

COURSE CATALOGUE 2007/2008

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INFORMATION ON DEGREE PROGRAMS

General description

Qualification awarded

BSc in Economics and Business Administration

Executive MBA

Admission requirements

An extensive, rigorous and multi-stage student selection process is operated. This places a premium focus on the candidates' academic and personal qualities, especially those related to intellectual academic potential, initiative and social responsibility.

Bachelor of Science programme

- Completed secondary education
- State examination results in Mathematics and English. If the applicants have graduated from the secondary school earlier or in a country other than Estonia, Latvia and Lithuania, they have to take the state examinations in Mathematics and English in the country of residence.

After the state examination results in English and Mathematics are processed, top 400 applicants are tested and later according to the test results, 200 applicants are invited for an interview. The whole selection process takes place in July.

Executive MBA programme

- Professional achievements: relevant work experience (minimum 5 years) and career development;
- Personal qualifications: motivation, readiness to learn and social skills;
- Intellectual ability: university degree.
- English language proficiency: English is the language of instruction, and participants must have a strong command of both written and spoken English.
- GMAT (Graduate Management Admission Test) – recommended.

All applicants who meet the formal criteria are invited for an interview in June, and the final selection is made in July.

Educational and professional goals

The BSc programme in Economics and Business provides a solid foundation for further academic studies and practical applications in the workplace. Students learn to work with the course material in English, search for information, process data, solve problems, work in teams, make presentations, and write academic essays and reports.

After the first year students are recommended to have their first internship at governmental or non-profit organisations, and after the second year of studies students can choose an organisation or company to have an internship during which they can make up their plans for further specialisation courses and the thesis. In the third year, four specialisation courses are offered in Consulting, Economics, Entrepreneurship and Finance. The specialisation courses lead students in the research period to develop and write the Bachelor Thesis.

The Executive MBA programme aims at providing individuals, who have already showed their potential in the professional life, with knowledge, skills and tools to develop their capabilities for further success in the fast changing local and emerging international business environment.

In the first year students cover general courses in economics and business. Case discussions combined with sharing experience are the core elements of academic and professional development. In the second year students are offered two specialization courses: Legal Context for Business in the European Union and Cross-Cultural Management. To finish the programme students should develop the Diploma Project.

Access to further studies

The BSc degree in Economics and Business entitles SSE Riga graduates to continue graduate studies in both academic and professional degree programmes.

The Executive MBA degree entitles SSE Riga graduates to continue postgraduate studies in professional degree programmes.

BSc programme course structure diagram with ECTS credits (60 per year)

At SSE Riga credit points represent the student workload measured in weeks, where 1.5 ECTS credit points are equivalent to one week's full-time work, including lectures, classes, assignments, and independent study.

Core courses	133.5
Specialization courses	15
Elective courses	6
Internship	15
Bachelor Thesis	18
Total	187.5

COURSES/SEMESTER	1	2	3	4	5	6
Entrepreneurship and Business Planning (EBP)	4.5					
English/Study Skills (E)	4.5	1.5	1.5	1.5		
Financial Accounting (FA)	4.5					
Mathematics (Math)	4.5					
Microeconomics (MIC)	6					
Economic Statistics (ES)	6					
Managerial Economics (MEC)		4.5				
Research Methods I		1.5				
Organization and Management (OM)		4.5				
Macroeconomics (MAC)		7.5				
Management Accounting and Finance (MAF)		4.5				
Human Resource Management (HRM)		4.5				
Marketing (MA)		4.5				
Business Law (BL)		1.5				
Internship		6				
International Economics (IE)			6			
International Finance (IF)			4.5			
Market Research (MR)			6			
Business Ethics (BE)			3			
Information Management (IM)			3			
Econometrics (EC)			6			
Financial Economics (FE)				12		
Accounting & Finance (AF)				6		
Economic Anthropology (EA)				4.5		
EU Studies				3		
Strategic Management and Technology (SMT)				4.5		
Internship				9		
Research Methods (RM)					3	
Health and Public Economics (HPE)					4.5	
Economics (S/E)					7.5	
Finance (S/F)					7.5	
Human Resource Management (S/HRM)					7.5	
Consumer Behaviour (S/CB)					7.5	
Bachelor Thesis (BT)						18
Electives						6

Executive MBA programme course structure diagram with credits (60 per year)

Core courses	75
Internship	15
Diploma Project	30
Total	120

Module	1	2	3	4
Study Skills (M/SS)	1.5			
Creative Entrepreneurship (M/CE)	1.5			
Global Economics (M/GE)	4.5			
Financial Accounting (M/FA)	9			
Marketing Management (M/MM)	7.5			
Managerial Economics (M/MEC)	4.5			
Law for Managers (M/LM)		6		
E-Strategies (M/e-S)		4.5		
Research Methods - Part I and II (M/RM)		3		
Organisational Behaviour (M/OB)		3		
Study Tour / Internship - China (M/ST)		7.5	7.5	
Financial Economics (M/FE)		7.5		
Strategic Management (M/SM)			6	
Human Resource Management (M/HRM)			4.5	
Change Management (M/CM)			4.5	
Business Ethics & CSR (M/BE)			3	
Corporate Governance (M/CG)			4.5	
Diploma Project (M/DP)				30

Final test

To qualify for the Bachelor of Science degree, students should present a Bachelor Thesis developed individually or in teams of two students..

To qualify for the Executive MBA degree, students should present a Diploma Project developed individually.

Examination and assessment regulations

SSE Riga applies the ECTS grading system (additional information on ECTS can be found on the following website:

http://europa.eu.int/comm/education/programmes/socrates/ects_en.html)

In the Bachelor of Science programme students must complete 180 ECTS credits that is equivalent to three years of study. In the Executive MBA programme students must complete 120 ECTS credits that is equivalent to two years of study.

The final grade for the course consists of several components: participation in seminars, case study reports, academic essays or reports, a midterm test and the final examination. Depending on the course requirements, the weight of the final examination may vary between 40% and 80%.

Internally, SSE Riga uses a 200-point grading scale for the evaluation of student performance.

SSE Riga grading system:

160 – 200: excellent

140 – 159: pass with merit

100 – 139 pass

0 – 99 fail

Calculation of ECTS grades:

The ECTS grade for each course is derived from the distribution of 200-point scale grades for the course.

ECTS grading system:

A The top ten percentile

B The next twenty five percentile

C The next thirty percentile

D The next twenty five percentile

E The remaining ten percentile

The ECTS grades for exchange students are calculated based on the grade distribution of the group taking the course

ECTS departmental co-ordinator

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DESCRIPTION OF INDIVIDUAL COURSE UNITS

Bsc Programme in Economics and Business

I. Economics and Finance

Course title

Mathematics

Course code

Math1U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Håkan Lyckeberg

Objective of the course

Mathematics is a tool to be used in many of the courses to come, e.g. micro- and macroeconomics, statistics, finance and market research. Among the indispensable mathematical tools students of modern business and economics need are calculus for functions of one and several variables, and optimization with or without constraints. Another important tool, in particular in econometrics, is linear algebra. The course in mathematics will present these and other topics in a way that will give the students the necessary skills to apply the mathematical tools in the courses to come.

Prerequisites

None

Course contents

The course comprises lectures and problem sessions/colloquia giving the students an opportunity to apply the concepts presented in the lectures. Students are supposed to solve the problems before attending the problem sessions. Since the only way to learn mathematics is through practice, students are encouraged to solve all the problems in the text book.

Recommended reading

Sydsæter, K., and Hammond, P., Mathematics for Economic Analysis, Prentice Hall 1995. Material covered: Chapters 1-4, 5:1-5:2, 6:1-6:6, 7:3-7:4, 8:1-8:2, 8:4, 9:1-9:5, 10, 12:6-12:9, 13:1-13:2, 13:6, 15:1-15:4, 16:1, 17:1-17:4, 18:1-18:2, Appendix A and, Appendix B1-4.

Teaching methods

Lectures, seminars

Assessment methods

Final exam, 3 hours, written

Language of instruction

English

Course title

Microeconomics

Course code

MIC1U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Morten Hansen

Objective of the course

To provide students with a rigorous presentation of microeconomic analysis at the intermediate level. Not least in the Baltic countries where a market economy is still a fairly new way of organizing the economics of society, is fundamental and thorough knowledge and understanding of the principles according to which the economy operates at the micro-level essential for virtually all further courses in economics.

Besides organizing the course to make it comparable to similar courses in Western Europe, it is, additionally, the aim to highlight the differences between market economic principles and planned economy principles as well as to discuss the possibilities and consequences, preferable or not to society of government intervention in the market economy.

Prerequisites

EBP, Applied Mathematics

Course contents**Consumer behaviour:**

- Budget constraint, budget line, preferences, optimal choice
- The concept of demand, price-, income- and crosselasticities
- Intertemporal choice

Firm behaviour:

- Description of technology and costs
- Profit maximization and cost minimization; supply
- Different market structures: Perfect competition, monopoly, oligopoly, monopolistic competition

Combining the demand and supply sides:

- Equilibrium, movement towards equilibrium, changing equilibria, effects of price changes, income changes, cost changes etc., effects of taxes, quotas, price ceilings and price floors

Welfare analysis:

- Edgeworth box, Pareto efficiency
- Public goods and externalities

Recommended reading

Hal Varian: *Intermediate Microeconomics 3rd ed.* (main textbook), W.W. Norton & Company, Chs. 1 - 10, 14 – 31, 33

Edwin Mansfield: *Microeconomics, 8th ed.* (bits), W.W. Norton & Company

Different articles etc.

Teaching methods

App. 24 90-minutes lectures covering the above-mentioned topics.

A paper (6-8 pages) written by groups of four, on different microeconomic topics. To be presented in class and defended against another group providing opposition.

Assessment methods

Mid term exam, 2 hours, written, 25%

Paper, 25%

Final exam, 3 hours, written, 50%

Language of instruction

English

Course title

Economic Statistics

Course code

ES1U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Morten Hansen

Objective of the course

The overall purpose of the course is to introduce basic methods of economic statistics and train skills of importance for the understanding and critical assessment of statistical information.

Furthermore the syllabus is designed to prepare students for future courses in the bachelor program, e.g. economics, managerial economics, finance, and econometrics.

Prerequisites

Applied Mathematics

Course contents

- Probability theory
- Random variables
- Discrete probability distributions: Binomial, Hypergeometric, Poisson
- Continuous probability distributions: Exponential, Normal
- Sampling
- Sampling distributions: Student's t , χ^2 , F
- Point estimation
- Interval estimation/Confidence intervals
- Hypothesis testing

Recommended reading

Newbold P., *Statistics for Business and Economics*, 4th ed. Prentice Hall. Chapters 1-9, 12

Teaching methods

Lectures, tutorials and computer lab exercises.

Assessment methods

Mid term exam, written, 1 1/2 hours. Weight in overall grade:	25%
No books, no notes no calculators allowed	
Final exam, written, 3 hours. Weight in overall grade:	75%
Books allowed, notes allowed, calculators allowed	

The maximum points for the mid term, the paper as well as for the final exam are 200. What matters is the weighted average of these two sets of points (thus less than 100 in e.g. the mid term does not mean fail if the average reaches 100 or more):

Language of instruction

English

Course title

Econometrics

Course code

EC3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Sergejs Saksonovs

Martins Kazaks

Objective of the course

The overall purpose of the course is to introduce econometric methods, in particular multiple regression analysis, using a statistical computer package analysing real life data.

Prerequisites

ES

Course contents

The nature of regression analysis.

Two-variable linear regression analysis, the model and its estimation.

The classical normal linear regression model, CNLRM.

Point estimation, interval estimation, and hypothesis testing in the CNLRM.

Extensions of the two-variable linear regression model (regression through the origin, functional form, the logarithmic model).

Extensions to the multiple variable case, estimation and inference.

Relaxing the assumptions of the classical model: multicollinearity, heteroscedasticity, and autocorrelation.

Econometric methodology.

Regression models with quantitative regressors.

Recommended reading

Gujarati, D. N., *Basic Econometrics*, 3rd ed., McGraw-Hill, 1995. Chapters 1-15.

Teaching methods

Lectures
Tutorials
Computer lab assignments
Assessment methods
Three mini-tests
Two hand in assignments (on Regression and on Cointegration)
Written exam
Language of instruction
English

Course title

Macroeconomics

Course code

MAC2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Morten Hansen

Objective of the course

To provide students with a thorough introduction to macroeconomic concepts and analysis. The course is a useful and necessary prerequisite for almost all further economics courses. By using the internationally renowned textbook by Dornbusch and Fischer, it is the aim to deliver a course comparable to a similar undergraduate course in western Europe/North America. Special emphasis will be put on the possibilities - and pitfalls - of government intervention in the macro economy.

Prerequisites

MIC

Course contents

GDP and its components; National Income Accounting

Analytical tools:

- Keynes 45° model
- ISLM analysis, especially of fiscal and monetary policy
- AD/AS analysis (flexible prices)
- Fiscal and monetary policy in an open economy

Behavioral relations:

- Growth
- Consumption
- Investment
- Money demand and money supply

More advanced analysis:

- Phillips curve theory; inflation and unemployment
- Budget deficits and inflation, public debt
- More on fiscal and monetary policy; long term perspectives

- More on the open economy; fixed and flexible exchange rates and the adjustment process, J-curve effects, Marshall-Lerner, overshooting, exchange rate expectations etc.

Recommended reading

Dornbusch, R. and S. Fischer: *Macroeconomics*, 6th ed. McGraw-Hill 1994, chs. 1-8, 10-20

Supplement:

- N. Gregory Mankiw, *Macroeconomics*, 3rd ed., 1997, Worth Publishers
- Laurence S. Copeland, *Exchange Rates and International Finance*, ch 6.
- Compendium of articles, handouts etc.

Teaching methods

- Typically 3 lectures per week, Mondays, Wednesdays and Fridays.
- Typically two problem sessions per week (weeks 2 through 7), Tuesdays and Thursdays.

Assessment methods

- Mid term exam, 2 hours, written, 25%
- Paper, 25%
- Final exam, 3 hours, written, 50%

Language of instruction

English

Course title

Financial Economics

Course code

FE4U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

8 credits = 12 ECTS

Name of lecturer

Peter Högfeldt

Kenneth Högholm

Objective of the course

- Introduce the essential elements of the theory of financial markets and institutions and explain their role in a wider social economic context
- Develop theories of how to price equity, bonds, futures and options
- Cover basic material from corporate finance
- Provide you with a comprehensive vision of how a highly developed and specialized financial system with well functioning markets and institutions for risk management works and develops

Prerequisites

ME, IE, IF, EC

Course contents

- Introduction to financial markets and intermediaries
- The Capital Asset Pricing Model (CAPM)
- Pricing of derivative financial instruments

- The Black-Scholes Model
- Pricing of fixed income instruments
- Market Microstructure - How financial markets are organized and work
- Financial systems and how different systems work
- Theory of financial intermediaries - banks and insurance companies
- Corporate finance

Recommended reading

Brealey, Richard A. and Stewart C. Myers: *Principles of Corporate Finance*, McGraw-Hill Inc, 5th edition, 1996.

Kohn, Meir: *Financial Institutions and Markets*, McGraw-Hill Inc, 1994.

Bodie, Zvi, and Robert C. Merton: *Finance*, Prentice Hall, 1997.

The Wall Street Journal: *Guide to Understanding Money and Investing*, Lightbulb Press.

Teaching methods

- Lectures on general principles
- Seminars
- Colloquia
- Guest lectures

Assessment methods

- A three-hour written exam
- Examination of written assignment

Language of instruction

English

Course title

[International Economics](#)

Course code

IE3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Alf Vanags

Andrejs Jekabsons

Objective of the course

To introduce the basic concepts of international economics.

Prerequisites

MIC, MAC

Course contents

- Why do countries trade?
- What factors determine which products a country exports and which products it imports?
- How does trade affect production and consumption patterns in countries?
- In what ways can governmental policies affect trade patterns, and thus consumption and production of goods in countries?

- Can governmental policies benefit one group without adversely affecting another group?
- What are the advantages and disadvantages of economic integration between countries? How does such integration affect trade both within a union and with external countries?
- What is the role of multinational firms in stimulating, restricting, and altering the flow of trade between nations?

Recommended reading

Robert Carbaush, *International Economics*, Southwestern College Publishing, 2000

Article compendium

Teaching methods

Lectures and class discussions for 3 - 4 hours per day; significant reading material from the course book and handouts.

Assessment methods

A two hour written exam.

Language of instruction

English

Course title

[International Finance](#)

Course code

IF3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Kenneth Högholm

Objective of the course

The purpose of this course is to introduce you to the essential elements of international financial management, and hence, to the link between more integrated markets and its effect on a company's success. In particular, based upon basic material from the field of finance, the emphasis is put on the international dimension of, e.g., asset valuation, financial market instruments and risk management.

Prerequisites

MEC, MAC, MIC, IE

Course contents

The first part of the course provides a short description of the international financial environment by discussing the flow of funds between countries, the international financial markets and the motives and risks of multinational corporations.

The second part of the course explains various theories of the determination of exchange rates. In particular, the central concept of the international parities is explained.

The third part of the course deals with the concept of risk management of exchange rate risk exposure. We discuss briefly the measurement and management of exchange rate fluctuations, and the financial instruments available in international financial markets for hedging purposes. Hence, we briefly discuss currency options, interest rate swaps, currency swaps, currency forward, and currency futures contracts.

The goal of the fourth part of the course is to apply knowledge of financial instruments and exchange rates theories to both short and long term asset and liability management. We also discuss the EU and the convergence criteria based upon the knowledge obtained during the course.

Recommended reading

Madura, Jeff : *International Financial Management*, South-Western College Publishing, 5th edition, 1998.

Exercise package in International Finance

Articles distributed during the course

Teaching methods

The course consists of 8 lectures and 6 seminar sessions/group. The lectures will cover the material presented in the main text book as well as material covered in a number of articles. During the seminar sessions we will work through a number of quantitative examples in order to deepen the understanding of the material covered during the lectures.

Assessment methods

The exam will deal with the material covered during the lectures and the seminars. The exam will be a four-hour closed-book exam consisting of both short questions as well as numerical problems. In order to pass you need 50 % of the total points.

Language of instruction

English



II. Accounting

Course title

Financial Accounting

Course code

FA1U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Gunnar Lindholm

Objective of the course

- to enable the students to analyse and understand an Annual Report;
- to understand the interactions between the Profit and Loss Account and the Balance Sheet;
- to enable the students to prepare an Annual Report for a small firm.

Prerequisites

EBP

Course contents

- How to start a business?
- What form of business organisation to choose?
- Which are the interested parties?
- Different concepts: income - expenditure; revenue - expenses; payments;
- Why do we need accounting?
- What is the purpose?
- Introduction to double-entry book-keeping;
- Which are the final Reports?
- Profit and Loss Account and the Balance Sheet;
- Cash flow Statement;
- Classifying Assets - Current and Fixed;
- Classifying Liabilities - Current, Long term - and Capital;
- Valuation of assets - Depreciation;
- Taxation;
- Reservations;
- Studies of Annual Reports of different private/public limited companies.

Recommended reading

Wood Frank, *Business Accounting 1*, sixth or seventh edition, London: Pitman publ.

Kinserdal Arne, *Financial Accounting: An International Perspective*, 1998, London: Pitman publ.

Teaching methods

Lectures on general principles and several seminars dealing with practical exercises in accounting;

Guest lecture: Accounting principles in the Baltic States.

Assessment methods

A four hour written exam

Language of instruction

English

Course title

Management Accounting and Finance

Course code

MAF2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Elvi Sederlin

Objective of the course

- to enable the students to be familiar with computerised accounting
- to enable the students to prepare and understand group accounting
- to analyse annual reports.

Prerequisites

FA

Course contents

- Traditional financial accounting conventions, accounting practices;
- Capital requirements;
- Management accounting;
- Limited companies, issue of shares and debentures;
- Taxation in Accounts;
- Provisions, reserves and liabilities;
- The increase and reduction of the share capital of limited companies;
- Cash flow statements;
- Financial analyses with key ratios;
- Consolidated accounts;
- Consolidated Balance Sheets;
- Consolidated Profit and Loss Accounts;
- Budgeting and Budgetary Control;
- Interpretation of Final Accounts.

Recommended reading

Wood Frank, *Business Accounting 2*, 1998, London: Pitman publ.

Kinserdal Arne, *Financial Accounting, An International Perspective*, 1998, London: Pitman publ.

Johansson Sven-Erik, *The profitability, Financing and Growth of the Firm*, 1998, Lund: Studentlitteratur

Teaching methods

- Lectures on general principles
- Seminars dealing with practical exercises
- Accounting software - SCALA
- Guest lectures on specific topics.

Assessment methods

- Written exam - four hours

- Written exam - 100% + passing grade on written assignment
- Examination of written assignment

Language of instruction

English

Course title

Accounting and Finance

Course code

AF4U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Katerina Hellström, Tomas Hjelström, Hans Hällefors, Christer Johansson, Göran Nilsson, Jörgen Nilsson

Objective of the course

The course purpose is to give a deeper understanding of the relationships between the market price of capital, financial decisions of the companies and the management control of capital in the companies. For students: details are available at the course homepage ? see school's e-learning platform.

Prerequisites

MAF, FE

Course contents

- Computer-based financial planning model;
- Equity valuation;
- Relationship between profitability, financing and growth of the firm;
- The leverage formula and Du Pont-analysis;
- Accounting theory:
 - recognition and measurement issues;
 - acquisitions;
 - depreciation;
 - inflation accounting;
 - leasing;
- Managerial accounting;
 - Relation between financial accounting and managerial control;
 - Balanced scorecard and intellectual capital;
 - Process orientation & management control/

Recommended reading

Rees, B.: Financial Analysis, Prentice Hall, 2nd ed., 1995

Johansson, S-E: The Profitability, Financing and Growth of the Firm: Goals, Relationships and Measurement Methods, Studentlitteratur, Lund, 1998

Teaching methods

- Lectures on general principals and seminars with practical exercises.
- Financial planning model - project

- Project in managerial accounting (in companies)

Assessment methods

- A four-hour written exam;
- Financial planning model;
- Project on managerial accounting.

Language of instruction

English

Course title

Health and Public Economy

Course code

PE5U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Fall

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Glen Blomquist

Objective of the course

This course is about ‘the big picture’. The central question is which economic and political institutional structure, or the way society is organized, offers the best way for achieving its goals – typically increasing material wealth. What works best? Broadly speaking, is it communism, socialism, capitalism, or some other set of institutions? More specifically, which institutions are the key to sustained economic development?

Political economy commonly refers to interdisciplinary studies that draw on economics, law and political science in order to understand how political institutions and the political environment influence market behavior.

In the first part we will look at the three main ideologies or International Political Economy with the help of which interstate relations are being explained. In the second part will offer a mix of conventional economic analysis of political institutions with what some of the greatest thinkers (nearly all of them Nobel Prize winners) have contributed to our understanding of ‘the big picture’. However, throughout the course a theoretical framework for analyzing interactions between the state and markets would be introduced.

Prerequisites

IE, MAC, IF

Course contents

Health matters for the economic well being of individuals. Health matters for the growth and development of societies. Household production of health is fundamental.

Demand and supply of health and medical care are examined from the perspectives of individuals as consumers/patients. Topics covered include externalities and public health, how

technology and quality influence expenditures, insurance and information, and how values of

health improvements are estimated for benefit-cost analysis. Students successfully completing

this course should be able to apply economics to production of their own health, and to business and public policy choices.

Recommended reading

There is no designated textbook for this course. However, various readings will be distributed.

Teaching methods

- Lectures

Assessment methods

Exam 75%, Short Essays 5%, Projects 20%. Guidance on group projects will be given in the seminars.

Language of instruction

English



III. Management and Strategy

Course title

Managerial Economics

Course code

MEC2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Joakim Levin

Objective of the course

- To introduce the participants to planning methods which are used, in particular, in production management.
- Also, to introduce them to decision-making problems in firms based on accounting and other data.

Prerequisites

MIC, Statistics

Course contents

- Weeks 1 and 3 are devoted to issues related to methods of planning and management of production. This part of the course deals with topics such as model building for different situations (e. g., inventory control, project management, and queuing situations), production management, production strategies, forecasting and decision theory. Moreover, it also introduces the participants to the techniques of linear and integer programming.
- Weeks 2 and 4 discuss a variety of decision situations, relating to pricing of products, new investments, budgeting, and evaluation of past performance. Some effort is spent on acquiring a precise cost accounting terminology. This part of the course also gives the participants the chance to further enhance their capabilities in using Excel for solving a variety of business problems.

Recommended reading

G. D. Eppen, F. J. Gould, and C. P. Schmidt: *Introductory Management Science*, 4th ed.

J. R. Evans et al.: *Applied Production and Operations Management*, 4th ed.

M. W. Allen and D. R. Myddelton: *Essential Management Accounting*, 2nd ed., Prentice-Hall, London, 1992.

Further materials (articles etc.) are handed out during the course.

Teaching methods

Lectures around 3 hours every morning. The afternoons are spent doing assigned exercises in the computer labs. The course is "hands-on", in the sense that the participants are expected to work actively with various problems, under the guidance of the instructors and course assistants.

Assessment methods

Written exam - four hours

Language of instruction

English

Course title

Information Management

Course code

IM3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Ilga Bērzkalns

Objective of the course

- to give knowledge about information technology and information systems in business and management context,
- to evaluate advantages and disadvantages of IT
- to study how people, information, information technology and information systems interact business and management

Prerequisites

OM, HRM, MAF

Course contents

- Interpreting and understanding information, system, technology;
- Architectural framework of information systems;
- System development cycle - analysis, design and use of context diagrams, strategic issues;
- Description methods - data modelling, process modelling;
- Business applications;
- Financial business case;
- Software selection;
- Internet business models and strategy in digital age;

Recommended reading

Oz, Effy. Management information systems, 3rd edition, 2002.

Alter, Steve. Information systems: A management perspective, 3rd ed., 1999.

Teaching methods

- Lectures
- Seminars
- Guest lectures
- Practical sessions

Assessment methods

- A two-hour written exam
- One hour quiz
- Project work

Language of instruction

English

Course title

Strategic Management and Technology

Course code

SMT45U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Olof Brunninge, Lucia Naldi, Johan Larsson

Objective of the course

Strategic Management is by nature a holistic subject as the ability to take a holistic view is a prerequisite for a successful manager. Consequently this course includes all management areas: strategic analysis, strategic choice and implementation. Further the course focuses on the link between strategic management in general and the management of technology, ie production management, innovation management, quality management etc. The ambition is to emphasize the entrepreneurial theme in the course by linking strategic management and technology.

Prerequisites

OM, IM, IO, HRM

Course contents

The first part of the course is an intensive period of lectures. Besides the large number of lectures combined with integrative exercises, company visits and student counselling are added as well. The company visits, on which you are going to write a report, aim at combining theory and practice and the tutoring is a preparation for the two projects coming up in autumn.

The second part is used to strengthen the link between practice and theory, elaborate on the subjects within the course and give training in presentation skills both oral and written. Two projects, additional lectures as well as a case on Nokia's strategic development will further deepen your knowledge on strategy and technology. A lecture and an exercise on rhetoric's will not only give you insights in the importance of rhetorical skills in management, but also give you the opportunity to practice your own skills in public speech.

The internship project is designed to show both the applicability of theories and to give students a glance of how it is to work as a consultant. Identification and formulation of a strategic problem, followed by an extensive discussion and choice of solutions is both a test of your ability to understand and reflect on theory and a test of writing and oral presentation skills.

Recommended reading**Teaching methods**

- Lectures
- Seminars
- Company visits

Assessment methods: Written exam, two project works

Language of instruction : English

IV. Organisational Behaviour

Course title

Entrepreneurship and Business Planning

Course code

EBPIU

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Erik Hunter

Magdalena Markowska

Borje Boers

Objective of the course

After this course, the students should:

- have an insight of the conditions for knowledge production within the social sciences;
- be able to master the fundamental concepts and models of enterprise and entrepreneurship;
- have a development oriented attitude to enterprise; be able to prepare a business plan for a small firm.

Prerequisites

Course contents

The course is an introductory course in business administration and consists of three parts:

1. A general introduction to business administration, the fundamental models, concepts and scientific theory.
2. Entrepreneurship, new venturing, enterprise as a life style. Conditions and actions for start up and growth.
3. Business planning, business idea and business development. The business plan with emphasis on the new and the small firms.

Recommended reading

Wickham, Philip A (1998) *Strategic Entrepreneurship*, Pitman Publishing, ISBN 0-273-62713-9

Larsson, Leif T (1999) *Course compendium*, SSE Riga

Teaching methods

Lectures on general principles and several seminars dealing with practical exercises in entrepreneurship and business planning. Guest lectures: Entrepreneurship in the Baltic States.

Assessment methods

Four-hour written exam, seminar participation and a project report.

Language of instruction

English

Course title

Organisation and Management

Course code

OM2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Roger Henning /SSE

Objective of the course

To enable the students to critically analyse and understand how and why organizations work (or fail to work).

In the course four different perspectives on organization and management are presented, all of which enable us to see and understand different facets of organizational life.

The ability to change perspective (to reflect) is fundamental if one is to understand the complexities of organizations.

Prerequisites

EBP

Course contents

In line with the pedagogical idea of integrating theory and practice, and thereby fostering reflection, the course is divided into three, partly parallel parts.

The first part - theory - will be treated and examined in the first week. The rest of the course will focus on the application of the learned theories for understanding organizational phenomena and their complexity.

The remainder of the course will consist of two partly parallel activities: case seminars and project work. Assignments in these parts of the course will be carried out in groups of 4-5 persons. An important objective of this second part of the course is to gain insight into the practice of management and organization.

This will be achieved through the students' contact with partner organizations, and through the discussions of cases.

Recommended reading

Bolman, L. G. and T. E. Deal (1997). *Reframing Organizations*. 2nd ed. San Francisco, Jossey-Bass Publishers.

Teaching methods

The first week consists of lectures on the theories and concludes with a written exam.

During the remainder of the course case seminars and other seminars will deal with the application of the theories in order to enhance the understanding of real organizational situations.

Assessment methods

Written exam, written case assignments and project work.

Language of instruction

English

Course title

Human Resource Management

Course code

HRM2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Jörgen Hansson

Objective of the course

The central aim of the course is to support the participants to develop and deepen their understanding of HRM and how HRM can be used to create value for customers, for employees and for owners (shareholders).

Prerequisites

OM

Course contents

To make a critical examination of the role of HRM in the business development process of a company by discussing strategic HRM. Adding the word "strategic" to human resource management (HRM), two main approaches become available.

At one pole, the HR-strategy development process is explicitly aligned with business strategy. HRM-strategies reinforce "higher", overall business strategies. This HRM version stresses the idea of "human resources" as something rational. People are merely one resource among many. The awareness of the role of personnel in the development of the business is low.

On the other pole, HR-strategy process does not only derive from the corporate plan but constructively feeds into that plan. These kinds of HRM-strategies are creating new business. They are a company's main business strategies. Employees are seen as the only really important "resource". In this context, some strategic concepts as "learning organisation", "knowledge management" or management of "intellectual capital", "leadership", and "change management" will be addressed.

Recommended reading

Armstrong, M (1996) *Personnel Management Practice*. London. Kogan Page Ltd. (Chapters 1-2, 4, 6-15, 17, 20-32, 34-35, 39-43).

A compendium consisting of the following articles:

- Postmodernity in management of people, Jörgen Hansson, May 1996.
- HRM: rhetoric, reality and hidden agendas. Karen Legge in Human resource management. A critical text. John Storey, editor, 1995, London, Routledge
- Making the most of the best. James Brian Quinn, Philip Anderson, Sydney Finkelstein, Harvard Business Review, March-April 1996.
- The core competence of the corporation. C.K Prahalad, G Hamel. Harvard Business Review, May-June 1990.
- Building a learning organization. David A Garvin, Harvard Business Review, July-August 1993.
- Empowerment: The emperor's new clothes. Chris Argyris. Harvard Business Review. May-June 1998.

- Why do employees resist change? Paul Streble, Harvard Business Review, May-June 1996.
- Management and leadership. John P Kotter in A force for change: How leadership differs from management. John P Kotter.1990. New York. Free Press.

Teaching methods

The characteristic feature of the course will be an active dialogue between students, teachers and guest speakers. The teaching will consist of a mixture of lectures and case works in order to create a link between theory and the use of different tools. We will also invite, as guest speakers, people who are responsible for managing HRM-processes.

Assessment methods

There is a written exam and a course assignment.

Language of instruction

English

Course title

Economic Anthropology

Course code

EA4U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Roberts Kilis

Toomas Gross

Objective of the course

Main purpose is to provide students with a social scientific perspective to analyse decisions and behaviour of economic agents who are embedded in the networks of social relationships and cultural influences. In particular, the course aims to familiarise with anthropological concepts, teach skills and fieldwork techniques, and basics of qualitative methodology; to give some training in interdisciplinary argumentation.

Prerequisites

OM, HRM, MIC

Course contents

The course covers main topics of Economic anthropology, such as household economy, time budgeting, work and home relation, gender and economic institutions, forms of informal economy, consumption, socio-economics, anthropology of organisational behaviour, cross-cultural business transactions, social network theory, trust, non-monetary forms of exchange, the role of social norms and cultural values in influencing economic behaviour. In addition, through project work and seminars students learn to apply the method of participant observation, ethnographic techniques of data collection, in-depth interviews, and use qualitative methods. Special emphasis

is laid on conceptually alternative and flexible thinking in studying complexities of organisational life and everyday economic behaviour.

Recommended reading

Friedlander, R. & Robertson, A.F (eds) *Beyond the Marketplace*, Aldine de Gruyter, 1990

Sims, D. & Fineman, S. & Gabriel, Y., *Organizing and Organizations* London: Sage, 1993.

Course compendium of articles.

Teaching methods

The course consists of lectures, and compulsory seminars in groups of 9-10 students. Students are expected to submit an individually written essay and do a project work-conduct a small fieldwork research.

Assessment methods

Contribution to seminar discussion is evaluated. Essays and projects works are discussed in individual tutorials.

Language of instruction

English

Course title

Business Ethics

Course code

BE3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Hans De Geer

Atis Zakatistovs

Objective of the course

Main purpose is to introduce and critically analyse the value basis of business and work and the ongoing business ethics discourse of the contemporary industrial world.

Prerequisites

EBP

Course contents

The course covers some basic notions and theories of business ethics, value formation, deontological and consequentialist theories, justice and responsibility. Furthermore, it covers from an ethical point of view intra-firm relationships in different organizational designs, market relationships and marketing ethics, corporate social responsibility and the ethics of international and transnational business.

Recommended reading

Chrystides, George & Kaler, John: *Essentials of Business Ethics*, McGraw-Hill Book Company, London, 1996.

Course handouts.

Teaching methods

The course consists of lectures in full group and seminars in smaller groups.

Assessment methods

The evaluation consists of two parts. The student is requested to pass in each of them independently. There is a short written examination, focused on the knowledge of notions and concepts. The main weight of the evaluation lies with the written report. In groups of 3-4 students, each participant is obliged to write a report on a chosen subject, approved by the teacher. The main quality evaluated in the reports is the ability to identify the ethical perspective, to interpret a situation and be aware of the values at stake, and to conduct an analysis of the ethical implications of an issue.

Language of instruction

English

Course title

European Union studies

Course code

EU4U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Morten Hansen

Objective of the course

The two major achievements of the European Union (EU) are the Single Market of 1987 and the Economic and Monetary Union (EMU) of 1992 (Maastricht Treaty) and 1999 (when coming into existence). The Baltic countries joined the EU 1 May 2004 and are now part of (but due to transition rules) not fully integrated into the EU's Single Market. Membership of EMU – adoption of the euro – seems several years away at the moment.

The course will focus on these two major issues, trying to explain what EMU and the Single Market are and why/whether they make economic sense.

Prerequisites

MIC, MAC, IE

Course contents

Issues concerning EMU:

- Fixed vs. floating exchange rates
- Previous monetary arrangements in Europe – and why they failed
- Optimum Currency Areas
- EMU – what it is, its development and what it learned from previous monetary arrangements
- ECB – the European Central Bank
- The Convergence Criteria
- Real vs. nominal convergence
- Balassa-Samuelson effect
- The Growth and Stability Pact

- Enlargement of EMU
- The future of EMU – will it last?

Issues concerning the Single Market

- The free mobility of:
 - Goods
 - Services
 - Labour
 - Capital
- Advantages and disadvantages of the four freedoms
- Case study: Republic of Ireland – a country which benefited enormously from the Single Market

Other topics to be dealt with

- A brief history of the EU
- Enlargement of the EU – the Copenhagen Criteria
- The future of the EU – The Lisbon Agenda and the EU Constitution

Recommended reading

Krugman and Obstfeld, International Economics. 7th ed., chs. 18 – 21. Plus 6 and 7 as repetition.

Various articles and handouts (app. 200 pages) – exact titles will be decided in 2007 since the field is constantly developing.

Teaching methods

The course consists of lectures in full group

Assessment methods

Exam

Language of instruction

English



V. Marketing

Course title

Marketing

Course code

MA2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Jurgita Baltrušaityte-Axelson

Objective of the course

This course introduces students to the theory of marketing and the practice of making effective marketing decisions. The core objective of the course is to help students apply the management skills of planning, organizing, directing, and controlling the

marketing functions in profit and non-profit organizations. Students learn about marketing planning through a mix of lecture/discussions, case analyses, and practical projects performed for existing and planned organizations throughout the Baltic Region.

Prerequisites

OM, HRM

Course contents

In this course students address such topics as:

- External and Internal Marketing Situation Analysis;
- Demand and Opportunity Analysis;
- Market Segmentation, Target Marketing, and Positioning;
- Marketing Research and Marketing Intelligence Fundamentals;
- Product and Service Development and Product-Line Management;
- Designing and Managing Marketing Promotion Programs;
- Developing and Managing a Comprehensive Physical Distribution and Channel System;
- Determining Prices and Other Value Considerations for Products and Services.

Recommended reading

Perreault, William D. Jr., and E. Jerome McCarthy. 2002. *Basic Marketing: A Global - Managerial Approach*. 14th ed. Boston: McGraw-Hill Irwin.

Teaching methods

- Through readings, lectures, videos, and classroom discussions, students will develop an understanding of current theories and management practices in the marketing of goods, services, and ideas.
- Through the analysis of marketing cases built around the experiences of well-known international companies, students will develop an ability to evaluate external threats and opportunities, and identify and deal with typical marketing problems and dilemmas.
- Through the experience of working with teams on practical marketing problems, planning, and programs, students will develop a professional skill-base in the complex but rewarding field of marketing.

Assessment methods

Students' learning progress shall be evaluated in a variety of different ways. Current practice entails:

- A series of weekly objective quizzes designed to measure students' comfort with the reading material.
- A team-based, comprehensive marketing plan for an existing or planned organization designed to measure students' ability to apply the theoretical concept learned in class.
- A comprehensive essay-type final examination designed to measure students' overall accomplishment of learning objectives established for the course.

Language of instruction

English

Course title

Market Research

Course code

MR3U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Niclas Öhman, SSE

Sara Rosengren, SSE

Objective of the course

Marketing Research will introduce students to quantitative methods for marketing research and teach them how to apply such methods when solving actual marketing problems.

Prerequisites

MA, Statistics

Course contents

Students will be introduced to quantitative methods such as analysis of variance, regression analysis, factor analysis, and cluster analysis. However, Marketing Research is not a course in statistical methods. Rather, the course will give students an opportunity to apply their marketing knowledge (gained in previous courses) on actual problems facing marketers.

Recommended reading

Malhotra, Naresh K. (1999) *Marketing Research – An Applied Orientation* + Handouts

Teaching methods


The first part of the course consists of lectures where the different methods are presented. The lectures are followed by group work where students apply the methods to actual marketing problems. The second part of the course consists of a larger assignment in which students will collect and analyze their own data in order to come up with a solution to a given task.

Assessment methods

Students' apprehension of the course will be measured by: 4 smaller and 1 large group assignment(s), as well as a PC-based exam. There will also be a home exam which does not give any credits, but is mandatory for the course.

Language of instruction

English



VI. Law

Course title

Business Law

Course code

BL2U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

1 credits = 1.5 ECTS

Name of lecturer

Ingemar Ståhl

Objective of the course

The purpose of the course is to give an introduction to law for economics and business students. This means that it is not a mini-course in law in the traditional sense, but a continuation of the basic course in microeconomics. The students are thus expected to have the basic knowledge acquired in a course in micro-economic theory: utility maximizing consumers meeting profit (wealth) maximizing producers in markets with equilibrium prices. But traditionally microeconomics is presented without explicit legal institutions. In the present lectures the basic question will be: which legal institutions are required for a well-functioning market economy?

Prerequisites

MIC

Course contents

- Lecture 1. From Hobbesian Chaos to Law and Order
- Lecture 2. Property Rights
- Lecture 3. Property Rights continued
- Lecture 4. Torts and Negligence
- Lecture 5. Crime and Intent
- Lecture 6. Exchange and Contracts
- Lecture 7. Competition Law and Interest-Group Protection Law
- Lecture 8. Corporation Law
- Lecture 9. Constitution
- Lecture 10. Three Different Social Criteria

Recommended reading

- Prisoners' Dilemma;
- Friedman, D. David; Law and Economics;
- Medema, Steve; Economics of Property Rights;
- Alchian, A. Armen, Property Rights;
- Compendium;
- Ramberg, Jan; International Commercial Transactions, 2000 (2nd edition)
- Edward S. Pearson, Law For European Business Studies, 1994

Teaching methods: Lectures and seminar discussions.

Assessment methods

A written examination.

100% the examination grade.

Language of instruction: English

VII. English

Course title

English

Course code

PACC12U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 1 and Year 2 and Year 3

Semester/trimester

Autumn and spring

Number of credits allocated (workload based)

6 credits = 9 ECTS

Name of lecturer

Benjamin Breggin (USA)

Denise Wirth (USA)

John Whitmore (GB)

Objective of the course

to support the speaking and writing in English required by studies at SSE Riga

- to prepare to meet the demands of the international business world;
- to extend academic and communicative competence in English;
- to enhance and develop overall English language competence, and general learning abilities.

Prerequisites

Course contents

General English: The objectives of this course are:

- To provide a course which will cover the problematic and difficult areas of English grammar and vocabulary particular to SSE RIGA students;
- To equip students with the skills necessary to use English vocabulary and grammar appropriately;
- To provide grammatical and vocabulary references;
- To enable the students become more independent in their language learning.

Writing for Specific Purposes: designed to help students with a variety of specific writing situations: personal statements, university admissions and scholarship applications, formal letters and memoranda. You will learn how to organize your ideas on paper and how to use the most appropriate language in each situation. There will be proofreading, editing, and writing style components also. (open to 20 students)

Career Development: addresses the spoken and written skills necessary for succeeding in the job application process. The course involves developing a career goal statement, writing resumes, cover letters and performing in interviews. At the end of this course you should be able to feel much more competent and confident about starting out on your career.(open to 20 students)

Public Presentations: offers further studies in structuring and giving presentations. This course will focus on verbal and non-verbal communication in a variety of general and business settings. This is a continuation of the content in CIE. Again this offers you a real chance to improve and enhance your presentation skills. (open to 20 students)

Negotiations: concentrates on the characteristics of a good negotiator and the process of negotiation. Students will learn how to think systematically and quickly when bargaining with people in order to achieve a specific goal. The language of

negotiation, opinion, suggestion, persuasion, and justification will be covered, as will communicative and repair strategies. (open to 20 students)

Art Appreciation: This course is designed to provide you with an opportunity to extend your world knowledge, share your artistic interests, and to offer a course which differs from other SSE RIGA courses. The course will cover the following areas:

- What is art? A global and personal definition
- Music
- Cinema
- Painting, sculpture,
- Literature, drama, poetry
- Fashion
- Historical art periods
- Different art cultures

Recommended reading

Teaching methods


Students attend two 45-minute lectures per week.

Assessment methods

- attendance of all lectures and seminars (100% attendance)
- completion of all assignments by deadline; late work results in a fail for that assignment
- participation in seminars and group work

Language of instruction

English



VIII. Specialisation courses

Course title

Economics

Course code

S/Ec5U

Course type

Specialisation course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Autumn

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Edwin Dolan

Objective of the course

Whether you plan a career in government as an official responsible for economic policy or as a manager in the private financial or non-financial sector, it is important to understand the recurrent crises that afflict today's global economy. The unfolding macroeconomic crises in Latin America and Turkey this year, the challenges that the transition economies face as they prepare for EU accession and the instabilities that affected them in the 1990s, the bank-centred financial crises in East Asia (1997), Russia (1998) and Argentina (2002), and many other episodes of macroeconomic instability are all part of the international business environment. This course outlines some simple theories that can help you understand the origins of macroeconomic instability and the tools that are available to governments as they attempt to resolve them.

Prerequisites

MIC, MAC, ES, IE

Course contents

Lecture 1: Tools for managing;

Lecture 2: Tools for fiscal;

Lecture 3: Exchange rate stability with floating rates;

Lecture 4: Exchange rate regimes as stabilization tools;

Lecture 5: Case studies in macroeconomic stabilization and crisis management;

Lecture 6: The risks of banking and banks' tools for managing them;

Lecture 7: Tools for managing the safety and stability of the banking system;

Lecture 8: Tools for resolving banking crises when stabilization measures fail;

Lecture 9: Case studies in banking crises;

Lecture 10: Macroeconomic challenges of EU accession;

Recommended reading

Each student will receive a resource disk containing the following:

- A 5-unit Outline of Macroeconomic Theory providing a short review of theories and models that will be applied in the course. This will provide a refresher on things that were covered in earlier economics courses but may need a brush-up. The outline should be read BEFORE the lecture series starts.
- A selection of background readings from a variety of sources, including a number of IMF policy studies and working papers.
- Suggested links to current information on macroeconomic stabilization issues.

In addition, lecture notes, in PowerPoint format, will be posted daily on the SEE-Riga web site.

Teaching methods

Each student will be assigned to a team that will present a short country- or episode-based case study.

Assessment methods

Exam

Language of instruction

English

Course title

Finance

Course code

S/Fin5U

Course type

Specialisation course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Autumn

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Dr. Ulf Axelson/SSE, Uldis Cērps/SSE Riga

Objective of the course

This course examines the process by which takeovers and other corporate control transactions take place and the role of the market for corporate control in leading to economic restructuring and shifts in resource allocation by corporations.

Significant attention is paid to the general framework of capital markets and financial institutions as a background for corporate control battles. In all discussions the main emphasis is made on the strategic issues of the transaction in place, specifically, on the creation of value.

Of particular interest will be the empirical evidence on capital market reactions to control transactions and to defensive measures by management against takeover bids, buy-out transactions, the relation of takeovers to capital structure changes, and insider trading in takeover contests.

Various corporate control battles will be screened against the general theory and Western practice. Of special importance will be the discussion of the influence of corporate control issues on company valuation, especially in emerging capital markets.

Prerequisites

MAF, IF, EC, FE, AF

Course contents

Financial Intermediation in Capital Markets

Problems Caused by Private Information

Monitoring and Covenant Enforcement (Asset Services)

Why Takeovers?

The Takeover Process

The Takeover Process in Emerging Markets
Strategy, Diversification, and Mergers
Legal and Regulatory Environment
Company Valuation and its Applications (I)
Company Valuation and its Applications (II)
Investment Banking
Theories of Mergers and Takeovers
Sell-offs, Divestitures and Restructuring
Creation (Destruction) of Value through M&As
Financing of M&As (I) - Junk Bonds
Financing of M&As (II) - Joint Ventures and ESOPs
Leveraged Buyouts (LBOs) and Management Buyouts (MBOs)
Corporate Control Mechanisms and Takeover Defenses
International Takeovers
Corporate Governance in Emerging Markets
Management Guide for M&A Activity

Recommended reading

Handouts, articles, and cases from the course package.

Teaching methods

Lectures, discussions, seminars.

During the course the students will have to submit two case write-ups, take the comprehensive take-home examination, and prepare one case presentation.

Assessment methods

Grading of this course will be based on assignments, examinations and class participation. The course will be graded in accordance with the following schedule:

Case I	20%
Exam	50%
Case II	30%
<i>Total</i>	<i>100%</i>

Language of instruction

English

Course title

Consumer Behaviour

Course code

S/CB5U

Course type

Specialisation course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Autumn

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Jurgita Baltrusaityte-Axelsson

Objective of the course

The goal of the course is to study the processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy their needs and desires.

Prerequisites

OM, HRM, MA, MR, SMT

Course contents

Guest lecture: “Consumer Decision Making: Examples from the Coca Cola Company” (Heidi Mallene, Coca Cola)

Lecture 1: An Introduction to Consumer Behavior

Lecture 2: Perception

Lecture 3: Learning and Memory

Seminar: Case #1 Appealing to taste buds or healthy lifestyles? Marketing low-fat foods to consumers in Greece Due

Lecture 4: Motivation, Values, & involvement

Lecture 5: Attitudes

Lecture 6: Attitude Change and Interactive Communications

Seminar: Case #2 Should I – or shouldn’t I? Consumers’ motivational conflicts in purchase decisions of electronics)

Lecture 7: The Self

Lecture 8: Individual Decision-Making

Lecture 9: Shopping, Buying, Evaluating and Disposing

Seminar: Group Influence and Opinion Leadership

Lecture 10: European Family Structure and Household Decision-Making

Seminar: Case # 3 - Prams are not just for babies...

Lecture 11: Income and Social Class

Seminar: Case # 4 - Hidden motives: is consumer behavior shaped by fairy-tale archetypes?

Lecture 12: Age Subcultures

Lecture 13: Culture & Consumer Behavior

Lecture 14: Cultural Change Processes

Seminar: Case # 10 - Socially excluded? Low income consumers’ grocery shopping behavior

Case # 12 - Consuming across borders: four vignettes

Guest Lecture: “Changing Consumer Behavior in Personal Selling” - Dainius Baltrušaitis, SmartSales Force Management

Lecture 15: Lifestyles and European Cultures

Seminar: Case # 13 - Advertising targeted towards children: are the legal controls effective? The case of Belgium

Lecture 16: New Times, New Consumers

Seminar: Case # 14 - Port wine: ruby, tawny, white, and the premiums

Recommended reading

Consumer Behaviour: A European Perspective, 3rd edition, By Michael Solomon, Gary Bamossy, Soren Askegaard, and Margaret K. Hogg, Prentice Hall, Financial Times 2006.

Teaching methods

lectures, guest lectures, seminars, one midterm examination, the group project.

Assessment methods

The total grade of the course comprises the following components:

- Midterm - 15 %

- Final Exam - 30 %
- Case Analyses and Presentations - 8 %
- Participation - 10%
- Write-Ups (4% each) - 12 %
- Group Project Report (Paper) - 20 %
- Group Project Report Presentation - 5 %

Language of instruction

English

Course title

Human Resource Management

Course code

S/HRM5U

Course type

Specialisation course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Autumn

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Elen Frank

Objective of the course

"All managers are HR managers," is the belief that is the foundation for this course. You will review the policies and procedures that are necessary for organizational success. For students who are thinking of a career in HRM, there will be an opportunity to develop and/or critique materials that are critical to an effective HR function.

Prerequisites

HRM

Course contents

HRM Strategic Planning, HR Accounting
 Job Analysis/Job Descriptions/Job Design Strategies
 Recruiting
 Selection
 Orientation/Training/ Development/Career Management
 Performance Evaluation
 Compensation Structures
 Employee Benefits
 Rewards/Discipline
 E-HRM, HRIS

Recommended reading

- "Fundamentals of Human Resource Management" by Noe, Hollenbeck, Gerhart, and Wright, McGraw-Hill Publishers, 2007
- <http://hrmguide.co.uk>

Teaching methods

lectures, e-lectures – discussions, project work.

Assessment methods

The total grade of the course comprises the following components:

Reading Assignments and Quizzes -- 20 points

Daily On-Line Discussion – 20 points

Wikipedia – 15 points

Weekly Group Case Analysis – 30 Points

“Reality Check” -- 50 Points

HRM Design -- 25 points

Term Paper-- 20 Points

Peer Evaluation –10 points

Final Exam -- 10 Points

Language of instruction

English



IX. Bachelor Thesis

Course title

Research Methods II

Course code

RM5U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Autumn

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Roberts Kilis, Ivars Austers

Objective of the course

To learn how research is used to support management decision-making and to develop understanding about and expertise in a variety of research methodologies. While qualitative research techniques are examined, a considerable portion of the course is focused on quantitative methods and analysis of quantitative data. A key output of the course is the ability to produce a professional research proposal. Another important objective is to help to cultivate the skills needed to evaluate research studies and thereby become an informed consumer of business research.

Prerequisites

All Year 1 and Year 2 courses

Course contents

- Introduction to the Research Process. Approaches to Business Research
- Role of Theory in Business Research
- Experimental Research
- Survey Research Design
- Ethnographic Research
- Making Methodological Choices
- Dealing with Uncertainty in Business: Basics of Probability Theory
- Descriptive Statistics and Statistical Inference
- Data Analysis. Simple Linear Regression.

Recommended reading

1. **Research Methods for Business Students** by Saunders, M. *Textbook exposition aimed at undergraduate students. A good overview written in simple language.*
2. **Research Methods for Managers** by Gill, J. and Johnson, P. *A more serious discussion of research methods aimed at graduate students of management. A good discussion of qualitative vs. quantitative methods in research.*
3. **A Guide to Business Research** by Smith, C. B. *A good source of reference of how to conduct and write research projects.*
4. **Qualitative Methods in organizational research: a practical guide** by Symon, Gillian. *Optional reading for those who want to do qualitative research.*

Teaching methods

Lectures

Assessment methods

Exam

Language of instruction

English

Course title

Bachelor Thesis

Course code

BT6U

Course type

Core course

Level of course

Undergraduate

Year of study

Year 3

Semester/trimester

Spring

Number of credits allocated (workload based)

12 credits = 18 ECTS

Name of lecturer

Karlis Kreslins

Objective of the course

The objective of the Bachelor Thesis is to apply the skills and concepts learned from courses at SSE Riga in a rigorous analysis of a well-defined question. The standard of excellence expected to achieve is well beyond any course paper that a student has prepared, as the Bachelor Thesis requires synthesising theories and concepts learned in various courses into a single, unified piece of academic research. The Bachelor Thesis is designed to be the culmination of student's academic career at SSE Riga. The Bachelor Thesis should be a result of original work and not consist of compilation of the materials published elsewhere or produced for other purpose. The Bachelor Thesis should contribute to research work of SSE Riga, and it should be relevant both for academic studies and economic development of the Baltic countries.

Prerequisites

All core courses

Course contents

The Bachelor Thesis project is organised with a series of interim deadlines to make sure that your work progress is smooth throughout the process, and the quality of the work matches the standard set by SSE Riga. The major stages of the project are as follows:

1. Thesis Proposal and formal approval by the Degree Committee;
2. Research Design Description and formal approval by the Degree Committee;
3. Review of Empirical Findings
4. Writing up seminars
5. Thesis Draft
6. Thesis
7. Examination of Thesis
8. Revised Thesis

The emphasis throughout the process will be that the work is focused tightly on answering the research question, utilising appropriate data and analytical techniques.

Recommended reading

Memorandum on Bachelor Thesis; SSE Riga Writing Guidelines.

Teaching methods

Meetings with supervisors, consultants, seminars, briefings

Assessment methods

The formula for the final mark of Bachelor Thesis is as follows:

10% - for performance at Writing-up seminars; 10% - for Presentation/Comments and
80% - for the paper examination.

Language of instruction

English

Executive MBA programme

I. Economics and Finance

Course title

Global Economics

Course code

GE1G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Edwin Dolan

Objective of the course

- *To improve your ability to assess the macroeconomic risks of doing business in the global economy*
 - *Risks of inflation and deflation*
 - *Exchange rate risks*
 - *Risks of fiscal instability and sovereign debt default*
- *To understand the policy options available to governments for the control of economic crises and to assess the adequacy of proposed economic stabilization programs*

Prerequisites

Course contents

Recommended reading

- **Outline of Macroeconomics.** (Available in printed and electronic format) Chapters 1-5 of the outline should be read by all students ***before the lectures begin on Nov. 5***. These readings will form the basis of the seminar discussions on Nov. 5. Chapter 6 of the Outline is optional reading.
- **Other useful readings:** The following readings are provided in electronic format. Students will find them useful in preparing for the examination but they are not strictly required.
 - *Fischer, Exchange Rate Regimes—Bipolar View*
 - *IMF, World Economic Outlook 2003, Ch. 1*
 - *World Bank, 10 Years of Transition*

Team reading packets: Selected readings in electronic format will be provided to teams participating in the debates and case presentations.

Teaching methods

Lectures

Assessment methods

- 20 percent: Team debate*
- 20 percent: Team case presentations*
- 20 percent: General participation in discussions and other class activities
- 40 percent: Take-home exam

Language of instruction

English

Course title

Financial Economics

Course code

FE2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

Konstantin Kontor

Objective of the course

The main objective of this course is to provide the students with a basic understanding of the principles of finance (the opportunity cost of capital, the net present value concept, risk and return tradeoff, portfolios and diversification), as well as to discuss theoretical basis for processes and practices of financial analysis. The issue is studied both in the domestic and the international dimensions.

Another goal pursued by the course is the discussion of the nature, role, and functioning of various financial institutions (banks, investment companies, brokers, insurers etc.) in capital markets. The process of raising financing for a project and/or for a company will be analyzed in greater detail.

This course examines the process by which takeovers and other corporate control transactions take place and the role of the market for corporate control in leading to economic restructuring and shifts in resource allocation by corporations. Emphasis will be made at the discussion of the influence of corporate control issues on company valuation, especially in emerging capital markets. The empirical evidence on capital market reactions to control transactions and to defensive measures taken by management against takeover bids is also analyzed.

Finally, throughout the course the students will be exposed to the Western standards, terminology, and practices of decision making used by financial managers and investors worldwide. As a result, the students learn how major concepts and practices developed in Western markets can be applied under the current conditions in the emerging markets.

Prerequisites

EF, FA

Course contents

The course consists of four parts. Each of them is broken down into the main themes in accordance with the following schedule.

Part I – Principles of Corporate Finance

- Introduction: why finance matters. Net Present Value. How to calculate NPV.
- Applications of NPV: valuing bonds and stocks.
- Making investment decisions with the NPV Rule. Discussion of the TTC Case
- Risk, return and the opportunity cost of capital
- Market risk and asset pricing. Capital Asset Pricing Model (CAPM)
- Capital budgeting
- Introduction to options. Strategic options

Part II – Capital Markets and Financial Institutions

- Introduction: financial intermediation in capital markets
- Problems caused by private information
- The role of financial intermediaries (I) – asset services
- The role of financial intermediaries (II) – illiquid assets and the creation of liquidity
- Deposit insurance and regulation
- Investment banking
- Market microstructure
- Emerging capital markets – what’s common and what’s special?

Part III – Financial Management of Multinational Corporations

- Introduction: the scope of international finance. International monetary systems
- International parity relationships
- The nature of international risk exposure. Cases
- Hedging international risk exposure
- Capital budgeting in the international environment
- Cost of capital across countries

Part IV – Takeovers, Restructuring, and Corporate Governance

- Introduction: the takeover process
- Strategy, diversification, and mergers
- Legal and regulatory environment
- Company valuation and its applications
- Theories of mergers and takeovers
- Creation (destruction) of value through M&As
- Financing of M&As. LBOs and MBOs
- Corporate control mechanisms and takeover defenses
- Corporate governance

Recommended reading

- Richard A. Brealey and Stewart C. Myers. *Principles of Corporate Finance*, McGraw-Hill, Inc., 4th Edition, 1992. Chapters 1-4, 6-9. Any later edition is fine; available at the SSE Riga library.
- M. K. Lewis and K. T. Davis (1987) – “*Financial Intermediaries and Financial Assets*” (CM-1)
- George Akerlof (1970) – “*The Market for “Lemons”: Quality Uncertainty and the Market Mechanism*” (CM-1)
- Joseph E. Stiglitz and Andrew Weiss (1981) – “*Credit Rationing in Markets with Imperfect Information*” (CM-1)
- Richard Roll (1991) – “*Investment Banking*” (CM-1)
- J. Fred Weston et al. *Takeovers, Restructuring, & Corporate Governance*, 3rd Edition, 2001. Chapters 1, 2, 5, 6, 9, 14-20 (summaries.)

Teaching methods

The course will be organized into lectures, seminars, group-work, presentations, and work on the project paper. A large part of the studying will be carried out with hands-on tasks and cases. The larger part of the course will be dedicated to lectures during the first 4-day session. The students will be given take-home assignments that will have to be completed by the beginning of the second 2-day session.

The first four days will include lectures and the discussion of the course topics as well as of the problems and cases devoted to these topics. By the end of the fourth day the students will be given guidance with respect to their group project paper and presentation. During the work on the project the students will be able to apply the learned concepts and practices to the real life situations.


Assessment methods

Final grade of the course will be made up of several parts. The students will have to take the exam as well as to complete the group project. The exam will be take-home. A significant portion of the grade will be awarded on the basis of student's participation in the class discussion of course topics. The breakdown of the grade is as follows:

- Class participation – 20%
- Take-home exam – 40%
- Project report – 20%
- Project presentation – 20%

Language of instruction

English



II. Accounting

Course title

Financial Accounting

Course code

FA1G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

6 credits = 9 ECTS

Name of lecturer

Elvi Sederlin

Katerina Hellström

Objective of the course

Financial accounting course covers the three financial statement reports - income statement, balance sheet and cash flow statement, financial ratio analysis and an introduction into equity valuation.

Prerequisites

Course contents

The financial accounting course takes the **users' perspective** and the objective is to enable the participants:

- to understand the contents, measurement and interaction between income statement, balance sheet and cash flow statement
- to analyse the financial statements
- to evaluate the performance of a company in terms of profitability, financial position and liquidity
- to develop a computer-based financial planning model for a real company to be familiar with basic equity valuation techniques

Recommended reading

- Kinserdal, A: Financial Accounting. An International perspective, 2nd edition, Pitman Publishing, 1998, 305 pp. (15- 18 October, it is not required to read the whole book in detail before the course start, overview of the topics is sufficient)
- Company Valuation - an overview, Chapter 4 in Tolleryd, Frykman: Corporate valuation - an easy guide to measuring value, Prentice Hall, 2003 (hand out), 15 pp. (to be read before 6 December)
- Johansson, S-E: The Profitability, Financing and Growth of the Firm, Studentlitteratur, 1998, 163 pp. (can be read after the class BUT before the final test)
- Frykman, D. & Tolleryd, J: Corporate Valuation - an easy guide to measuring value, Prentice Hall, 2003, 183 pp.

Teaching methods


The course will be in form of lectures, seminars and group exercises followed by a final test. The course also includes a project conducted in groups of two. The aim of the project is to create a financial planning model for a real company and with help of the model forecast and analyse the future development of the company. The participants will present their projects in the class on December 6. Skills in Excel are required.

Assessment methods

Evaluation of the participants' performance will be based on the final test and on the project. The final test is graded according to the grading system in the Participants' Handbook. The project is graded Passed / Failed. Those who fail will be asked to upgrade the project.

Language of instruction

English



III. Management and Strategy

Course title

Managerial Economics

Course code

MEC1G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Andris Strazds

Objective of the course

During the course the participants will learn about financial models that help structure decision-making situations in real life and make economically rational value-maximizing decisions, in particular regarding product pricing and investments.

Prerequisites

Course contents

The managerial economics course focuses on a number of concepts, which are useful in different decision-making situations. The main emphasis is put on the concept of economic profit and its various applications. Key issues comprise traditional full costing, activity-based costing, marginal costing, pricing of products in the long run and the short run as well as investment project and company valuation.

Recommended reading

Allen, M.W. and D.R. Myddelton, Essential Management Accounting, Prentice Hall, 1992, Chapters 1 - 2

Cooper, Robin and Robert S.Kaplan, "Measure Costs Right: Make the Right Decisions", Harvard Business Review, September – October 1988, pp. 96 - 103

Teaching methods

The course is intended to be a mix of lectures and many practical exercises. The two parts are integrated, thus, there will be no separate lectures and problem solving seminars, the participants will rather be given a practical exercise right after the lecture on each topic. Usually the students will be given some time to work individually (5 - 15 minutes, depending on the complexity of the exercise) before the exercise is solved together with the professor.

Assessment methods

The participants will be evaluated based on their results on the written exam.

Language of instruction

English

Course title

E-Strategies

Course code

e-S2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Ola Ahlvarsson

Objective of the course

Prerequisites

Course contents

Recommended reading

Teaching methods

Assessment methods

Language of instruction

English

Course title

Strategic Management

Course code

SM3G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

6 credits = 9 ECTS

Name of lecturer

Duane Helleloid

Objective of the course

- 1) Understand the general nature and importance of strategic management.
- 2) Get to know major established 'tools' in strategic management.
- 3) Develop an individual and critical perspective on strategic management based on the different – complementary and/or contradicting – perspectives discussed in class.

Prerequisites

Course contents

This module on strategic management will focus on managers' attempts and means to intentionally shape the company's future. It aims at developing strategic management

skills essential to corporate success in both small and large companies. The module covers the three broad and interrelated areas of strategic analysis, strategic choice, and strategy implementation. However, in this module we go beyond the usual textbook approaches to strategic management – which often suggest that there would be one right way of doing strategy – and discuss different perspectives towards strategy-making. We will apply different ‘tools’ in a number of case studies, but will also discuss different ‘paradoxes’ in strategic management. An important part of the learning process is to reflect the different approaches referring to the participants’ experiences from their own companies.

Recommended reading

Teaching methods

Practical case discussion

Application of tools to analyse cases

Assessment methods

The evaluation of student’s performance will be measured by:


Class Participation (10 percent)

Presentation (20 percent)

Individual course paper (70 percent)

Language of instruction

English



IV. Organisational Behaviour

Course title

Creative Entrepreneurship

Course code

CE1G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Autumn

Number of credits allocated (workload based)

1 credits = 1.5 ECTS

Name of lecturer

Fredrik Haren

Objective of the course

Prerequisites

Course contents

Recommended reading

Teaching methods

Assessment methods

Language of instruction

English

Course title

Business Ethics

Course code

BE2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Hans De Geer

Objective of the course

After the module, the students will be able to identify an ethical perspective in business, to differentiate between different ways of arguing about ethics, to apply different ways of enhancing the moral competence in the organisation and to orientate themselves with various initiatives on the arena of international business ethics.

Prerequisites

Course contents

The course will start by presenting two arguments for the adoption of business ethics,

one strategic and one structural. After that, business ethics will be defined. Stakeholder and shareholder models of the company will be presented and the ongoing discussion on corporate governance will be referred to.

Basics of ethical theory will be identified; what is a value, and what different kinds of norms can be observed?

A group work on a specific case will be done and presented in a plenary discussion.

On the second day different ways of working with values within the corporation will be discussed. Also a session will be spent on issues in international business ethics and corporate social responsibility (CSR).

A summing up session will conclude the module.

Recommended reading

The students will familiarise themselves before the course with The Global Compact as well as the Global Reporting Initiative through the homepages, www.globalcompact.org and www.globalreporting.org, respectively.

For a general description of the subject see Chryssides, George & Kaler, John: Essentials of Business Ethics, McGraw-Hill Book Company, London, 1996, which is available at the SSE Riga library.

For more advanced and updated reading McEvan, Tom: Managing values and Beliefs in Organisations, Prentice Hall 2001 is recommended.

Teaching methods

The module will consist of lectures, small group discussions and whole group (plenary) discussions.

Assessment methods

Each student will hand in an individual paper, approx. 3 pages, on an assigned topic. In addition to that, presence and activity in the discussions will be accounted for.

Language of instruction

English

Course title

Organizational Behaviour

Course code

OB3G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Sean Gaffney

Objective of the course

- 1) Understand the general nature and importance of organizational behavior.
- 2) Identify the key personnel elements within an organization and how they impact the overall functioning and processes of that organization.
- 3) Recognize how to implement change within an organization with the maximum of effectiveness and minimum of disruption.

Prerequisites

Course contents

Day One The course will open with a discussion on the failed Anarctica expedition of Ernest Shackelton. This case study will provide an excellent framework with which to examine the critical areas of organizational behavior; leadership, teamwork, worker motivation, crisis management, etc.

Day Two This day will focus specifically on the issues of leadership and how group behavior is impacted by a leader. Several models will be presented and the student groups will work on elevating particular leaders to distinguish their strengths and weaknesses according to the model considered.

Day Three This day will focus on issues of human resource management, particularly individual worker motivation and how best to deal with various difficulties arising in the workplace. Student groups will strategize the best means to deal with problem situations involving workers.

Day Four The course will conclude with an inter-active business game specifically designed for the Baltics, “The DavAnd More Company.” Student teams will ‘compete’ with one another in designing the best solutions to the organizational behavior issues presented in the game.

Recommended reading

- 1) Prior to the first session, students should read about Ernest Shackelton’s Antarctic expeditions, particularly the Endurance Expedition, on website, <http://www.south-pole.com/p0000097.htm>.
- 2) Additional reading for the course will be taken from the book, “Management and Organisational Behaviour” 4th ed, by Laurie J. Mullins (available from the SSE Riga library) and from Dr. Stout’s Business Game, “DavAnd More” which is available on the SSE Riga website.
- 3) Advanced reading (all are available in the SSE Riga library):
Jackson, Terence, *Organizational Behaviour in International Management*
Pettinger, Richard, *Introduction to Organizational Behavior*
Smith, Mike, *Analysing Organizational Behavior*
Schermerhorn, John R., *Management and Organizational Behavior Essentials*
Jones, Gareth R., *Understanding and Managing Organizational Behavior*,
Ott, Steven J., *Classic Readings in Organizational Behavior*

Teaching methods

Lectures,
Seminars
Interactive business game

Assessment methods

Evaluation of student’s performance will be measured by:

- Class Participation (10 percent)
- Presentations (25 percent)
- Final Examination (65 percent)

Language of instruction

English

Course title

Human Recourse Management

Course code

HRM2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1
Semester/trimester
Spring
Number of credits allocated (workload based)
3 credits = 4.5 ECTS
Name of lecturer
Elen Hrank
Objective of the course
Prerequisites
Course contents
Recommended reading
Teaching methods
Lectures
Assessment methods
Exam
Language of instruction
English

Course title
[Change Management](#)

Course code
CM2G
Course type
Core course
Level of course
Postgraduate
Year of study
Year 1
Semester/trimester
Spring
Number of credits allocated (workload based)
3 credits = 4.5 ECTS
Name of lecturer
Gabriel Vigo
Objective of the course
Prerequisites
Course contents
Recommended reading
Teaching methods
Lectures
Assessment methods
Exam
Language of instruction
English

Course title
[Corporate Governance](#)

Course code
CG2G
Course type
Core course
Level of course
Postgraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

3 credits = 4.5 ECTS

Name of lecturer

Sophia Kusyk

Objective of the course

Prerequisites

Course contents

Recommended reading

Teaching methods

Lectures

Assessment methods

Exam

Language of instruction

English



IV. Marketing

Course title

Marketing Management

Course code

IMM2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

5 credits = 7.5 ECTS

Name of lecturer

John Branch

Objective of the course

Market success in the international economy requires a proactive understanding of political, economic and cultural influences in the business environment. This module recognizes the need for companies to create strong cross-functional internal teams that can strategically respond to customer needs, build global brands and effectively confront competitive forces. Module participants are challenged in both individual and team settings to go beyond traditional constraints and assumed boundaries, to conceptualise analytically on global issues and propose solutions for their own organizations to effectively develop marketing strategy.

Prerequisites

Course contents

Recommended reading

Teaching methods


Lectures

Assessment methods

Exam

Language of instruction

English



V. Law

Course title

Law for Managers

Course code

LM2G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 1

Semester/trimester

Spring

Number of credits allocated (workload based)

4 credits = 6 ECTS

Name of lecturer

Katrin Nyman Metcalf

Objective of the course

The course aims at giving an understanding of international and EU law to non-lawyers involved in business activities in different ways. The participants will understand certain important general principles of law and get a better understanding for how such principles are applied in practice. Furthermore, the participants will understand what the EU and EU law means for EU member states (as well as for other states dealing with the EU) both in general and in certain chosen fields. The objective is that at the end of the course the participants will feel comfortable with legal terms in the sphere of EU and international law and have a basic understanding of the functioning and application of law in an international business environment.

Prerequisites

Course contents

The course will deal with legal issues of interest for managers, mainly focussed on EU law but also touching on public international law. The course will discuss the impact of EU and international law in countries and the interrelationship between national and international law. Subjects touched upon will include free movement in the EU, competition law, trade law including the World Trade Organisation, international agreements and intellectual property as well as general principles of law. Finally, some remarks will be made about human rights especially under the European system set up by the European Convention on Human Rights, also here concentrating on possible impact for business.

Recommended reading

- 1) Background reading to get a basic understanding of the topics covered during the course:
 - EC and EU Treaties (latest version, consolidated following the Nice Treaty, see www.europa.eu.int ,especially Articles 1-7, Article 49 EU; Articles 1-14, 17-22, 23-31, 39-60, 81-90, 133, 189-245, 281, 295, 308 EC
 - EU web page, www.europa.eu.int – The EU at a glance incl. Institutions (European Parliament, Council, Commission, Court of Justice), About EU Law.
 - Council of Europe web page, www.coe.int – The European Convention on Human Rights
- 2) Essential reading for the course – material that the students should read before the course as the lectures/seminars will be built on the concepts included in the additional reading material:

- Peter Malanczuk Akehurst's Modern Introduction to International Law (7th edition or later), Chapters 1-4
- Paul Craig, Grainne de Burca EU Law (3rd edition 2000), Chapters on free movement and competition law, the State and the Common Market (Chapters 1, 2 (3), 4, 6 (10), 13, 14, (15), 16, 17, 20, 21, 22 (24). those in brackets, less thoroughly)
- "Law for European Business Studies" by Edward S Pearson (Pitman Publishing 1994)
- WTO web page, www.wto.int – What is the WTO?

Teaching methods


Lectures, Seminars

Assessment methods

The grading system is based on grading of active participation in seminars including group work (50% of the grade) as well as a take-home exam and course paper (50% of the grade) after the last session.

Language of instruction

English



VII. Diploma Project

Course title

Research Methods

Course code

RM3G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 2

Semester/trimester

Autumn

Number of credits allocated (workload based)

2 credits = 3 ECTS

Name of lecturer

Çiğdem Dimdiş

Objective of the course

Students will learn how research is used to support management decision-making and to develop understanding about and expertise in a variety of research methodologies. While qualitative research techniques are examined, a considerable portion of the course is focused on quantitative methods and analysis of quantitative data. A key output of the course is the ability to produce a professional research proposal. Another important objective is to help to cultivate the skills needed to evaluate research studies and thereby become an informed consumer of business research.

From this course students will:

- Understand each of the steps in the research process
- Learn some basic research methodologies, their design, applications, and limitations
- Learn some basic techniques for presenting and analyzing data
- Learn skills needed to evaluate research studies

Know how to produce a business research paper

Prerequisites

All EMBA courses completed.

Course contents

Recommended reading

Teaching methods

Lectures,

Discussions,

Seminars

Assessment methods

Language of instruction

English

Course title

Diploma Project

Course code

DPL4G

Course type

Core course

Level of course

Postgraduate

Year of study

Year 2

Semester/trimester

Spring

Number of credits allocated (workload based)

20 credits = 30 ECTS

Name of lecturer

Çirts Dimdiņš

Objective of the course

At the end of the programme the participants are required to produce a major project work, an empirical study that will incorporate their previous work experience and apply the knowledge acquired during the programme.

Prerequisites

All core courses

Course contents

Recommended reading

Teaching methods

Assessment methods

Language of instruction

English

