
- ESF financial support Project „Profesionālajā izglītībā iesaistīto vispārizglītojošo mācību priekšmetu pedagogu kompetences paaugstināšana” (year 2012, January)

Publications Information about last 6 years:

16. Papins A. “Особенности развития и анализ региональной политики Латвии . Podlasska University Sedlce, Poland, October, 2011;
17. Papins A. Особенности предпринимательской среды в Латвийских регионах и перспектива их дальнейшего развития, BalticInternationalAcademy, Riga, Latvia, June, 2011;
18. Papins A. “Profesionālo studiju kursu īstenošanas pieredze un perspektīvas Latvijas reģionos”, College of accounting and finance, Riga, Latvia, June, 2011;
19. Papins A. „Международная научно-практическая конференция «Экономическая теория и хозяйственная практика: глобальные вызовы», секция: Региональные и национальные экономические системы в условиях

- глобализации”, Saint- Petersburg, Russia, October, 2011
20. Papins A. “Кредитные общества, как перспективная сельскохозяйственная модель кредитования, и возможности эффективного улучшения их деятельности”. Scientific Conference, Podlaska University, Sedlce, Poland, May, 2012;
 21. Papins A. “Cechy rozwoju i analiza polityki regionalnej Lotwy. Administracja Isoleczenstwo, Edukacja i gospodarka. Zeszyt 6”, Warsaw, Poland, 2012;
 22. Papins A. “Кредитные общества - модель «сельского банка» и возможности эффективного улучшения его деятельности. VI Международной научно – практической конференции «Экономический рост Республики Беларусь глобализация, инновационность, устойчивость». Minsk, Belarus, May, 2013.
 23. Atis Papins Vysoka Skola manažmentu, Management Challenges in the 21st Century” “Manažment v 21. storočí: problémy a východiská The importance of Cooperation of small and medium-sized regional enterprises in processes of improving their competitiveness Bratislava April 23, 2014
 24. Sagatavots publicēšanai 8th International Research Conference Management Challenges in the 21st Century” “Manažment v 21. storočí: problémy a východiská” Theme of the Conference in 2016: “Digitalization of Society, Economics and Market: Current Issues and Challenges” Atis Papins. Challenges facing the dairy production industry of Latvia due to Russian food embargo. Bratislava April 12, 2016

Other relevant information

Advisor of the bachelor thesis (Number of thesis): 118

Tought study courses (University, Name of the course, credit points) **Baltic International Academy**

World economy – 2 KP

Microeconomics – 3 KP

Macroeconomics – 3 KP

Formation of a new company – 2 KP

Strategy of the pricing – 2 KP

Riga International School of Economics and Business Administration

Entrepreneurship – 4 KP

Investment – 2 KP

International Higher School of Practical Psychology

Project management – 2 KP

University LBK

	<i>Microeconomics – 1 KP</i>
	<i>Macroeconomics – 1 KP</i>
	<i>Basic of the business management – 2 KP</i>
	<i>Microeconomics – 2 KP</i>
	<i>Macroeconomics – 2 KP</i>
	<i>Analysis of the business and strategy – 2 KP</i>
	Alberta College
	<i>Economics of the innovation - 3 KP</i>
	<i>International Marketing – 2 KP</i>
<i>Developed courses</i>	<i>All previously mentioned</i>
<i>Developed study programme</i>	Riga State Technical School
	<i>“Technology of the joinery”</i>
	<i>“Wood treater”</i>
	<i>“Wood Technology”</i>
	Riga international Shcool of Economics and Business Administration
	<i>Entrepreneurship</i>
	<i>World Economy</i>

27.07.2016.

CURRICULUM VITAE

First Name, Last Name *Ināra Parādniece*

Birth Place *Riga*

Birth date: *January 26th, 1946*

Nationality: *Latvian*

Address: *2-77 Kurzemes prospekts 2-77, Riga, LV- 1067, Latvia*

Phone: *Home: +371 67414677; Cell: +371 29141834*

Education: *Higher*

1997 –06.2004 *University of Latvia, Faculty of Legal Affairs, legal science, 5,5.semesters (Defended diploma paper in 2004 “Corruption and prevention problems in state and municipality procurement field);*

2002 *University of Latvia, Faculty of Economics and Management, Chair of Public Administration, Social Science master’s degree in Public Management*

1981 *University of Latvia, Faculty of Foreign Languages, Philologist, German language teacher*

Languages *Latvian – birth, German – fluently, Russian – fluently, English – with dictionary*

Work Experience:

Since Feb’11 *Latvian Business College, European distance-learning college, professor*
June’12 – Nov’ 13
(Personnel management, Political science, Politics)
Since Mar’11 *Latvian Ministry of Culture, Minister’s office manager*
Since Apr’06 *LLC „RODES pakalpojumi”, Director*
Jan’01. – Mar’03 *SIA „AGNI”, Manager of Personnel*

Sep'97 – Jun'04 *Ministry of Welfare, State employment agency, **Director of Administrative department** (Personnel Division, public procurement and economic security division, Documentation management division, the ESF funded projects, the ERDF project monitoring Board Vice President)*

1995 - 1997

*Ministry of Economics, Central privatization commission of residential houses, **Manager of personnel***

*State's Civil Service Administration - **Civil service introduction's manager, Personnel management's development manager***

Additional qualification *Acquired main scope of study for qualification: Public administration, Management, Economics – foundation of society's management, public administration and municipality's organization, public rights, political analysis, personnel management, project management, budget and finance etc.*

Legal studies – civil law, criminal law, international law and public law, employment law, and theory of law etc.

“Staff assessment types and methods”; “Quality management system implementation and necessity”; “New Labor Law”; “Public speech and presentation”; “Public and local authority structural reform, organization and finances”; “Ethics, Psychology and informatics”; “Fundamentals of Market Economy”; “Work descriptions and employee assessment”; “Staff management”; “interviewer training program, structured discussion about objectives and strategy for human resources management issues”; “Basics of management”; English language courses, German language course in Switzerland etc.

Various certified courses, information and expertise seminars

Regulatory documents prepared:

“Provisions of job descriptions for civil servants”; Provisions for civil servant's job list”; Instructions for job description's development and preparation” etc.

Developed concept projects and instructions:

“Development of Civil service's control system”; “personnel management's development concept in state's institutions”; “Methodology and criteria for civil servants”; “Recommendations on the competition for a vacant civil service position ”; “Officials and employee assessment”.

Opinions, proposal preparations:

Organizational work

Given the findings, proposals and objections to the draft regulatory

enactments prepared by national authorities

Organization of various seminars, management, preparation of methodological materials: "About state's civil service official's position evaluation and qualification category granting methodology"; 5 informative seminars "About civil service and application at municipalities"; "EU PHARE un VAS seminar "About qualification examinations of potential civil service official's".

Additional skills *Ability to organize, manage and plan the work. Ability to work with an audience and creative approach to work. Good implementation of theoretical knowledge in real life situations. Ability to persuade and find solutions in difficult conflict situations.*

Experience in administrative and personnel management issues, regulatory and normative document preparation.

Computer skills, Windows, Excel, Internet and other office equipment.

"B" category's driver's license.

27.07.2016.

CURRICULUM VITAE

NAME, SURNAME: JELENA POLOVKO

Address: Riga, Rezeknes street 20-1, Latvia

Phone: Mobile: 26001394

E-mail: polovko.jelena@inbox.lv

Date of birth: 03 June 1956

EDUCATION

1984. – 1988. University of Latvia, Faculty of Philology, Speciality – philologist, teacher of Russian language and literature. Diploma Nr. PV159676, 30.06.1988

Professional Master degree in philology.

1963. – 1973. Riga 55. school, Secondary education.

EMPLOYMENT HISTORY:

September 2015. - Riga 93 school, teacher of Russian language

Present

September 2014. - „Latvian Business Colledge”, lecturer.

Present

2012-2015. Riga evening gymnasium, teacher of Russian language

2000-2015. Riga Raina 8 school, teacher of Russian language

1989-2012 Riga 62 school, teacher of Russian language

1984-1989. Riga 72 school, teacher of Russian language

SUMMARY OF QUALIFICATIONS

*Motivated and enthusiastic about developing good relations with clients.
Effective working alone or as a cooperative team member.
Professional in appearance and presentation.*

LANGUAGES:

Russian Native

Latvian Proficient level

English Beginning level

German Beginning level with dictionary (6 month program in University)

SKILLS AND COMPETENCES: *Perfect command of Windows 3.xx/98/2000/XP, MS-DOS, , MS Office Word, Excel, FrontPage, presentation program MS PowerPoint,*

PERSONAL CHARACTERISTIC AND COMPETENCES

Responsible, executive, sociable, bright personality, flexible to adapt to multicultural environments

27.07.2016.

CURRICULUM VITAE

SVETLANA POLOVKO

Address: Riga, Kr. Barona street 80, Latvia

Phone: Mobile: 25944741

E-mail: svetlana.polovko@inbox.lv

Date of birth: 01 July 1980

EDUCATION

November 2013. – March 2014. Vilnius University, Doctoral studies by ERASMUS program

2013. – 2014. ISMA, Doctoral program "Management"

2008. – 2012. "RigaTechnicalUniversity", Faculty of Engineering economy and Management. Doctoral study program "Management". Theoretical exams passed. Specialisation - Insurance

2004. – 2006. "RigaTechnicalUniversity", Faculty of Engineering economy and Management. Master study program "Management" Professional Master degree in management. Diploma PD C Nr. 0052, Riga, 2006.

1998. – 2003. Highest School of Economy and Culture, bachelor study program "Management" Professional Bachelor degree in business administration. Diploma Nr. 00006, Riga, 2003

1996. – 1998. Riga 62. school, Secondary education.

EMPLOYMENT HISTORY:

January 2011. - Present "European Distance University", researcher.

January 2010. - Present „Latvian Business Colledge", lecturer.

September 2008. – June 2012. "RigaTechnicalUniversity", Faculty of Engineering economy and Management, Lecturer

September 2007. – February 2011. Highest School of social technologies, The chief of chair of economy

November 2007. – June 2008. Insurance joint-stock company "Baltijas Apdrošināšanas Nams" – Person risk underwriter.

2005. – 2007. Insurance joint-stock company "BALTIKUMS", Person risk underwriter.

2001. – 2004. Joint-stock company "ASGprim" the exclusive dealer in Baltic countries of OAO "Азрycoбeзaз" (Agrisovgaz) the branch of joint stock company OAO "Газпром" (Gazprom), which represents 5 factories (aluminum, steel, polymers, plastics and rubber). Administrator.

1998. – 2001. Highest School of Economy and Culture, The president of the student's organisation

SUMMARY OF QUALIFICATIONS

Five years successful experience in direct sales of a range of products and services.

Motivated and enthusiastic about developing good relations with clients.

Effective working alone or as a cooperative team member.

Professional in appearance and presentation.

LANGUAGES:

Russian	Native
Latvian	Proficient level
English	Average level
German	Beginning level with dictionary (6 month program in University)

Perfect command of Windows 3.xx/98/2000/XP, MS-DOS, , MS Office Word, Excel, FrontPage, presentation program MS PowerPoint, Access, Internet, computer graphic Photo Shop, Paint Shop Pro

PERSONAL CHARACTERISTIC AND COMPETENCES

Responsible, executive, strategist, sociable, bright personality, flexible to adapt to multicultural environments

PUBLICATIONS:

01.01.2010. – 30.10.2016.

- 1) S. Polovko „Latvijas apdrošināšanas tirgus darbības prognozēšana” // Starptautiskā zinātniskā konference „Eiropas integrācijas sociālā un ekonomiskā dimensija: problēmas, risinājumi, perspektīvas”, Daugavpils Universitāte, LATVIJA, 3.-5. Novembrī 2011
- 2) Polovko S. MEASURED CONTRIBUTION OF INSURANCE TO ECONOMIC GROWTH // “International Scientific Conference European Financial Systems 2011”, Faculty of Economics and Administration, Masaryk University, CZECH REPUBLIC, Brno, June 2.-3. 2011, ISBN 978-80-210-5509-4, p.215-218
- 3) Polovko S. , Zvanītājs J., Baranovskis N. SOCIALLY ECONOMIC ROLE OF INSURANCE IN NATIONAL ECONOMY DURING THE CRISIS // The Ninth International Conference «Challenges of Europe: Growth and Competitiveness – Reversing the Trends» Under the auspices of The President of the Republic of Croatia Mr. Ivo Josipović and Croatian Chamber of Commerce, University of Split , CROATIA, Bol, May 24.-28. 2011 (citēts zinātn. žurn. Management ISSN 1846-3363 EBSCO Publishing bibliographic and research un SciVerse SCOPUS datubāzē).
- 4) Polovko S. Creating structural model of the insurance market of Latvia // World Academy of Science, Engineering and Technology, France, Paris, 24.-26. June, 2011 (citēts zinātn. žurn. International Refereed Conference Proceedings, ISSN 2010-3778 - EBSCO, Google Scholar, Scopus, Thomson Reuters datubāzēs)
- 5) S.Polovko. „Economic-socially role of insurance branch in Latvian economy” "Economics and Management-2011 (ICEM-2011)". The Conference will take place from 27th to 29th April, 2011 in Brno, Czech Republic. Faculty of Economics and Management of Kaunas University of Technology (Lithuania), Faculty of Engineering Economics and Management of Riga Technical University (Latvia) and others.
- 6) С. Половко. «Проблемы страхового рынка Латвии в период экономического кризиса» X Международная научно-практическая конференция "Менеджмент XXI века: эффективность, качество, устойчивое развитие" РГПУ им. А.И. Герцена с 24.11.2010 по 25.11.2010 Санкт-Петербург, Россия **378.стр.** ISBN 978-5-8064-1613-2
- 7) С. Половко. «Правовое регулирование страхового рынка Латвии». Международная научная конференция студентов, магистрантов и аспирантов «ПРАВОВОЕ ОБЕСПЕЧЕНИЕ ИННОВАЦИОННОГО РАЗВИТИЯ ОБЩЕСТВА И ГОСУДАРСТВА» (29-30 октября 2010 г., г. Минск) *krājumitikspublicēti 2011.g*
- 8) Polovko S. „Tendencies of development of the Latvian insurance market „ **Lviv Polytechnic National University “ECONOMICS AND MANAGEMENT 2010” (EM-2010), Publishing House of Lviv Polytechnic. 25-27 November 2010, L viv, Ukraine. 230.lpp** ISBN 978-617-607-000-9
- 9) LATVIJAS APDROŠINĀŠANAS TIRGUS ANALĪZE // “**Scientific Conference on Economics and Entrepreneurship**” 51. Rīgas Tehniskās universitātes konference SCEE’2010, LATVIJA, Rīga, oktobris, 2010.
- 10) Polovko S. THE IMPORTANCE OF SERVICES OF INSURANCE IN LATVIAN ECONOMY // “International Scientific Conference European Financial Systems 2010”, Faculty of Economics and Administration, Masaryk University, CZECH REPUBLIC, Brno, May 2010. ISBN 978-80-210-5182-9
- 11) ПОЛОВКО С. АКТУАЛЬНЫЕ ПРОБЛЕМЫ РЕАЛИЗАЦИИ ДИРЕКТИВ ЕВРОПЕЙСКОГО СОЮЗА В СФЕРЕ СТРАХОВАНИЯ // ZINĀTNISKĀ PRAKTISKĀ KONFERENCE "Tiesiskā nodrošinājuma problēmas krīzes apstākļos", Sociālo Tehnoloģiju Augstskola, LATVIJA, Rīga, Aprīlis 2010. ISBN978-9984-748-33-7
- 12) Polovko S. APDROŠINĀŠANAS PAKALPOJUMU NOZĪME TAUTSAIMNIECĪBĀ / THE IMPORTANCE OF SERVICES OF INSURANCE IN A NATIONAL ECONOMY // XI STARPTAUTISKĀ ZINĀTNISKĀ KONFERENCE "Cilvēks, sabiedrība, valsts mūsdienu mainīgajos ekonomiskajos apstākļos", Biznesa Augstskola Turība, LATVIJA, Rīga, Marts 2010. ISSN 1691-6069

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Scientific conferences
01.01.2010. – 30.10.2016.

- 1) *The 12th International Prof. Vladas Gronskas Young Researchers Scientific Conference "Development in Economics: Theory and Practice", Kaunas, Vilņas Universitāte, Lietuva, 10.12.2015*
- 2) *Starptautiskā zinātniskā konference „Eiropas integrācijas sociālā un ekonomiskā dimensija: problēmas, risinājumi, perspektīvas”, Daugavpils Universitāte, LATVIJA, 3.-5. Novembrī 2011*
- 3) *“International Scientific Conference European Financial Systems 2011”, Faculty of Economics and Administration, Masaryk Univercity, CZECH REPUBLIC, Brno, June 2.-3. 2011*
- 4) *The Ninth International Conference «Challenges of Europe: Growth and Competitiveness – Reversing the Trends» Under the auspices of The President of the Republic of Croatia Mr. Ivo Josipović and Croatian Chamber of Commerce, University of Split , CROATIA, Bol, May 24.-28. 2011.*
- 5) *World Academy of Science, Engeneering and Technology, France, Paris, 24.-26. June, 2011*
- 6) *"Economics and Management-2011 (ICEM-2011)". The Conference will take place from 27th to 29th April, 2011 in Brno, Czech Republic. Faculty of Economics and Management of Kaunas University of Technology (Lithuania), Faculty of Engineering Economics and Management of Riga Technical University (Latvia).*
- 7) *X Международная научно-практическая конференция "Менеджмент XXI века: эффективность, качество, устойчивое развитие" РГПУ им. А.И. Герцена с 24.11.2010 по 25.11.2010 Санкт-Петербург, Россия «Проблемы страхового рынка Латвии в период экономического кризиса»*
- 8) *Международная научная конференция студентов, магистрантов и аспирантов «ПРАВОВОЕ ОБЕСПЕЧЕНИЕ ИННОВАЦИОННОГО РАЗВИТИЯ ОБЩЕСТВА И ГОСУДАРСТВА» (29-30 октября 2010 г., г. Минск) «Правовое регулирование страхового рынка Латвии».*
- 9) **Lviv Polytechnic National University “ECONOMICS AND MANAGEMENT 2010” (EM-2010), Publishing House of Lviv Polytechnic. 25-27 November 2010, L viv, Ukraine.** „Tendencies of development of the Latvian insurance market „
- 10) **VIRTUE AND ECONOMIC CRISES // The 4th annual ISME conference hosted Mykolas Romeris University, LITHUANIA, Vilnius, July 2010.**
- 11) *“International Scientific Conference European Financial Systems 2010”, Faculty of Economics and Administration, Masaryk Univercity, CZECH REPUBLIC, Brno, May 2010. The importance of services of insurance in Latvian economy”.*
- 12) *XI STARPTAUTISKĀ ZINĀTNISKĀ KONFERENCE "Cilvēks, sabiedrība, valsts mūsdienu mainīgajos ekonomiskajos apstākļos", Biznesa Augstskola Turība, LATVIJA, Rīga, Marts 2010. Ziņojuma tēma: „Apdrošināšanas pakalpojumu nozīme tautsaimniecībā”.*



Europass Curriculum Vitae

Personal data

Name/Surname	Pumpure Inga
Identity Code	100870-11852
Place of birth	Aizkraukle
Address	Ķeguma prospekts 3, Baldone, LV-2125
Telephone	Mobilais tālrunis 26434123
Fax	
E-mail	Inga.pumpure@gmail.com
Nationality	Latvian
Gender	Femail
Academic and Scientific grades	Master's Degree in Financial Management

Work Experience

Dates	From 08.2014
Occupation or position held	Lecturer of Seminars
Name of employer	Lietišķās informācijas dienests
Dates	From 12.2011
Occupation or position held	Lecturer of Seminars and refresher courses
Name of employer	Nodokļu likumdošanas izglītības centrs
Dates	10.2011 – 12.2013
Occupation or position held	Lecturer of courses
Name of employer	<i>Mācību un konsultāciju centrs ABC</i>
Dates	From 10.2010
Occupation or position held	Lecturer
Name of employer	Latvijas biznesa koledža un Augstskola EIHSEBA
Dates	From 05.2010
Occupation or position held	Chief Accountant in 30 enterprises
Name of employer	Self-employed
Dates	10.2010. – 12.2012
Occupation or position held	Lecturer of courses , Vice exam
Name of employer	<i>training Centre BUTS</i>
Dates	05.2010 – 04.2013
Occupation or position held	financial Consultant
Name of employer	MetLife filiāle Latvijā
Dates	08.2008 – 03.2010
Occupation or position held	Chief Accountant in 28 enterprises
Name of employer	<i>Accounting outsourcing provider GBC, SIA</i>

Education and Training

Dates	09.2007 – 06.2009
Title of qualification awarded	Professional master's degree in finance and Financier, diploma PD E Nr. 0591, issued RA 2009.gada 26.jūnijā
Name and type of organization providing education and training	Rēzeknes Augstskola
Dates	08.2003 – 07.2007
Title of qualification awarded	<i>The second level professional higher education diploma PD C Nr. 3411, issued BSA 2007.07.13.</i>
Name and type of organization providing education and training	Baltijas Starptautiskā akadēmija
Training	
Dates	From 09.2012
Title of qualification training	<i>Pārdošana 24/7 seminar cycle</i>
Name and type of organization	<i>Latvijas Tirdzniecības un rūpniecības kamera</i>
Dates	2008
Title of qualification training	<i>practical accounting</i>
Name and type of organization	<i>International Correspondence Course</i>
Dates	10.2006.-02.2007
Title of qualification training	<i>Accounting trade and catering enterprises</i>
Name and type of organization	<i>Latvikon SIA</i>

Personal Skills and Competences

Mother tongue **Latvian**
Other Languages

Self-assessment	Understanding		Speaking		Writing	
	very good	good	very good	good	very good	good
English		X				
Russian	X		X		X	

Other member-associations	
Dates	From 10.2012
Association, foundation	Latvijas Tirdzniecības un rūpniecības kamera
Dates	From 08.2012
Association, foundation	President of BPW Latvia Riga(Business Professional Women)

01.10.2016



Europass Curriculum Vitae

Personal data

Name/Surname Konstantins Savenkovs
Identity Code 040785-10405
Place of birth Riga, Latvia
Address Maskavas street 323-7, Riga, Latvia, LV-1069
Telephone (+371) 26849847
Fax no
E-mail savenkovs@inbox.lv
Nationality Latvian
Gender Male
Academic and Scientific grades MA. re. soc.

Work Experience

Dates	09.2012 - ...
Occupation or position held	Lecturer: Course program for teaching the subject of economics (Macroeconomics / Microeconomics / Economic Basics) Management.
Name of employer	Ltd „EDU”
Dates	05.2009 - 09.2010
Occupation or position held	HR Manager: Work with staff.
Name of employer	Ltd „Gefests-auto”
Dates	02.2008 - ...
Occupation or position held	Lecturer: Course program for teaching the subject of economics (Macroeconomics / Microeconomics / Economic Basics) Management.
Name of employer	Ltd „Latvijas Biznesa Koledža”
Dates	01.2007 - 06.2007
Occupation or position held	transport Manager
Name of employer	Ltd „Hic Group”
Dates	01.2006 - 03.2007
Occupation or position held	Transport worker / manager
Name of employer	Ltd „SLT Rīga”

Education and Training

Dates	09.2013 – ...
Title of qualification awarded	Doctoral Degree Programme "Regional economics and economic policy"
Name and type of organization providing education and training	Baltic International Academy
Dates	2008 - 2009
Title of qualification awarded	<i>Master of Social Sciences in Management Science</i>
Name and type of organization providing education and training	Transport and Telecommunication Institute

Dates	2004 - 2008
Title of qualification awarded	<i>Higher Professional Bachelor Study Programme "Transport and Business Logistics"</i>
Name and type of organization providing education and training	Transport and Telecommunication Institute
Dates	1992 – 2004
Title of qualification awarded	<i>The Certificate of Secondary Education</i>
Name and type of organization providing education and training	<i>Riga Secondary School Nr44</i>
Training	
Dates	15.04.2014 - 19.04.2014
Title of qualification training	<i>User's electrical technical operating rules and safety regulation technical skills courses. Qualification Group 5C</i>
Name and type of organization	<i>Ltd «Rīgas zinātnes un tehnikas nams – RZTN»</i>
Dates	15.04.2013 - 19.04.2013
Title of qualification training	<i>User's electrical technical operating rules and safety regulation technical skills courses. Qualification Group 5C</i>
Name and type of organization	<i>Ltd «Rīgas zinātnes un tehnikas nams – RZTN»</i>
Dates	02.04.2012 - 07.04.2012
Title of qualification training	<i>User's electrical technical operating rules and safety regulation technical skills courses. Qualification Group 5C</i>
Name and type of organization	<i>Ltd «Rīgas zinātnes un tehnikas nams – RZTN»</i>
Dates	02.04.2010 - 07.04.2010
Title of qualification training	<i>User's electrical technical operating rules and safety regulation technical skills courses. Qualification Group 4C</i>
Name and type of organization	<i>Ltd «Rīgas zinātnes un tehnikas nams – RZTN»</i>
Dates	02.04.2009 - 07.04.2009
Title of qualification training	<i>User's electrical technical operating rules and safety regulation technical skills courses. Qualification Group 3B</i>

Name and type of organization

Ltd «Rīgas zinātnes un tehnikas nams – RZTN»

Dates

01.12.2007 - 08.02.2008

Title of qualification training
Name and type of organization

Certificate of Professional Competence for International Road Transport in accordance with European training, testing and diploma standards in international road haulage.

Research and Training Advisory transport and logistics center

2004 – 2008

English language courses

Language Centre IH Riga-Satva

Personal Skills and Competences

Mother tongue

Russian

Other Languages

Self-assessment	Understanding		Speaking		Writing	
	very good	good	very good	good	very good	good
English		X		X		X
Latvian	X			X		X

Scientific research 20.05.2011 - ...
"Efficient management of the College". Graduates Association the
Department of Management Science TTI.

**Publications in corresponding
scientific field** 30.05.2014. Transformational Processes in Law, Regional Economics and
Economic Policies: Topical Economic, Political and Legal Issues". V
International Scientific Conference. «The influence of European innovation
policy for the economic development of Latvia, Lithuania and Estonia». Natural
and Humanities University in Siedlce (Poland).

Proceedings and abstracts 25.04.2014. First International Scientific Conference. Topical: Company.
Creativity. Work. "The impact of European innovation policy on economic
development in the region of the Baltic countries". LBK College and Ltd „EDU”

2013 .g. „Transformational Processes in Law, Regional Economics and
Economic Policies: Topical Economic, Political and Legal Issues". II
International Scientific Conference . Baltic Internaytional Academy.

2012 "Evaluation of the leadership based on company's value management".
Research and Technology – Step into the Future.

2011 "The nature of the servant-leader from the point of view of Christianity in
systems management". Research and Technology – Step into the Future.

2010 "Mechanisms of collective leadership in systems management". Research
and Technology – Step into the Future.

2009 "Leadership in the organization: the distinction between theory
and practice". Technology – Step into the Future.

**Participation with a report
(any kind) in International
scientific conferences and
congresses**

Title of the research paper: Leadership in the organization: the distinction
between theory and practice
Moscow State Open University

CURRICULUM VITAE



PERSONAL INFORMATION

Name **JELENA STEPANOVA**
Address ZHAGATU STREET 13-12, LV-1084, RIGA, LATVIA
Telephone (+371) 26 44 55 35, 67 56 02 64
Fax
E-mail helen_stepanova@inbox.lv
Nationality
Date of birth 17.03.1976

WORK EXPERIENCE

- Dates (from – to) February 2012 – Present
- Name and address of employer The European Distance University, Kr. Valdemara 26, Riga, Latvia
- Type of business or sector Education
- Occupation or position held **Business English Lecturer**
- Main activities and responsibilities Create the program for Business Administration, Jurisprudence, Computer Science, Tourism Management faculties, conduct different levels lessons and seminars for day, night departments, for distant students off-line and online at <http://distance-learning.com> , create the tests, exams, correct written homework

- Dates (from – to) September 2013 – Present
- Name and address of employer Business College of Latvia, Kr. Valdemara 26, Riga, Latvia
- Type of business or sector Education
- Occupation or position held **Business English Lecturer**
- Main activities and responsibilities Create the program for Business Administration, Law, Computer Science, Tourism and Hotel Management Faculties, conduct different levels lessons and seminars for day, night departments, for distant students off-line and online at <http://distance-learning.com> , create the tests, exams, correct written homework

- Dates (from – to) October 2008 – Present
- Name and address of employer "Bright World", Kr. Barona 134, Riga, Latvia
- Type of business or sector Education
- Occupation or position held **English Language Teacher, Project Originator**
- Main activities and responsibilities Organize English language courses, create the program, conduct different levels lessons, arrange English Books Club and English Speaking Club, copywriting, informational support of the project

- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- July 2002 – September 2008
 SIA SIRIUS Satellite Services Latvija, Zakusalas krastmala 3-204, Riga, Latvia
 IT/Telecommunication
General Manager, Sales&Admin.
 Company general administration, HR management, manage sales activities, including budgets, planning, reporting, marketing events arrangement
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- September 1998 – October 2002
 The School of Business Administration Turiba, Graudu street 68, Riga, Latvia
 Education
English Language Teacher
 Plan scheme of lectures, conduct lectures and seminars, correct written homework
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- September 1998 – September 1999
 RigaSecondary School Nr.20, Stamerienas 8, Riga, Latvia
 Education
English Language Teacher
 Plan scheme of lectures, conduct lectures and seminars, correct written homework
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- September 1998 – January 1999
 Association of Latvian Commercial Banks, Perses street 9/11, Riga, Latvia
 Administration
English-Russian translator
 Translation of internal documents
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- June 1996 – October 1996
 Acacia Tour Inc, 2001 Beverly Blvd. , Los Angeles, USA
 Tourism
Marketing manager assistant
 Travel tour promotion, tickets for a group tour registration, estimation of the tour
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities
- June 2000 – September 2000
 Restaurant 'Lucky Nugget Saloon', Disneyland Resort Paris, Paris, France
 Entertainment
Hostess
 Greet arriving guests, show guests their table, offer menu and other information as necessary
-
- Dates (from – to)
 - Name and address of employer
 - Type of business or sector
 - Occupation or position held
- June 1999 – September 1999
 Raising Sun Motor Inn, Glacier National Park, Montana, USA
 Tourism, Entertainment
Receptionist

- Main activities and responsibilities
- Check in, check out of the guests

EDUCATION

- Dates (from – to) September 2015 - Present
 - Name and type of organisation providing education and training Faculty of Education, University of Latvia
 - Principal subjects/occupational skills covered Doctoral thesis
 - Title of qualification awarded **PhD**
-
- Dates (from – to) 2014 - 2014
 - Name and type of organisation providing education and training Riga Teacher Training and Educational Management Academy
 - Principal subjects/occupational skills covered The fundamentals of teaching process
 - Title of qualification awarded **Teacher Qualification (Certified teacher)**
-
- Dates (from – to) 1997 - 1999
 - Name and type of organisation providing education and training Faculty of Management, Latvian University
 - Principal subjects/occupational skills covered Organizing and Management for Performance, Strategic Management, HR Management, Marketing, Business Accounting, Executive skills: thinking and acting for effective practice
 - Title of qualification awarded **Master of Social Science (Management)**
-
- Dates (from – to) 1995 - 2000
 - Name and type of organisation providing education and training Faculty of Foreign Languages, Latvian University
 - Principal subjects/occupational skills covered Two foreign languages, linguistics, literary studies, pedagogy, translation's theory and practice, psychology, methods of teaching the language
 - Title of qualification awarded **Bachelor of Arts (BA)**
-
- Dates (from – to) 1997 - 1997
 - Name and type of organisation providing education and training Faculty of Economics, Riga Aviation University
 - Principal subjects/occupational skills covered Business law: Latvian Labour Law, Administrative Breaches Law, Criminal Law, Civil Law, psychology
 - Title of qualification awarded **Qualification in Business Activity Legal Security**

- Dates (from – to) 1993 - 1997
- Name and type of organization providing education and training Faculty of Economics, Riga Aviation University
- Principal subjects/occupational skills covered Business Administration, research methods, management, business law, finance and accounting, communication, HR Management
- Title of qualification awarded **Bachelor of Science in Economics**

- Dates (from – to) 1982 - 1993
- Name and type of organization providing education and training 1STRiga Technical Lyceum
- Principal subjects/occupational skills covered Deep study of English and math
- Title of qualification awarded Primary and secondary education

- Dates (from – to) 1984 - 1991
- Name and type of organisation providing education and training Riga Music school

TRAININGS

- Dates (from – to) 11.08.2014 - 18.08.2014
- Name and type of organisation providing education and training VIFIN, Grundtvig Workshop 'Overcoming illiteracy through digital literacy', Vejle, Denmark
- Dates (from – to) 11.05.2014 - 18.05.2014
- Name and type of organisation providing education and training Nowa Huta Cultural Centre., Grundtvig Workshop 'FluenC-fluent and creative', Cracow, Poland
- Dates (from – to) 01.03.2014 - 08.03.2014
- Name and type of organisation providing education and training LEAP Ltd., Grundtvig Workshop 'Creative thinking in literacy learning', Birmingham, United Kingdom
- Dates (from – to) January 2012-April 2013
- Name and type of organisation providing education and training Oxford University Press, Oxford Professional Development seminars, 40 hours
- Dates (from – to) October 2011-April 2013
- Name and type of organisation providing education and training Cambridge University Press, Cambridge Professional Development seminars, 15 hours
- Dates (from – to) November 2011-April 2013
- Name and type of organisation providing education and training Pearson Longman Training Department, Great Teachers Development Program, 25 hours
- Dates (from – to) January 2011-April 2013
- Name and type of organisation providing education and training French Language courses, Institut Francais and IH Riga, 250 hours, **Level: B2**

- Dates (from – to) 30.09.2012 - 01.12.2012
- Name and type of organisation providing education and training Stanford University, PhD. Kristin Sainani, Course “Writing in the Sciences” at Coursera
- Dates (from – to) 09.06.2011 - 19.06.2011
- Name and type of organisation providing education and training Centro Creative “Danilo Dolci”, Grundtvig Workshop ‘Culturitalian: The Art of Learning Italian through the cultural diversity’, Palermo, Italy
- Dates (from – to) December 2009
- Name and type of organisation providing education and training Profesionālās izglītības, tālākizglītības un eksaminācijas centrs, “Professional Education Program for Teachers”, 40 hours

Personal Skills and Competences

Russian

Mother tongue

Other Languages

Self-assessment	Understanding		Speaking		Writing	
	very good	good	very good	good	very good	good
English	X		X		X	
French	X		X		X	
Latvian	X		X		X	

<p>Other skills</p> <p>Scientific research and publications in corresponding scientific field</p>	<p>27th of May, 2016 <i>Third Generation Learning in Business English</i>. Rezekne Academy of Technologies, <i>Proceedings of the International Scientific Conference SOCIETY. INTEGRATION. EDUCATION</i>.</p> <p>December, 2016, <i>Tendencies in Spa and Wellness Tourism in Latvia and Switzerland</i>. LBK and EDU. <i>Proceedings of the International Scientific Conference</i>.</p> <p>December, 2016, <i>Team-Based Learning in Business English</i>. LBK and EDU. <i>Proceedings of the International Scientific Conference</i></p> <p>October, 2014, 'Tourism Essentials' book review, <i>Modern English Teacher</i>, Nr. 23.4, Pavilion Publishing and Media Ltd, OLM Group, United Kingdom</p> <p>July, 2014, 'Business Essentials' book review, <i>Modern English Teacher</i>, Nr. 23.3, Pavilion Publishing and Media Ltd, OLM Group, United Kingdom</p> <p>July, 2013, 'Vocabulary for all', <i>English Teaching Professional</i>”, Nr.87, Pavilion Publishing and Media Ltd, OLM Group, United Kingdom</p> <p>21st of May 2013, Oxford University Press, ELT 'Receptive skills: Resources for independent learning', http://oupeltglobalblog.com/2013/05/21/receptive-skills-resources-for-independent-learning/</p> <p>25th of June, 2013, Oxford University Press, ELT, 'Productive skills: Resources for independent learning', http://oupeltglobalblog.com/2013/06/25/productive-skills-resources-for-independent-learning/</p> <p>1st of May, 2012, - Oxford University Press, ELT Oxford University Press, 'Teaching vocabulary through different learning styles' http://oupeltglobalblog.com/2012/05/01/teaching-vocabulary-through-different-learning-styles/</p> <p>March 2014–<i>Creative thinking in literacy learning</i> (Birmingham, United Kingdom).</p> <p>February 2013 – Certificate "Informal English Language Education for Adults" valid till 2016.</p> <p>June 2011– <i>CulturItalian: The Art of Learning Italian through Cultural Diversity</i> (Palermo, Sicilia).</p> <p>January 2009. – Certificate "Informal English Language Education for Adults" valid till 2013.</p>
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**Participation with a report (any kind)
in International scientific conferences
and congresses**

International Scientific Conference SOCIETY. INTEGRATION. EDUCATION, 27th of May, 2016, Rezekne Academy of Technologies, report Third generation learning in business English.

International Scientific Conference 'Innovative Solutions of Social-Economic and Legal Issues for Sustainable Development, 13th of March, 2016, LBK/EDU, Riga, report Tendencies in Spa and Wellness Tourism in Latvia and Switzerland

International Scientific Conference 'Innovative Solutions of Social-Economic and Legal Issues for Sustainable Development, 13th of March, 2016, LBK/EDU, Riga, report Team-Based Learning in Business English

8.08.2016 International Scientific Conference "Significance of Context in Contemporary Humanities". University Of Latvia, Faculty Of Humanities, 10th May, 2013.
Report: "Teaching vocabulary through different learning styles and the Internet resources"



Europass Curriculum Vitae

Personal Information

Surname/ Name **Sanita Vāne**
Personal ID **290968-11800**
Place of Birth Riga, Latvia.
Address Braila Str. 20-273, Riga, LV-1024
Phone 67532461 Mobile Phone 29683318
Fax
E-mail *svane@inbox.lv*

Nationality Republic of Latvia
Sex Female
Academic Title and Scientific Degrees Master's degree (Mg. paed.), lecturer

Work Experience

Time Period **From 09. 2013.**
Occupation or Position Held guest lecturer
Work Place *Latvia Business College*

Time Period **from 2012**
Occupation or Position Held lecturer
Work Place *Europen Distance University*

Time Period **from 2002 to 07.2013**
Occupation or Position Held lecturer
Work Place *Baltic International Academy (former Baltic Russian Institute)*

Time Period **from 2005 to 2008**
Occupation or Position Held lecturer
Work Place *Latvia Business College*

Time Period **From 08.1996 to 07. 2003**
Occupation or Position Held Economics and Business Department, lecturer
Work Place *Riga Teacher Training and Educational Management Academy*

Education

Time Period **from 09.2011. to 05.2013.**
Title of the Education Document Attributed/ Qualification Awarded Studies in master's degree study programme „Management of Large and Medium Business”
Studies interrupted
Education Organisation's Name and Type EIHSEBA University
Time Period **from 10.1997 to 06.1999**

Title of the Education Document Attributed/ Qualification Awarded Master's degree in pedagogy, school management field (Mg. paed.), diploma MD Nr. 000170, awarded by RPIVA on 12.06.1999.
Qualification of education work manager, diploma VD Nr 000502, awarded by RPIVA on 12.06.1999.

Education Organisation's Name and Type Riga Teacher Training and Educational Management Academy, master's degree programme

Time Period **From 09.1986 to 06. 1993**

Title of the Education Document Attributed/ Qualification Awarded Higher education diploma YB Nr 102944, awarded by LU on 17.06.1993., speciality – applied mathematics, qualification of mathematician

Education Organisation's Name and Type University of Latvia, Physics and Mathematics Faculty

Training

Time Period **10.2001.**

Seminar/ Training Name *Seminar on pedagogic skills*

Training Organisation's Name *Riga Teacher Training and Educational Management Academy*

Personal Skills

Mother Tongue **Latvian**

Other Languages

Self-Assessment	Understanding		Speaking		Writing	
	Very well	Well	Very well	Well	Very well	Well
English		X				
French		X				
Russian	X		X		X	

Scientific Work

**Publications in Corresponding
Scientific Field**

1. Centrālās nervu sistēmas patoloģiju raksturojums HIV inficētu pacientu letālajos gadījumos 2013.-2014. gadā. R. Kleina, A. Babkeviča, A. Šrnits, B. Rozentāle, S. Vāne Publicētas tēzes: RSU 2015. gada zinātniskā konference. 2015.
2. Characteristics of fatal patient cases out of Riga hospitals S. Vāne, R. Kleina, A. Šrnits Publicēts un referāts: 3rd International interdisciplinary scientific conference „Society. Health. Welfare”. 2012.
3. Klientu apmierinātības pētījumu teorētiskie aspekti S. Vāne, E. Liepa. Zinātniski – praktiskās konferences „Uzņēmējdarbības ekonomiskie, juridiskie un tehnoloģiskie aspekti” rakstu krājums. Rīga: Latvijas biznesa koledža, Augstskola EIHEBA, 2012
4. Analysis of deceased cases out of hospitals without medical aid. S. Vāne, R. Kleina, A. Šrnits Publicēts un referāts 3rd International interdisciplinary scientific conference „Society. Health. Welfare”. Abstracts. 11.-12. nov. 2010.
5. VSIA „Strenču psihoneiroloģiskā slimnīca” attīstības projekts Sanita Vāne Vitālijs Rodins, RSEBA, 2008.g.
6. Latvia`s Employed Business Management Students` Readiness for Life and Work in Circumstances of Sustainable Development. I. Kalve, Līdzautore S. Vāne. Publicēts starptautiski recenzējamā zinātnisko rakstu krājuma “Education and Sustainable Development: First Steps Toward Changes” 2. sējumā, Daugavpils: Daugavpils Pedagoģiskās universitātes Ilgtspējīgas izglītības institūts; 2007.g., 114.-123. lpp.

**Pedagogic Work
(last 6 years)
Study Courses Taught (course
title, scope in CP)**

Latvia Business College: Informatics (2CP)

EDU (EIHEBA): Informatics (3CP)

Application Softwares (2CP)

BIA: Higher Mathematics (2CP)

Introduction to Higher Mathematics (2 CP)

Mathematic Processing of Statistic Data (1CP)

Firm and Business Statistics (2 CP)

Mathematical Economics (2CP)

Economical Calculations in Electronic Tables (2 CP)

Informatics (3CP)

Informatics and Programming Languages (3CP)

<p><i>Elaborated Study Courses</i></p> <p><i>Bachelor's and Qualification Papers Supervised</i></p>	<p><i>EDU: Informatics – for study programmes „Business Management”, „Tourism Management”, “Human Resource Management” and „Law”</i></p> <p><i>EDU: Application Softwares – for study programme „Computer Science”</i></p> <p><i>Latvia Business College: Informatics for study programme „Entrepreneurship”, Application Softwares.</i></p> <p><i>– more than 35.</i></p>
<p>Participation in International Scientific Conferences and Congresses</p>	<ol style="list-style-type: none"> 1. Klientu apmierinātības pētījumu teorētiskie aspekti S.Vāne, E.Liepa. Zinātniski – praktiskās konferences „Uzņēmējdarbības ekonomiskie, juridiskie un tehnoloģiskie aspekti” rakstu krājums. Rīga: Latvijas biznesa koledža, Augstskola EIHEBA, 2012 2. Analysis of deceased cases out of hospitals without medical aid. S. Vāne, R.Kleina, A.Šmits Publicēts un referāts 3rd International interdisciplinary scientific conference „Society. Health. Welfare”. Abstracts. 11.-12. nov.2010.

27th July, 2016.

Sanita Vāne

SADARBĪBAS LĪGUMS
par studiju programmu realizēšanu

Rīgā, 2013.gada 8. janvāris

Alberta koledža (AK), tās direktores Oksanas Lentjušenkovas personā, no vienas puses, un Nodibinājums „Kristīgās vadības koledža” (KVK), tās direktora Jāņa Grāvīša personā, no otras puses, turpmāk saukta katra atsevišķi – Puse vai kopā – Puses, noslēdz šādu sadarbības līgumu:

1. AK un KVK apliecina, ka ir ieinteresēti daudzpusīgā sadarbībā un apņemas iesaistīties savstarpējā docētāju un studentu pieredzes apmaiņā nolūkā nodrošināt augstāku mācību kvalitāti, piedalīties un savstarpēji atbalstīt Pušu organizētās zinātniskās konferences un metodiskos seminārus, sadarboties mācību līdzekļu, metodisko materiālu sagatavošanā un izveidošanā, izstrādāt un īstenot dažādus projektus, t.sk.:
 - 1.1. rīkot kopīgas vieslekcijas studējošiem;
 - 1.2. organizēt kopīgas lietišķas spēles un konferences.
 - 1.3. veikt kopīgus pētījumus;
 - 1.4. izstrādāt kopīgus konspektus;
 - 1.5. pieredzes apmaiņas nolūkā organizēt studiju programmu direktoru un akadēmiskā personāla tikšanās;
 - 1.6. kvalifikācijas darbu aizstāvēšana: pieredzes apmaiņa darba vadīšanā un recenzēšanā.
2. Pamatojoties uz AK un KVK sadarbību studiju un pētniecības jomā, Puses savstarpēji apņemas nodrošināt studiju iespējas KVK pirmā līmeņa profesionālās augstākās izglītības studiju programmai “Uzņēmējdarbības vadība” un AK pirmā līmeņa profesionālās augstākās izglītības studiju programmai “Uzņēmējdarbība” gadījumā, ja kāda no Pusēm pārtrauc iepriekš minēto studiju programmu realizāciju.
3. Puses apņemas:
 - 3.1. Puse, kas pārtrauc studiju programmas realizāciju, brīdina programmas studentus par šīs vienošanās nosacījumiem;
 - 3.2. Puse, kas apņemas nodrošināt studiju iespējas studentiem, kuri uzsākuši studijas pārtrauktajā programmā, pārņem otras Puses saistības attiecībā uz iespēju šiem studentiem apgūt studiju programmu, pārskaitot atbilstošos kredītpunktus.
4. Studentiem, kuri līdz šim studējuši pārtrauktajā programmā un kuri noslēguši līgumus ar kredītiestādi par studiju kredītu, šis kredīts tiks nodrošināts pēc saskaņošanas ar Studiju fondu un kredītiestādi, kura izsniedz studiju kredītus.

5. Studentu imatrikulācija:

- 5.1. AK studentu imatrikulācija KVK un AK veiktā studiju apjoma pielīdzināšana KVK realizētajai studiju programmai notiek saskaņā ar KVK uzņemšanas noteikumiem un imatrikulācijas kārtību, kā arī citiem studiju procesu reglamentējošiem dokumentiem.
- 5.2. KVK studentu imatrikulācija AK un KVK veiktā studiju apjoma pielīdzināšana AK realizētajai studiju programmai notiek saskaņā ar AK uzņemšanas noteikumiem un imatrikulācijas kārtību, kā arī citiem studiju procesu reglamentējošiem dokumentiem.
6. Visi grozījumi līgumā izdarāmi, Pusēm rakstveidā par to vienojoties. Šādas vienošanās stājas spēkā pēc to parakstīšanas un kļūst par šī līguma neatņemamu sastāvdaļu.
7. Visus strīdus, kas pusēm rodas saistībā ar šo līgumu, Puses risina pārrunu ceļā. Ja vienošanās pārrunu ceļā netiek panākta, Puses strīdus risina LR normatīvajos aktos noteiktajā kārtībā.
8. Līgums stājas spēkā no tā parakstīšanas brīža un ir spēkā nenoteiktu laiku.
9. Puses līgumu var lauzt, ja viena Puse sešus mēnešus iepriekš par to brīdina otru Pusi.
10. Pušu paraksti un juridiskās adreses:

SIA "Alberta koledža"

Rīga, Skolas 22-5,
Reģ.No 40003549193
Tālr.: 7288824
Fax: 7821692



Direktore
Oksana Lentišņikova

Nodibinājums „Kristīgās vadības koledža”

Rīga, Lāčplēša ielā 37, LV 1011
Reģ. Nr. 40008118209
Tālr.: +371 67227478
Fax: +371 67227478

Direktors
Jānis Grāvītis



SADARBĪBAS LĪGUMS

Rīga, 2008.gada 5.jūnijā.

Nodibinājums „Kristīgās vadības koledža”, reģ. Nr. 40008118209, reģistrēta LR Izglītības un zinātnes ministrijā ar nr. 3334802535, kuras vārdā saskaņā ar Statūtiem un Nolikumu, kā arī ar spēkā esošiem normatīvajiem tiesību aktiem darbojas direktora p.i. Oļegs Jermolājevs, turpmāk tekstā KVK, no vienas puses un

Sabiedrība ar ierobežotu atbildību Biznesa vadības koledža, reģ. Nr. 40003923111, reģistrēta LR Izglītības un zinātnes ministrijā ar nr. 3334802338, kuras vārdā saskaņā ar Statūtiem un Nolikumu, kā arī ar spēkā esošajiem normatīvajiem tiesību aktiem darbojas direktore Ineta Kristovska, turpmāk tekstā BVK, no otras puses, abi kopa saukti Līdzēji, noslēdza augšminētajā datumā Līgumu par sekojošo:

I Līguma priekšmets

1.1. KVK un BVK ir nodomājušas sadarboties saskaņā ar Augstskolu likuma 55.panta 8.punktu par:

1.1.1. KVK Pirmā līmeņa profesionālās augstākās izglītības studiju programmu „**Uzņēmējdarbības vadība**” (turpmāk tekstā – Programma) gadījumā, ja tā neparedzētu iemeslu dēļ tiek likvidēta.

II Līguma pamatnoteikumu

2.1. Ja saskaņā ar 1.1.1. punktu KVK studējošie kā studiju programmu izvēlējušies „Uzņēmējdarbības vadība” programmu, tad Programmas likvidācijas gadījumā studējošie var pāriet uz BVK programmu

..... ka KVK Darbība

III Līdzēju pienākumi Programmas likvidācijas gadījumā

3.1. KVK informē Programmā studējošos par šī Līguma nosacījumiem.

3.2. BVK pārņem KVK saistības attiecībā pret Līgumā minētās Programmas studējošajiem studiju turpināšanai attiecīgā līmeņa programmā, atbilstoši šī līguma Priekšmetam un Pamatnoteikumiem.

O Jermolajevs

Ineta Kristovska

3.3. KVK studējošajiem, kuri ir noslēguši līgumus ar kredītiestādi par studiju kredītu, šis kredīts tiek nodrošināts studiju turpināšanai pēc saskaņošanas ar kredītiestādi, kura izsniedz studiju kredītus.

3.4. KVK studējošo imatrikulācija BVK notiek saskaņā ar tās uzņemšanas noteikumiem, imatrikulācijas kārtību, attiecīgās studiju programmas prasībām, kā arī ar citiem studiju procesu reglamentējošiem dokumentiem.

3.5. KVK pārskaita BVK tās summas, kuras studējošie ir iemaksājuši KVK kasē uz priekšu, t.i. par neizmantoto laiku studiju procesam. Naudas summas tiek pārskaitītas uz 7.3. punktā norādīto bankas kontu.

3.6. Līdz ar datumu, kad studējošie ir pārtraukuši studijas KVK un uzsākuši studijas BVK, viņi ievēro visus BVK darbību reglamentējošos dokumentus un maksā BVK noteikto studiju maksu vai sedz studiju maksu ar studiju kredīta palīdzību.

IV Strīdu izskatīšanas kārtība

4.1. Strīdus, kas radušies sakarā ar Līgumu, Līdzēji risina, savstarpēji vienojoties, bet, ja tas nav iespējams, tad saskaņā ar LR spēkā esošajiem normatīvajiem tiesību aktiem.

4.2. Līdzēji viens otram ir mantiski atbildīgi par līgumsaistību pārkāpšanu, kā arī par zaudējumu radīšanu Līguma nepildīšanas dēļ. Zaudējumi tiek segti Civillikumā paredzētajā kārtībā.

V Līguma grozīšanas, papildināšanas un laušanas kārtība

5.1. Līgums stājas spēkā ar parakstīšanas dienu un ir spēkā uz nenoteiktu laiku.

5.2. Līgums var tikt grozīts, papildināts vai laužts pēc Līdzēju vienošanās rakstiskā formā, ko noformē kā Vienošanās protokolu un kas no tā parakstīšanas brīža kļūst par Līguma neatņemamu sastāvdaļu.

5.3. Par Līguma laušanu jebkuram no līdzējiem ir pienākums brīdināt otru Līdzēju ne vēlāk kā 2 (divus) mēnešus iepriekš.

VI Citi nosacījumi

6.1. Līgumam ir juridisks spēks no brīža, kad to ir parakstījuši Līdzēji. Līgums sastādīts latviešu valodā uz 3 (trim) lapām 2 (divos) identiski vienādos eksemplāros, no kuriem viens eksemplārs tiek nodots KVK, bet otrs BVK. Visi Līguma pielikumi ir neatņemama tā sastāvdaļa.

6.2. Citi nosacījumi

.....
.....
.....
.....





VII Līguma slēdzēju pušu rekvizīti un paraksti

7.1. Līdzēji ar savu parakstu apstiprina, ka Līgums noslēgts pēc brīvas vienošanās un 1 (vienu) Līguma eksemplāru katrs Līdzējs ir saņēmis personīgi.

7.2. Nodibinājums „Kristīgās vadības koledža”	7.3. SIA “Biznesa vadības koledža”
<p>(reģistrācijas apliecības nr. 40008118209, juridiskā adrese: Lāčplēša iela 37, Rīga, Latvija)</p> <p>Biroja adrese: Rīga, Lāčplēša iela 37, LV-1011 Tel./Fax: 67227478</p> <p>Bankas rekvizīti: Nodibinājums „Kristīgās vadības koledža” Reģ.nr. 40008118209 SEB Latvijas Unibanka LV54 UNLA 0050 0110 0540 2 (LVL)</p> <p> /Oļegs Jankovskis/</p> <p></p>	<p>(reģistrācijas apliecības nr. 40003923111)</p> <p>Biroja adrese: Salaspils iela 14, Rīga, LV-1057 tālr.: 67803261; fakss 67135516</p> <p>Bankas rekvizīti: SEB Latvijas Unibanka A/S Filiāle "Rīdzene" Vaļņu iela 11, Rīga, Latvija SWIFT kods UNLA LV2X Konta Nr. LV 24 UNLA 0050010516480 (LVL)</p> <p> /Ineta Kristovska/</p> <p></p>

SADARBĪBAS LĪGUMS

Nr. 6. 1/19

Rīgā

2012. gada 11. jūnijā

Rīgas Tehniskā universitāte, turpmāk tekstā saukta RTU, tās rektora Leonīda Ribicka personā, kas darbojas, pamatojoties uz RTU Satversmi, no vienas puses,

un

Nodibinājums „Kristīgās vadības koledža”, turpmāk tekstā saukta Koledža, tās direktora Jāņa Grāvīša personā, kas darbojas, pamatojoties uz Koledžas Nolikumu (Ministru kabineta 2007.gada 6.novembra noteikumi Nr.739), no otras puses,

RTU un Koledža kopā saukti – Puses, noslēdz šo sadarbības līgumu (turpmāk tekstā – Līgums) par sekojošo:

1. Līguma priekšmets

- 1.1. RTU un Koledža vienojas par sadarbību, un RTU apņemas nodrošināt Koledžas absolventu studiju turpināšanas iespējas RTU Būvuzņēmējdarbības un nekustamā īpašuma ekonomikas institūta īstenotajās studiju programmās.
- 1.2. RTU un Koledža apņemas sadarboties studiju procesa pilnveidošanā un attīstībā, zinātniski pedagoģiskās un metodiskās pieredzes apmaiņā.

2. Līguma izpildes kārtība

- 2.1. Lai īstenotu Līguma 1.nodaļā noteikto:
 - 2.1.1. Puses veicina akadēmiskā personāla mobilitāti, atbalstot akadēmiskā personāla iesaistīšanu otras Puses mācību/studiju programmu lekciju lasīšanā;
 - 2.1.2. Puses sadarbojas docētāju un studentu zinātnisko konferenču un zinātniski metodisko simpoziju organizēšanā;
 - 2.1.3. Puses sekmē studentu pašpārvalžu sadarbību;
 - 2.1.4. savstarpēja sekmīga mācību/studiju procesu nodrošināšanai nepieciešamās informācijas apmaiņa;
 - 2.1.5. Gadījumā, ja Koledža nevar nodrošināt studentu apmācību licencētā vai akreditētā profesionālajā studiju programmā un kāda no realizētajām programmām tiek slēgta, RTU apņemas šos studentus pieņemt savā izglītības iestādē un nodrošināt kvalitatīvu studiju programmas apguvi, atbilstoši RTU programmai, noteiktajām prasībām un RTU apstiprinātiem uzņemšanas noteikumiem;
 - 2.1.6. RTU apņemas dot iespēju Koledžas absolventiem turpināt studijas atbilstošās otrā līmeņa profesionālās izglītības studiju programmās;
 - 2.1.7. RTU uzņem Koledžas licencēto vai akreditēto studiju programmu beigušos studentus bez iestājpārbaudījumiem, ieskaitot tos RTU attiecīgajā studiju programmā, ņemot vērā nokārtotos studiju kursus Koledžā un, individuāli vienojoties ar katru studentu, atbilstoši RTU studiju programmai, un RTU noteiktajām prasībām, un RTU pastiprinātiem studentu uzņemšanas noteikumiem;
 - 2.1.8. Koledža apņemas iesniegt RTU studiju programmas, lai veiktu to salīdzināšanu ar RTU attiecīgo studiju kursu programmām;
 - 2.1.9. RTU un Koledža apņemas savstarpēji informēt viena otru par būtiskām izmaiņām studiju programmās un studiju procesa organizācijā;

2.1.10. Koledža apņemas informēt RTU par studentiem, kuri vēlas turpināt studijas RTU.

3. Līguma darbības termiņš, tā grozīšanas, papildināšanas un izbeigšanas kārtība

3.1. Līgums stājas spēkā ar tā parakstīšanas brīdi un ir noslēgts uz nenoteiktu laiku. Katrai no Pusēm ir tiesības pārtraukt šo līgumu, rakstiski par to brīdinot otru pusi 3 (trīs) mēnešus iepriekš.

3.2. Grozījumus un papildinājumus līgumā var izdarīt, Pusēm rakstveidā vienojoties.

4. Noslēguma noteikumi

4.1. Puses neizpauž trešajām personām informāciju, kas nav vispārpieejama un kas ir kļuvusi zināma, izpildot Līguma nosacījumus.

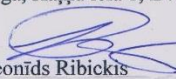
4.2. Puses strīdus vai domstarpības, kas rodas šī līguma izpildes gaitā, risina savstarpēju sarunu ceļā.

4.3. Pušu sadarbībai ir bezatlīdzības raksturs un tā nav vērsta uz peļņas gūšanu. Līgumā noteiktos pienākumus, kuros nav noteikts konkrēts izpildes termiņš, Puses izpilda saprātīgos termiņos, ņemot vērā līguma mērķi un attiecīgā pienākuma raksturu savstarpēji vienojoties.

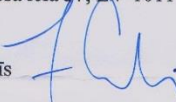
4.4. Līgums sastādīts latviešu valodā uz 2 (divām) lapām 2 (divos) identiskos eksemplāros, no kuriem viens tiek nodots RTU, otrs – Koledžai.

5. Pušu paraksti un rekvizīti

Rīgas Tehniskā Universitāte
PVN Nr. LV 90000068977
Rīga, Kaļķu iela 1, LV-1658


Leonīds Ribickis
Rektors

Nodibinājums „Kristīgās vadības koledža”
Reģ. Nr. 40008118209
Rīga, Lāčplēša ielā 37, LV-1011


Jānis Grāvītis
Direktors





**LETOURNEAU
UNIVERSITY**

Memorandum of Understanding

between

LeTourneau University
and
Christian Leadership College

Representatives of **LeTourneau University** (Longview, Texas) and **Christian Leadership College** (Riga, Latvia) have discussed the desirability and feasibility of an interactive relationship designed to strengthen the bonds between the two institutions. This agreement is intended to help facilitate an international exchange of educational and developmental programs. Conceived as a continuing relationship, the agreement is expected to be formally reviewed periodically to assure that both parties are sufficiently benefiting and that desirable modifications are introduced.

Objectives:

1. To cooperate in the further development of the institutions, especially with regard to academic programs.
2. To broaden the experience of faculty and students of the institutions, providing them with opportunities for increased cultural understanding.
3. To encourage the expansion of international understanding and cultural ties between citizens of both universities.

Operations:

1. When appropriate, the institutions agree to exchange information, faculty, and students.
2. The institutions will formulate specific action agreements to assist in creating and operating cultural activities.
3. The institutions will explore ways and means to develop mutually beneficial academic programs.

This Memorandum of Understanding, as well as succeeding plans of operation, shall be effective after approval by the appropriate authorities of both institutions. This Memorandum of Understanding shall be effective for one year after signing. Upon an annual review by both parties, the Memorandum of Understanding shall be renewed annually. Either party may terminate the agreement by serving written notice six months prior to the anticipated termination date.

LeTourneau University

Robert W. Hudson, Ed.D.
Vice President for Global Initiatives
LeTourneau University

Date: 11/28/2012

Christian Leadership College

Date: 24.10.2012

SADARBĪBAS LĪGUMS

Rīgā, 2012. gada 31. augusts

Baltijas Psiholoģijas un menedžmenta augstskola, turpmāk tekstā BPMA, reģ. nr. 40003261174, kuras vārdā saskaņā ar spēkā esošiem normatīvajiem tiesību aktiem darbojas rektore Žanna Caurkubule, no vienas puses, un Nodibinājums „Kristīgās vadības koledža”, turpmāk tekstā saukta Koledža, tās direktora Jāņa Grāvītša personā, kas darbojas, pamatojoties uz Koledžas Nolikumu, no otras puses, abi kopā saukti Puses, Slēdz šo sadarbības līgumu par sekojošo:

1. Līguma priekšmets

- 1.1. BPMA un Koledža vienojas par sadarbību, un BPMA apņemas nodrošināt Koledžas absolventu studiju turpināšanas iespējas BPMA.
- 1.2. BPMA un Koledža apņemas sadarboties studiju procesa pilnveidošanā un attīstībā, zinātniski pedagoģiskās un metodiskās pieredzes apmaiņā.

2. Pušu saistības

- 2.1. Puses apņemas sadarboties sekojošos jautājumos:
 - 2.1.1. veikt savstarpēju apmaiņu ar mācību spēkiem konkrētu studiju kursu, lekciju nolasīšanā;
 - 2.1.2. sadarboties docētāju un studentu zinātnisko konferenču un zinātniski metodisko simpoziju organizēšanā, kā arī izmantot bibliotēkas fondus;
 - 2.1.3. sekmēt studentu pašpārvalžu sadarbību.
- 2.2. BPMA apņemas dot iespēju Koledžas absolventiem turpināt studijas atbilstošās otrā līmeņa profesionālās izglītības studiju programmās.
- 2.3. Gadījumā, ja Koledža nevar nodrošināt studentu apmācību licencētā vai akreditētā profesionālajā studiju programmā un kāda no realizētajām programmām tiek slēgta, BPMA apņemas šos studentus pieņemt savā izglītības iestādē un nodrošināt kvalitatīvu studiju programmas apguvi, atbilstoši BPMA programmai, noteiktajām prasībām un BPMA apstiprinātiem uzņemšanas noteikumiem.
- 2.4. BPMA uzņem Koledžas licencēto vai akreditēto studiju programmu beigušos studentus bez iestājpārbaudījumiem, ieskaitot tos BPMA attiecīgajā studiju programmā, ņemot vērā nokārtotos studiju kursus Koledžā un, individuāli vienojoties ar katru studentu, atbilstoši BPMA studiju programmai, un BPMA noteiktajām prasībām.
- 2.5. Koledža apņemas iesniegt BPMA studiju programmas, lai veiktu to salīdzināšanu ar BPMA s attiecīgo studiju kursu programmām.
- 2.6. BPMA un Koledža apņemas savstarpēji informēt viena otru par būtiskām izmaiņām studiju programmās un studiju procesa organizācijā.
- 2.7. Koledža apņemas informēt BPMA par studentiem, kuri vēlas turpināt studijas BPMA.

3. Līguma darbības termiņš, tā grozīšanas, papildināšanas un laušanas kārtība

- 3.1. Līgums stājas spēkā parakstīšanas brīdī un ir beztermiņa.
- 3.2. Līgums var tikt grozīts, papildināts vai lauzts pēc Pušu savstarpējās vienošanās.
- 3.3. Līgums sastādīts un parakstīts divos eksemplāros, pa vienai katrai Pusei.

Baltijas Psiholoģijas un menedžmenta augstskola
Reģ. nr. 40003261174
Rīga, Lomonosova iela 4, LV 1019,

Nodibinājums „Kristīgās vadības koledža”
Reģ. Nr. 40008118209
Rīga, Lāčplēša ielā 37, LV 1011

Žanna Caurkubule
Rektore



Jānis Grāvītis
direktors



Summaries of survey results were printed exactly from web page www.visidati.lv and it was not possible to make changes there.

Results of 2012 Graduates survey

Statistics:

- Amount of Respondents: 2 (1 man, 1 women)
- Average age: 32 years

After graduating they work as:

- business management specialist – 1,
- accountant – 1

How long you have been working in the field of business?

- 5 years
- 6 years

How do you evaluate CLC knowledge provided in relation to the business of the work to be carried out obligations?

- excellent (I know how to handle the professional complex situations feel safe both professionally and communication; given knowledge is wider than necessary) - 1
- good (knowledge is completely sufficient for all the work situations) – 1
- average (have knowledge of the basics) – 0

CLC gained knowledge I use:

- in business management work - 0
- in the other work related to the business administration - 2
- in volunteer work in church or somewhere else - 0
- other - 0

Further studies:

- I do not pursue entrepreneurship education: - 2

During the studies internship was essential for my professional skills in creating:

- Yes – 2,
- No – 0

Procedure of organizing practice, regulatory documents I appreciate as:

- excellent - 0
- good - 2
- satisfying - 0

What would be your recommendations for study program and its realization?

- Nothing, I am satisfying
- All is super

Suggestions for further development:

- ?
- I'd like to study for Bachelor degree

Summary of the employers' survey

To find out the employers' opinion on the competences of the graduates of the Christian Leadership College (CLC), a survey was held, which involved entrepreneurs representing 11 different sectors and managers of the organisations employing the CLC graduates. A total of four questions were asked:

1. What is the occupation of the CLC graduate?
2. How do you evaluate the knowledge provided to the CLC graduate in regard to the duties to be performed in the business operations?
3. What would be your recommendations for the management of the study program Business Administration?
4. What would be your recommendations for the CLC regarding the introduction of new programs, creation of continuing education courses, as well as any other suggestions?

Summarising the employer's responses to the first two questions, it can be concluded that the vast majority or 67% of the CLC graduates are employed as specialists, but 33% of the graduates are employed as managers of business units.

67% of the employers believe that the knowledge of the CLC graduates in regard to the duties to be performed in the business operations is good and completely sufficient for all working situations. In turn, 33% of the employers have admitted that the knowledge of the CLC graduate employed in their company is excellent and the employee also knows how to handle difficult situations in a professional manner. The employee feels confident and professional. The employee's knowledge is more extensive than necessary.

It can be concluded that the majority of the employers surveyed have assessed the CLC graduate's knowledge related to business processes as good and excellent.

The recommendations of the employers surveyed for the management of the study program Business Administration are mostly related to the emphasis on the importance of practical training, because the demand of the labour market is focused on specialists' professional competences and skills: the ability of a young specialist to perform his or her job duties in a quality manner and be knowledgeable about the innovations in the sector of his or her professional activities, about modern technology and so on. Another recommendation mentioned by the employers surveyed is the need for the development of the students' creative thinking and activities. Furthermore, they have highlighted the importance of the quality of work placement during the studies and the significant role of the cooperation of educational institutions with potential employers.

The employers have no recommendations on the improvement of the existing program, but in regard to the establishment of a continuing education course, they have suggested introducing regular, innovation-oriented training for professionals.

NODOMA LĪGUMS Nr. 5-20/2
par sadarbību studentu prakses nodrošināšanā

Rīgā, 2012. gada 12. janvārī

Nodibinājums „Kristīgās vadības koledža”, reģistrēta LR Izglītības un zinātnes ministrijā 2005. gada 1. februārī ar izglītības iestādes reģ. Nr. 3334802535, kuras vārdā saskaņā ar Nolikumu, kā arī ar spēkā esošiem normatīvajiem tiesību aktiem darbojas direktors Jānis Grāvītis, turpmāk tekstā Koledža, no vienas puses,

svk MIA Plus uc. ar reģistrācijas Nr. 40008118209
Arnis Pļaviņš

turpmāk tekstā Prakses uzņēmums no otras puses, kopā saukti Līdzēji, noslēdza augšminētajā datumā Līgumu par sekojošo:

1. Līguma priekšmets

1.1. Līdzēji ir nodomājuši sadarboties un šīs sadarbības ietvaros Prakses uzņēmums pārēz nodrošināt Koledžas studentu mācību praksi.

1.2. Par katru studentu tiek noslēgts trīspusējs līgums starp Koledžu, Prakses uzņēmumu un studentu par prakses nodrošināšanu (sk. Pielikumu Nr.1.), kurā tiek noteikti Līdzēji, kā arī studentu, tiesības un pienākumi.

2. Līguma termiņš

2.1. Līgums ir noslēgts līdz 2013. gada 31. decembrim un stājas spēkā ar parakstīšanas brīdi.

2.2. Līgums var tikt leuzts pirms termiņa, ja Koledža vai Prakses uzņēmums par to rakstiski paziņo otrajai pusei 1 (vienu) mēnesi iepriekš.

3. Īpašie nosacījumi

3.1. Strīdi, kas Līdzējiem rodas šī Līguma izpildes gaitā, vispirms tiek risināti savstarpēju sarunu ceļā, bet, ja to nevar atrisināt, tad strīdi tiek risināti LR normatīvajos tiesību aktos noteiktajā kārtībā.

3.2. Līgums ir sastādīts latviešu valodā uz vienas lapaš divos eksemplāros, no kuriem viens atrodas Prakses uzņēmumā, otrs – Koledžā.

3.3. _____

4. Līdzēju rekvizīti un paraksti

4.1. Koledža	4.2. Prakses uzņēmums:
Nodibinājums „Kristīgās vadības koledža” Reģ. Nr. 40008118209 Juridiskā adrese: Lāčplēše 37, Rīga, LV-1011, Latvija Tālrunis/fakss: 67227478 E-pasta adrese: kvk@kvk.lv Direktors Jānis Grāvītis	<u>svk MIA Plus</u> Ar reģistrācijas Nr. 40008118209 Juridiskā adrese: Lāčplēše 37, Rīga, LV-1011, Latvija Tālrunis/fakss: 67227478 E-pasta adrese: kvk@kvk.lv Direktors Arnis Pļaviņš
 (paraksts) (paraksta atšifrējums)	 (paraksts) (paraksta atšifrējums)
	



NODOMA LĪGUMS 113-3-30/3

par nodarbinātu studentu prakses nodrošinātām

Reģ. Nr. 113-3-30/3, datums: 2009. gada 30. oktobris

Kristīgās Vadības koledža, reģistrēta LR Izglītības un zinātnes ministrijā 2005. gada 1. februārī ar reģ. Nr. 333480253, kuras vienā sastāvā ar nolikuma, kā arī ar spēkā esošiem normatīvajiem tiesību aktiem darbojas direktors Jānis Grāvītis, turpmāk tekstā *Koledža*, no vienas puses,

tas SIA "Gross Profit" reģ. nr. 40008118209 SIA personi, turpmāk tekstā *Prakses uzņēmums* no otras puses, kopā saukti *Līdzāji*, noslēdz auglīgātajā domātā Līgumu par sekojošo:

1. Līguma priekšmets

1.1. Līdzāji ir nodomājuši sadarboties un šīs sadarbības ietvaros *Prakses uzņēmums* paredz nodrošināt *Koledžas* studentu mācību praksi.

1.2. Par katru studentu tiek noslēgts trīspusējs līgums starp *Koledžu*, *Prakses uzņēmumu* un studentu par prakses nodrošināšanu (sk. pielik.), kurā tiek noteikti *Līdzāja*, kā arī studenta, tiesības un pienākumi.

2. Līguma termiņš

2.1. Līgums ir noslēgts līdz 2009. gada 31. decembrim un stājas spēkā ar parakstīšanas brīdi.

2.2. Līgums var tikt izbeigts pirms termiņa, ja *Koledža* vai *Prakses uzņēmums* par to rakstiski paziņo otrajai pusei 1 (vienai) nedēļu iepriekš.

3. Īpašie nosacījumi

3.1. Strādā, kas iekļautas nodot šā Līguma izpildes gaitā, vispirms tiek risināti savstarpēji sarunu ceļā, bet, ja tā nesar risināti, tad stridi tiek risināti LR normatīvajos tiesību aktos noteiktajā kārtībā.

3.2. Līgums ir sastādīts latviešu valodā uz vienas lappus divos eksemplāros, no kuriem viens atrodas *Prakses uzņēmumā*, otrs – *Koledžā*.

3.3.

4. Līdzāju rekvizīti un paraksti

4.1. *Koledža*
 Kristīgās Vadības koledža
 Reģ. Nr. 333480253
 Jaunlaicā aģ. adrese: Lāčplēše 37,
 Rīga, LV-1011, Latvija
 Tālrunis: 7227478
 E-pasta adrese: kvk@kvk.lv
 Direktors Jānis Grāvītis

4.2. *Prakses uzņēmums*
 SIA "Gross Profit"
 reģ. nr. 40008118209 SIA
 Prakses uzņēmums
 Rīga, LV-1050



NODOMA LĪGUMS Nr. S-20/1
par sadarbību studentu prakses nodrošināšanā

Rīgā, 2018. gada 2. septembrī

Nodibinājums „Kristīgās vadības koledža”, reģistrēta LR Izglītības un zinātnes ministrijā 2005. gada 1. februārī ar izglītības iestādes reģ. Nr. 3334602535, kuras vārdā saskaņā ar Nolikumu, kā arī ar spēkā esošiem normatīvajiem tiesību aktiem darbojas direktors Jānis Grāvītis, turpināc tekstā *Koledža*, no vienas puses,

un
SIA „MEIGUM”, reģistrēta LR UR ar Nr. 40103613935, tās valdes locekles Iļzes Meijeres personā, kas darbojas pamatojoties uz Sabiedrības statūtiem, turpmāk tekstā *Prakses uzņēmums* no otras puses, kopā saukti *Līdzēji*, noslēdza augšminētajā datumā Līgumu par sekojošo:

1. Līguma priekšmets

1.1. Līdzēji ir nodomājuši sadarboties un šīs sadarbības ietvaros *Prakses uzņēmums* paredz nodrošināt *Koledžas* studentu mācību praksi.

1.2. Par katru studentu tiek noslēgts trīspusējs līgums starp *Koledžu*, *Prakses uzņēmumu* un studentu par prakses nodrošināšanu (sk. Pelikumu Nr.1.), kurā tiek noteikti *Līdzēju*, kā arī studentu, tiesības un pienākumi.

2. Līguma termiņš

2.1. Līgums ir noslēgts līdz 2018. gada 31. septembrim stājas spēkā ar parakstīšanas brīdi.

2.2. Līgums var tikt laužts pirms termiņa, ja *Koledža* vai *Prakses uzņēmums* par to rakstiski paziņo otrajai pusei 1 (vienu) mēnesi iepriekš.

3. Īpašie nosacījumi

3.1. Strīdi, kas *Līdzējiem* rodas šī Līguma izpildes gaitā, vispirms tiek risināti savstarpēju sarunu ceļā, bet, ja to nevar atrisināt, tad strīdi tiek risināti LR normatīvajos tiesību aktos noteiktajā kārtībā.

3.2. Līgums ir sastādīts latviešu valodā uz vienas lapas divos eksemplāros, no kuriem viens atrodas *Prakses uzņēmumā*, otrs – *Koledžā*.

3.3.

4. Līdzēju rekvizīti un paraksti

4.1. *Koledža*

Nodibinājums
„Kristīgās vadības koledža”
Reģ. Nr. 40008118209
Juridiskā adrese: Lāčplēša 37,
Rīga, LV-1011, Latvija
Tālr./fakss: 67227478
E-pasta adrese: kvk@kvk.lv
Direktors Jānis Grāvītis


/Jānis Grāvītis/

4.2. *Prakses uzņēmums*

SIA „MEIGUM”
Reģ. Nr. 40103613935
Juridiskā adrese: Kartupeļu iela 27,
Rīga, LV-1004, Latvija
T: 29393112
E-pasta adrese: ilze.meijere@nti.lv


/Iļze Meijere/



Учреждение „Колледж христианского руководства“
 Ул. Дачпелша 37, Рига LV 1011, Латвия, тел. 7227478, факс. № 4000818209,
 Центральный банк Латвии SWIFT код: UNLALV2X, коит. LV54 UNLA 0050 0110 0540 2

ДОГОВОР № 9-2018
 о сотрудничестве по обеспечению практикой студентов

Рига, 12 ДЕКАБРЬ 2018 года

Учреждение «Колледж Христианского руководства» зарегистрировано в Министерстве образования ЛР 1 февраля 2005 года под № 3334802535, от имени которого согласно положению, а также существующим нормативным правовым актам действует директор Янис Гравитис, далее в тексте Колледж, с одной стороны, и ПРЕДПРИЯТИЕ МЕДИА в лице директора ВЛАДИСЛАВ СЕРГЕИ ДАНСОВИЧ, далее в тексте Предприятия предоставляющее практику, с другой стороны, вместе под названием Договаривающихся сторон, заключили в выше упомянутое число Договор о следующем:

1. Предмет договора

- 1.1. Договаривающиеся стороны договариваются о сотрудничестве по обеспечению практикой Студента (далее в тексте Практика)
- 1.2. О каждом студенте заключается трехсторонняя договоренность между Колледжем, Предприятием предоставляющим практику и студентом о практике, где определяются права и обязанности всех сторон.

2. Сроки договора

- 2.1. Договор заключен до 12 ДЕКАБРЯ 2018 года и вступает в силу с момента подписания.
- 2.2. Договор может быть расторгнут до срока если Колледж или Предприятие предоставляющее практику, за 1 (одну) неделю до этого письменно сообщило другой стороне о расторжении Договора.

3. Особые условия Договора

- 3.1. Споры, возникшие в ходе выполнения Договора между Договаривающимися сторонами, сначала решаются путем взаимных переговоров, но, если их невозможно решить, то споры рассматриваются в порядке, установленном в нормативных правовых актах ЛР.
- 3.2. Договор составлен на русском языке на одном листе в двух экземплярах, один из которых находится на Предприятии предоставляющем практику, второй – в Колледже.
- 3.3.

4. Реквизиты и подписи Договаривающихся сторон

4.1. Колледж:
 Учреждение «Колледж Христианского руководства»
 Рига № 4000818209
 Юридический адрес: ул. Дачпелша 37, Рига, LV-1011, Латвия
 Тел./факс: 67227478
 Э-почта: info@kcr.lv
 Директор Янис Гравитис


 (подпись) Янис Гравитис

4.2. Предприятие предоставляющее практику:

ИП «КОНСОЛМЕДИА»
 в. МАНС, в. А. КОМЧА 50/1
 220013
 Директор и Владелец
 СЕРГЕЙ ДАНСОВИЧ


 (подпись) Сергей Дансовиш

PLACEMENT RULES OF THE FOUNDATION CHRISTIAN LEADERSHIP COLLEGE

1. GENERAL PROVISIONS

- 1.1. The Placement Rules of the Foundation Christian Leadership College (hereinafter referred to as the Rules) lay down the procedure for the organisation of the work placement (hereinafter referred to as the Placement) in the first level professional higher education programs of the Foundation Christian Leadership College (hereinafter referred to as the College).
- 1.2. These Rules have been made in accordance with the Cabinet's Regulations No. 141 of 20 March 2001 – Regulations Regarding the State Standard for the First Level Professional Higher Education, the occupational standards, Internal Rules on the Studies and other documents regulating the study process.
- 1.3. The Placement is an integral part of the professional study programs, which aims to strengthen and enhance the students' knowledge, as well as to improve their professional skills and competences in accordance with the requirements for a specific occupation.
- 1.4. The duration and time of the Placement are determined in the study programs and linked to the schedule of each study group in the term.
- 1.5. The Placement tasks are defined in the Placement programs developed by the program directors and approved by the Council of the College.
- 1.6. During the Placement the student represents the College, performing the tasks under the Placement in a quality manner, and demonstrates independence, preparedness, knowledge and skills, as well as receives materials for working on the qualification paper, without disclosing the confidential information obtained in the Placement location to third parties.
- 1.7. The student chooses the Placement location independently. It can be an organisation, a company or an institution with which the student of the College does not have an employment relationship.
- 1.8. The student has the right to submit a reasoned application to the College with a request to allow him or her to undergo the Placement in the organisation, company or institution with which the student of the College has an employment relationship.
- 1.9. The student of the College may submit an application with a request to provide him or her with the Placement. The students ranking first in the academic progress table have the right of first refusal on the Placements offered by the College.
- 1.10. The College, the Placement location and the student take part in the organisation of the Placement. The Placement is implemented in accordance with the tripartite Placement Contract which is signed by a representative of the Placement location, the Director of the College and the student before the start of the Placement and which includes the rights and obligations of the Placement location, the College and the student, the duration of the Placement and the conditions for the termination of the Contract.

2. Competence of the College

- 2.1. The Director of the study program:
 - 2.1.1. Develops the Placement programs for his or her study program;
 - 2.1.2. Appoints Placement supervisors at the College who are the representatives of the academic staff of the College;
 - 2.1.3. Provides the students with the Placement if necessary;
 - 2.1.4. Manages and monitors the progress of the Placement program;
 - 2.1.5. Appoints a committee for the assessment of the student's Placement report and its presentation at the Placement conference, confirming appointment of the relevant Placement supervisor as the chair of the committee;
- 2.2. The Placement supervisor at the College:
 - 2.2.1. Collects information on the available and potential Placements for the students where they can supplement their practical skills in accordance with the requirements set out for their occupation and provides that information to the student of the College;

- 2.2.2. Organises pre-Placement advice sessions to inform the students on the Placement program, the necessary documentation and documentary requirements;
- 2.2.3. Informs the students on their rights and obligations during the Placement;
- 2.2.4. Provides support to the students and the Placement location in accordance with the relevant Placement program;
- 2.2.5. Examines the students' Placement reports and the Placement locations' reviews of the work and decides on the authorisation for the students to defend their reports at the Placement conference;
- 2.2.6. Organises an open Placement conference and performs the duties of the Chair of the Assessment Committee during the conference;
- 2.2.7. Submits the assessments of the Placement reports and of their presentations to the Academic Office of the College;
- 2.3. The Academic Office of the College:
 - 2.3.1. Informs the students of the pre-Placement advice sessions: their date, place and time;
 - 2.3.2. Provides the students with the Placement program and other necessary documentation;
 - 2.3.3. Accepts the Placement reports submitted by the students and hands them over to the Placement supervisor;
 - 2.3.4. Provides the necessary technical equipment and documents for the Placement conference;
 - 2.3.5. Notifies the students of the assessment of their Placement reports and presentations;
 - 2.3.6. Keeps the students' Placement reports for 3 calendar years.

3. Competence of the Placement location

- 3.1. Provides the student(s) with a Placement location in accordance with the Placement program requirements, as well as occupational safety, fire safety and sanitation and hygiene standards;
- 3.2. Appoints the Placement supervisor at the organisation, company or institution who ensures the possibility for the fulfilment of the Placement program, as well as contributes to the cooperation between the Placement location and the College;
- 3.3. Provides a written assessment to the College regarding the student's (students') performance and achievement during the Placement period.

4. Competence of the student

- 4.1. Consults the Placement program to get acquainted with the Placement goals, objectives and assessment criteria;
- 4.2. Prepares the documents necessary for the Placement through the intermediary of the Academic Office of the College.
- 4.3. Fulfils the tasks set in the Placement program and follows the instructions given by both the Placement supervisor at the College and the Placement supervisor at the Placement location;
- 4.4. Complies with the occupational health and safety regulations, as well as the internal rules of the Placement location;
- 4.5. During the Placement, the student writes a Placement report, which reflects the results of the Placement tasks with conclusions and proposals, and receives the review of his or her work from the Placement location.
- 4.6. Presents and defends his or her Placement report at the open conference for defending Placement reports for not more than 10 (ten) minutes, using the visual materials prepared by him or her.

5. Assessment

- 5.1. The Placement report and presentation – the defence – is assessed on a 10-point scale, with recording the results in the examination sheet, which is signed by all members of the Placement defence committee.

TASKS OF WORK PLACEMENT ONE (4 CREDITS)

- 1. Company's name, form of business organization, types of activities.
 - describe the form of business organization,
 - describe the company's types of activities;

- list the laws and regulations that govern business operations and are essential in managing the operations of the particular company.

2. Company's internal environment

- describe the company's organizational structure, management levels and style, as well as information exchange systems in the particular company;

- describe the functions and duties of the company's managers of all levels; compare traditional job descriptions with the responsibilities and functions of the managers in the particular company;

- analyze the company's work organization, management and control;

- look into the basic principles of the staff recruitment for the company, form of the employment contract, job descriptions and mechanism for measuring the performance quality;

- describe the motivation building and incentive mechanisms for the company's employees;

- look into the development of the action plan aimed at further training and professional growth of the staff, as well as into the registration, control and management of the process effectiveness dynamics, and describe it.

3. Company's external environment

- explore the power of competitors;

- describe the criteria for selecting cooperation partners;

- study the influence of indirectly affecting environmental factors.

4. Company's SWOT analysis and strategy

- look into the mechanisms for development and improvement of the company's strategic plan;

- conduct SWOT analysis, create SWOT matrix and develop strategic directions;

- develop a set of measures aimed at improving and upgrading the management structure of the particular company; make proposals for the company's further development.

5. Conclusions and recommendations

TASKS OF WORK PLACEMENT TWO (4 CREDITS)

Choose a specific operating company and conduct a survey of its customers. The results must include the following:

1. **Drafting of the research plan:**

1.1. Description of the problem to be studied.

1.2. Objective of the research.

2. **Secondary data analysis:**

2.1 Secondary data sources.

2.2 Data analysis and interpretation.

2.3 Conclusions on the secondary data acquired.

3. Acquisition of primary statistical data:

3.1 Questionnaire and reasoning of its questions.

3.2 Choice of respondents.

3.3 Establishment of the general group and selected amount.

3.4 Data acquisition and data visualisation.

4. Statistical methods for data processing and interpretation:

4.1. Correlation analysis.

4.2. Pearson's chi-squared test.

- 4.3. Kolmogorov – Smirnov test.
- 4.4. Use of results, presentation and report preparation
- 5. Conclusions and recommendations

TASKS FOR QUALIFICATION PRACTICE (8 CREDITS)

1. Company name, form of business, types of business.

- to describe the form of business, company size and structure;
- to describe the types of business.

2. The company's marketing activities

- to analyze a product portfolio;
- to describe the pricing policy;
- to characterize the distribution;
- to analyze products sales promotion measures and the brand (trademark) and its promotion;
- to analyze marketing strategies, to make recommendations for its improvement.

3. The company's financial activity over the past 3 years

- to carry out a profit structure and dynamics analysis;
- to make the company's bankruptcy diagnostics and to develop measures to improve the company's financial standing.

4. The company's external environment

- to conduct the customer satisfaction and expectations research;
- to examine the competitors' forces;
- to describe the collaboration partner selection criteria;
- to study the impact of indirectly affecting external environmental factors.

5. The company's competitiveness

- to determine the company's position in the market;
- to analyze the competitive advantages and develop proposals for the company to increase competitiveness.

6. To summarize the conclusions of practice training

To attach the completed balance sheet and the profit/loss statement for the last three (3) periods of activity to the Annex to the Practice Report.

Description of the internal quality assurance system of the field of study

One of the strategic goals of the College is the provision of an efficient organisational administration and maintenance of the quality management system, which is vital for the future growth of any company operating in any field.

Taking into account the requirements of Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) developed by the European Association for Quality Assurance in Higher Education (ENQA), accepted at the Bergen Conference of European Ministers Responsible for Higher Education on 20 May 2005 and approved in London on 19 May 2007, the development of the education quality management system of the College incorporates the interest of students and employers in a quality higher education and its compliance with the requirements of the labour market, with the aim of enhancing quality improvement in higher education by promoting freedom of information and interaction of the parties concerned, as well as ensuring regular assessment of quality.

On the basis of quality management processes elaborated by the College system maintenance actions are taken, as well as corrective (for example, response to a client about the complaint made, actions for discrepancy) and preventive (for example, training for employees, hospitations, etc.) actions are taken for the system to work and for similar or the same situation not to repeat and as a result, a client (a student) is satisfied.

The following steps have been taken to ensure the establishment of the quality management system of the College:

- policies and procedures for quality assurance in higher education have been developed;
 - mechanisms for creation, approval, implementation and regular periodic testing of own programmes of study have been designed;
 - criteria for assessing students' achievement have been designed, incorporated into the course descriptions and made known to students;
 - internal policies and mechanisms for personnel qualifications and work quality assurance have been developed;
 - an database containing information on the students' progress, tuition fees and other key indicators of the College's activities and ensuring access to a variety of documents governing the operation of the College and specific study programmes has been provided.
- Internal quality is ensured at the level of the field of study by:
- carrying out surveys of students pursuing the programme of study regarding the quality of work of the academic staff and assessment of the programme of study. The surveys are conducted electronically, and the results are received by every person under assessment. The summarised results are discussed at the meetings of the Methodology Committee of the relevant programme of study;
 - ratings of the academic staff are created based on the results of the surveys and subsequently taken into account by the management of the College when planning the load of the academic staff for the next semester;
 - surveys of students regarding the work of the administration are conducted on a monthly basis;
 - study course programmes, teaching aids, textbooks and methodological guidelines for study papers (library-research papers, study papers, final papers) are reviewed and updated once every academic year;

- courses and seminars on the latest teaching and pedagogical methods are organized and offered to the academic staff; refresher course attendance is promoted as well;
- the director of the programme of study constantly checks whether the quality of premises and technical equipment is compliant with the requirements.

The system of the internal self-assessment and quality improvement is functioning on a continuous basis during the academic year. Debates on the strengths and weaknesses, changes and developments in the programmes of study and the College at the Council of the College are planned at the end of the academic year.

Taking into account all the above mentioned, it can be concluded that there are no doubts about the fact that quality management system is introduced, maintained and constantly improved on the basis of ISO 9001 requirements, as well as according to the requirements on the Republic of Latvia economic sector standard regulation and “Standards and Guidelines for Quality Assurance in European Higher Education Area”.

GUIDANCE on Working with the File Nomenclature, Educational Learning Materials and Study-Related Documentation of the Foundation Christian Leadership College

APPROVED
by Oļegs Jermolājevs
Acting Director of the Christian Leadership College
Riga, 16 February 2011

This Guidance of the Foundation Christian Leadership College (CLC) lays down the procedure for the nomenclature related to the students’ enrolment, exclusion and the students’ personal files according to which the general staff of the College updates the documentation related to the students of the CLC. This Guidance is applicable to all the general staff of the CLC. This Guidance establishes the respective tasks, the levels of responsibility and the respective time limits. Furthermore, this Guidance establishes the time limits and responsibilities for updating the educational learning materials and the study-related documentation.

I. File Nomenclature for Working with Students				
		Responsible staff	Time limit	Reference
1.	The Council of the CLC announces the admissions for the study programs at the CLC	Director of the CLC	From May to June every year	This Guidance
2.	Director of the CLC issues an order to confirm the members of the Admissions Committee	Director of the CLC	From May to June every year	Paragraph 4 of the By-Laws of the Admissions Committee of the CLC
3.	New entrants apply for the studies by submitting the documents specified in the Admissions Rules and	New entrants	During the admissions (usually from June to	Admissions Rules of the CLC

	meeting other requirements set out in the Admissions Rules		September)	
4.	The CLC records all the new entrants in the register of the new entrants	Members of the Admissions Committee of the CLC	During the admissions (usually from June to September)	Paragraph 6.4 of the By-Laws of the Admissions Committee of the CLC
5.	The Admissions Committee performs its functions and reflects the results in the Minutes of the Admissions Committee	Chair of the Admissions Committee	Within two days of the admissions end date	This Guidance
6.	The Admissions Committee publishes the results of the admissions (competition)	Secretary of the Admissions Committee	Within three days of the admissions end date	Section 5 of the Admissions Rules of the CLC
7.	The Admissions Committee of the CLC issues an order on the enrolment of the students or the refusal to enrol	Director of the Admissions Committee of the CLC /Director of the CLC	Within two days of signing the Minutes of the Admissions Committee	Paragraph 6.1 of the By-Laws of the Admissions Committee of the CLC; this Guidance
8.	Director of the CLC concludes the contracts on studies based on the order on enrolment issued by the Chair of the Admissions Committee	Director of the CLC; under the supervision of the members of the Admissions Committee of the CLC	After the order on enrolment issued by the Chair of the Admissions Committee of the CLC has been signed	Paragraphs 6.1 and 6.4 of the By-Laws of the Admissions Committee of the CLC
9.	The CLC enters the students in the students' register of the CLC	Administrator of the CLC	After the contracts on studies have been signed	Paragraph 46 of the Law on Institutions of Higher Education; this Guidance
10.	The CLC starts the students' personal files	Administrator of the CLC	Within two months of the enrolment	Cabinet's Regulations No. 203: Procedure for Processing and Updating the Student's Personal File; Paragraph 46(7) of the Law on Institutions of Higher Education
11.	The CLC updates the information in the	Directors of the study	Continuously/ updated once a	Cabinet's Regulations No. 203: Procedure for Processing and

	students' personal files regarding the data that concern the students' performance	programs	month	Updating the Student's Personal File; Paragraph 46(8) of the Law on Institutions of Higher Education
12.	The CLC updates the information in the students' personal files regarding other matters (changes in data, additional documents (letters of confirmation, etc.))	Administrator of the CLC	Continuously/ updated once a month	Cabinet's Regulations No. 203: Procedure for Processing and Updating the Student's Personal File; Paragraph 46(8) of the Law on Institutions of Higher Education
13.	Signing of the student's personal card	CLC Deputy Director of Studies	At the end of each academic year	This Guidance
14.	Signing of the student's personal card after the student's exclusion	Director of the CLC	Within two months of the student's exclusion	Cabinet's Regulations No. 203: Procedure for Processing and Updating the Student's Personal File; Paragraph 10; this Guidance.
15.	Keeping the register of safety guidelines	Administrator of the CLC	As required	This Guidance
16.	Briefing on safety guidelines and internal regulatory documents	Directors of the study programs	Every year in September / October, but no later than one month after the contract on studies is signed, as well as every year in February or in cases provided for in Cabinet's Regulations No. 1338	Cabinet's Regulations No. 1338: Procedures to be Followed in order to Ensure Safety for Students in Educational Establishments and Events Organised by them
17.	Director of the CLC issues orders regarding the promotion of the students' to the next stage of studies, granting of an academic leave, exclusion, etc.	Director of the CLC	At the end of every academic year or as needed on the basis of the order issued by the Director of the study program	Paragraph 27.1 of Cabinet's Regulations No. 739: By-Laws of the Christian Leadership College

18	Transfer of the students' personal files to the archives of the Union of Baptist Churches in Latvia (UBCL)	Administrator of the CLC prepares/ Director of the CLC issues the order	10 years after the student's exclusion. The documents must be stored in the archives of the UBCL for another 65 years	Paragraph 2 of Cabinet's Regulations No. 203: Procedure for Processing and Updating the Student's Personal File
19	Register of the issued diplomas	Administrator of the CLC	Before every graduation	Paragraph 15 of Cabinet's Regulations No. 656: Procedure for Issuing State Recognised Documents Certifying Higher Education
20.	Diploma receipt report	To be prepared by Administrator of the CLC / signed by Director of the CLC	Before every graduation	Paragraph 21 of Cabinet's Regulations No. 656: Procedure for Issuing State Recognised Documents Certifying Higher Education
21.	Overview of diplomas and diploma forms from 1 January to 31 December	To be prepared by Administrator of the CLC / signed by Director of the CLC	To be submitted to the Ministry of Education and Science by 31 January	Paragraph 28 of Cabinet's Regulations No. 656: Procedure for Issuing State Recognised Documents Certifying Higher Education
22.	Circulation of diplomas and diploma forms	Administrator of the CLC / Deputy Director of Studies / Accountant	As required	Cabinet's Regulations No. 656: Procedure for Issuing State Recognised Documents Certifying Higher Education
23.	Register of the graduates	Administrator of the CLC	As required	This Guidance
II. File Nomenclature for Working with the Ministry of Education and Science and the State Education Quality Service				
		Responsible staff	Time limit	Reference
24.	The College's structure, number and composition of the students	To be prepared by Administrator of the CLC / signed by Director	Until 5 September of the current year	Sub-paragraph 2.1 of Cabinet's Regulations No. 348: Procedure in which a University or College Submits Information of its

	enrolled, number and composition of the persons who have acquired an academic or professional degree and a professional qualification, as well as information on study opportunities	of the CLC		Activities to the Ministry of Education and Science
25.	Number and composition of the students and the staff of the College, selection of the courses and study programs offered, as well as information on the economic activities (Form No. 1 of the Central Statistical Bureau – university, college) and international relations.	To be prepared by Administrator of the CLC / signed by Director of the CLC	Until 15 October of the current year	Sub-paragraph 2.2 of Cabinet’s Regulations No. 348: Procedure in which a University or College Submits Information of its Activities to the Ministry of Education and Science
26.	Making of the Admissions Rules and announcement	Council of the CLC / Administrator of the CLC	Until 1 November of the current year	Sub-paragraph 2.3 of Cabinet’s Regulations No. 348: Procedure in which a University or College Submits Information of its Activities to the Ministry of Education and Science; to be submitted in written and electronic form
27.	Allocation and use of the College’s state budget funds of the previous year and own revenue and spending thereof	Accountant of the CLC	Until 1 April of the current year	Sub-paragraph 2.4 of Cabinet’s Regulations No. 348: Procedure in which a University or College Submits Information of its Activities to the Ministry of Education and Science
28.	Information for the academic staff register	Administrator of the CLC / Director of the CLC	(at least three times a year) until 1 February, 1 May and 1 August	Paragraph 87(4) of the Law on Institutions of Higher Education
III. Educational Learning Materials				
29.	Course programs and	Instructors /	Before the start of	This Guidance;

	descriptions	Directors of the study programs	the academic year	recommendations of the accreditation committees
30.	Study programs	Directors of the study programs/ Council of the CLC	Once a year until 1 October	This Guidance; development plans of study programs; recommendations of the accreditation committees
31.	Placement handbook	Directors of the study programs	Before the start of the academic year	This Guidance; placement reports; surveys of employers
32.	Making of new educational learning materials in Latvian and a foreign language	Instructors of the courses of study	As required	This Guidance; recommendations of the accreditation committees
33.	Development of Moodle environment	Instructors of the courses of study/ Directors of the study programs	Continuously	This Guidance
IV. Study-Related Documentation				
34.	Study plans for the academic year	Directors of the study programs	Before the start of the academic year	This Guidance
35.	Achievement assessment records	Instructors of the courses of study	After teaching the course of study	This Guidance
36.	Placement defence records	Director of Studies / Administrator of the CLC	As required	This Guidance
37.	Pre-defence of qualification papers/defence records	CLC Deputy Director of Studies / Administrator of the CLC	As required	This Guidance
V. Assessment of the Study Results				
38.	Analysis of the students' learning outcomes	Council of the CLC	After the end of the current term, at the first meeting of the Council of the CLC	This Guidance

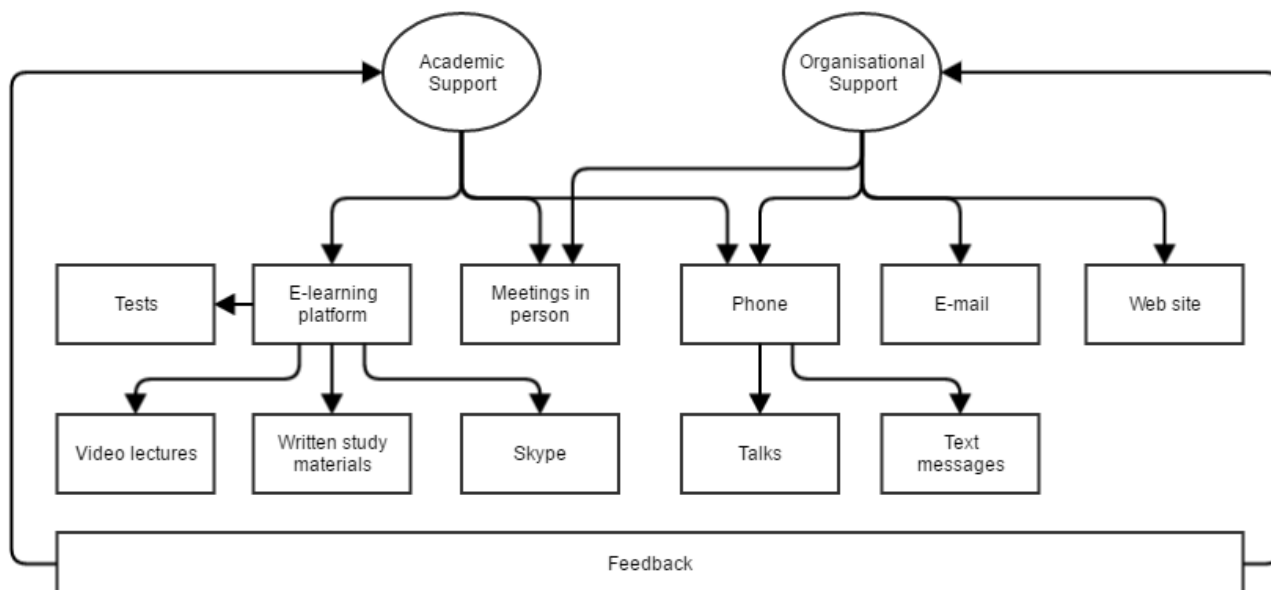
FOREIGNERS APPLICATION PROCEDURE

1. The admission of foreigners to CLC (hereinafter – the College) takes place in accordance with the College Admission Requirements, the Law on Education and Law on Higher Education.
2. After applying on the College's website or in person at the College Info Centre, the International Department shall coordinate foreigners, who wish to study, for an initial selection.
3. The International Department's obligations according to the foreigners' application are as follows:
 - 3.1. counselling on opportunities of studying at the College;
 - 3.2. assessment of the foreigners' education certificates whether they correspond to the requirements of the Admission Regulations and information support concerning the documents necessary for the registration for studies, as well as their preparation in compliance with regulatory enactments;
 - 3.3. reference check;
 - 3.4. preliminary interviewing of foreigners.
4. A foreigner carries out all the documents preparation procedures prior to the registration for studying at the College in cooperation with the International Department:
 - 4.1. the persons, who acquired previous education abroad, are required the expertise of academic degrees and diplomas, as well as secondary education certificates, in the Academic Information Centre. An owner of the education document shall cover the expenses associated with holding the expertise of a foreign academic degree or education document;
 - 4.2. the receipt of certification of education documents issued abroad (Apostille) is coordinated by the competent authority of the issuing state, if an educational document has been issued in a foreign country, which is the member state of the *Hague Convention of 5th October 1961 "The Hague Convention Abolishing the Requirement of Legalization for Foreign Public Documents"*.
 - 4.3. legalization of a foreign education certificate is carried out in the Consular Department of the Ministry of Foreign Affairs of the Republic of Latvia, if an educational document has been issued in a foreign country, which is not the member state of the *Hague Convention of 5th October 1961 "The Hague Convention Abolishing the Requirement of Legalization for Foreign Public Documents"*.
5. The foreigner's interview takes place in the form of an online conference at a time fixed by the International Department. The interview goal is to verify the foreigner's level of the selected study language and to provide a true and fair view of the foreigner's personality, his/her life experience and future plans.
6. The International Department recommends a foreigner to register for studies at the College if:
 - 6.1. The International Department has carried out a foreigner's initial interview and its result is positive;
 - 6.2. The Academic Information Centre has provided a positive opinion on the foreigner's previous education certificate;
 - 6.3. the foreigner's educational documents are legalized in accordance with the statutory requirements.
7. The foreigner's registration for studies, participation in the competition, conclusion of a study contract and matriculation take place in accordance with the College Admission Regulations.

REGULATIONS OF THE SUPPORT SYSTEM FOR THE DISTANCE LEARNING TEACHING METHOD MANUALS AND STUDIES

1. General Provisions

- 1.1. Distance learning means independent studies of the students of the Christian Leadership College (hereinafter referred to as the CLC) provided under the support system for the studies laid down in these Regulations: a complex arrangement whose main goal is to help the students, stimulate their activities, as well as motivate and support them in acquiring their competences.



- 1.2. If necessary, the components of the students' support system can be changed or improved.
- 1.3. The teaching method manuals are developed in accordance with the objectives of the CLC module and the content of the course curriculum included therein and the relevant implementation timeline.

2. Academic Support for the Students

- 2.1. The academic support includes activities related to the substantive part of the study process.
- 2.2. The components of the academic support for the CLC distance learning system include the distance learning environment, telephone communication and face-to-face meetings.
- 2.2.1. The distance learning environment:
- 2.2.1.1. Written study materials (including course descriptions, presentations, etc.);
 - 2.2.1.2. Video lectures;
 - 2.2.1.3. Tests (self-check tests, assessment-based tests, independent papers, other types of tests);
 - 2.2.1.4. Skype (final tests of the course)
- 2.2.2. Face-to-face meetings:
- 2.2.2.1. Lecturers' advice (in accordance with the timetable for advice sessions, in exceptional cases – outside the timetable, on an individual basis);
 - 2.2.2.2. State examinations.

2.2.3. Telephone (lack of understanding of the content of the course curriculum, questions, improving the quality of the course).

3. Organisational Support for the Students

- 3.1. Organisational support includes activities related to provision of all kinds of information, motivation, mentoring, psychological support, etc.
- 3.2. The components of the organisational support for the CLC distance learning system include the CLC website, e-learning website, face-to-face meetings, telephone and email.
 - 3.2.1. Website <https://e-learning.managementcollege.eu> (section on the organisational questions of the study process)
 - 3.2.2. CLC website <http://www.managementcollege.eu/> (news, changes, current events, "contact us");
 - 3.2.3. Face-to-face meetings (identifying the students' needs, motivation, explanation, mentoring, feedback, socialisation, etc.);
 - 3.2.4. Telephone 28007735 (information, mentoring, motivation, feedback, insight into achievements, etc.);
 - 3.2.5. Email (information, mentoring, motivation, etc.).

4. Feedback

- 4.1. Feedback is an essential component of the CLC distance learning system, which is aimed at providing an opportunity for the students to express their opinion on the distance learning process, evaluate it and make suggestions to improve this process.
- 4.2. The students have an opportunity to comment on, and evaluate, both the academic and organisational support for the studies at the CLC.
- 4.3. The academic and administrative staff of the CLC provide feedback to the students.
- 4.4. The students provide feedback in the following way:
 - 4.4.1. By asking questions about the content of the study material or video after each theme, expressing positive or negative assessment of the content of the course curriculum within the distance learning environment;
 - 4.4.2. By expressing criticism as well as making suggestions and reviews on the website, by phone and by email;
 - 4.4.3. By replying to the questionnaire on each course and its lecturer once a term;
 - 4.4.4. By completing the graduates' questionnaire assessing the study program as a whole at the end of the studies.
- 4.5. The academic staff provide feedback in the following way:
 - 4.5.1. By responding to the students' comments and questions on the content of the course curriculum within the distance learning environment;
 - 4.5.2. By providing comments and assessment of the students' tests within the distance learning environment;
 - 4.5.3. By providing comments and assessment of the students' competences through Skype or face-to-face meetings.
- 4.6. The administrative staff provide the following feedback:
 - 4.6.1. Inform about the study process and extra-curricular events and comments on the achievements on the CLC website;
 - 4.6.2. Explain, motivate and identify the students' needs by telephone, in person and by email;
 - 4.6.3. Examine and analyse the students' criticism and reviews on the home page;
 - 4.6.4. Analyse the results of the graduates' survey.

5. Procedure for the Development of the Teaching Method Manuals

- 5.1. The author of a teaching method manual at the CLC is a person with whom a contract for the development of a relevant teaching method manual has been signed.
- 5.2. The main criteria for selecting the author by the CLC is his or her academic education (Master's degree or PhD) and practical experience.
- 5.3. When developing a manual, the author shall have the right to receive advice regarding the content creation (from the Director of the Study Program) and regarding solutions for technical issues (from the Head of the Distance Learning Department).
- 5.4. Upon the author's request, individual issues related to the development of the manuals may be discussed at the meeting of the Methodology Committee.
- 5.5. All distance components of the distance learning teaching method manuals must be original; they must not conflict with the Copyright Law and they may not be used in an identical manner in other educational institutions.
- 5.6. The author shall post the teaching method manual in the distance learning environment within the deadline set in the contract.
- 5.7. The Head of the Distance Learning Department together with the Director of the Study Program shall examine its content and completeness according to the course description and royalty contract for the commissioned work, and decide on proposing it for consideration by the Methodology Committee. If necessary, external or internal experts may be involved to assess the content.
- 5.8. In the case of a positive decision, the acceptance report is drawn up, which shall be signed by the author of the teaching method manual and the Director of the CLC.
- 5.9. The author of the manual or another lecturer with whom a contract shall be signed may be invited to teach the relevant distance learning course.

6. Procedure for the Monitoring and Control of the Teaching Method Manuals

- 6.1. A teaching method manual shall be posted in the distance learning environment before the beginning of the term (February or September) for which the relevant course is scheduled.
- 6.2. The Head of the Distance Learning Department shall monitor and control the availability and completeness of the teaching method manual.
- 6.3. Before the beginning of each term, the Director of the Study Program shall convene a meeting of the Methodology Committee to analyse the teaching method manuals of the programs within the relevant field of study. The author and the lecturer of the appropriate course shall be obliged to participate in the meeting.
- 6.4. The teaching method manuals shall be evaluated using the following criteria:
 - 6.4.1. Completeness and volume;
 - 6.4.2. Breakdown into topics and the content of the topics in accordance with the description of the module and the course;
 - 6.4.3. Cross compliance of the content of the components of the manuals.
- 6.5. The Methodology Committee shall decide by a simple majority of votes on the permission to use relevant manuals in the distance learning process.
- 6.6. In the event that the Methodology Committee acknowledges that a manual requires to be improved, the Committee shall have an obligation to explain to the author what improvements are needed and set the deadline.
- 6.7. A re-examination of the teaching method manuals shall take place during the next meeting of the Methodology Committee.
- 6.8. The quality of the distance learning teaching method manuals and the teaching of the course shall be assessed by the students once a term. To this end, a students' survey

shall be held and its results shall be examined by the Director of the Study Program. If necessary, the Director of the Study Program shall decide on the need to improve the manual and/or replace the lecturer.

- 6.9. The Director of the Study Program shall hold individual discussions with each lecturer to analyse the assessment provided by the students and the ways of improving the teaching quality.
- 6.10. If the students have given a low assessment to the quality of a teaching method manual, the Director of the Study Program shall decide on the procedure to supplement or revise the manual or its part.
- 6.11. The monitoring of the quality of a teaching method manual shall be the responsibility of the relevant lecturer. The lecturer shall promptly inform the Director of the Study Program of the changes and developments in the sector and the need to include them in the teaching method manual.
- 6.12. The Director of the Study Program shall inform the Head of the Distance Learning Department and the Director of the CLC of the necessary changes, and the Director of the CLC shall make the final decision on the deadlines and the persons who shall implement the changes.