



COURSE CATALOGUE

ACADEMIC YEAR 2020/2021

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STUDY PROGRAMME – BUSINESS MANAGEMENT

AUTUMN SEMESTER

Theory Of Economics

Table 1

1. Subject title in Lithuanian and English:	Ekonomikos teorija Theory of Economics
2. Subject code:	57
3. Application:	Compulsory
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>1. To be able to recognise the most important economic information, to systemise it, to make conclusions.</p> <p>2. To be able to understand market economy and the place in it, opportunities, problems and their solutions to them.</p> <p>3. To be able to explain the essence of economic models and their performance patterns.</p> <p>4. To be able to analyse business development opportunities in a different competitive environment.</p> <p>5. To be able to analyse the macroeconomic environment indicators, and to evaluate business environment changes.</p>
11. Short subject description:	<p>The course of microeconomics includes the role of market participants managing business, factors influencing demand and supply of the product of market economy, consumer's and manufacturer's behaviour-forming factors, production costs theory, profit making in various types of markets, basics of economic welfare.</p> <p>The course of macroeconomics deals with the main macroeconomics indicators, the analysis of aggregate demand</p>

	and supply, monetary and fiscal policy, unemployment, inflation, economic growth, international trade issues.
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Concept of Economics. Resources. Historical economic forms.	1. The production possibilities' curve. Alternative cost calculation.
2. Market. Demand and supply. Market balance.	2. Calculation of demand and supply and its graphical presentation.
3. Market structure models: perfect competition, monopoly, monopolistic competition and oligopoly.	
4. Demand and supply flexibility.	3. Estimation and analyses of demand and supply flexibility.
5. Consumer behaviour. The utility theory.	
6. The function of production. Production costs.	4. Calculation of production costs and production volume estimation in different market structures models.
7. Sectors of the economy. Economic activity's cycles.	5. GDP calculation.
8. Gross domestic product.	
9. Aggregate demand and supply.	
10. State budget revenue and expenditure policy.	6. Analysis of state budget revenue and expenditure.
11. Money supply and demand. The banking system.	7. Banking system indicators' calculation and analysis.
12. Comparison of state monetary and fiscal policy.	
13. Unemployment, its forms, unemployment rates.	8. Calculation and analysis of unemployment and inflation rate.
14. Inflation. Stability policy.	
15. International economic relations and trade regulations.	
16. Lithuanian economic development perspectives.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the part time program	Weighting in the final mark
Frontal and individual oral testing, colloquium	8	23	5
Written progress test	2	30	25
Written progress test (moodle platform)	16	10	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
4.1. To know and apply basic theories and concepts of business and management	LO 3. To be able to explain the essence of economic models and their performance patterns.	Problem-based teaching, visualizations, concepts map, "brainstorming", case study.	Frontal and individual oral testing, Written progress test

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
4.2. To understand the essence of business and its societal role	LO 4. To be able to analyse business development opportunities in a different competitive environment.	Problem-based teaching, visualizations, concepts map, “brainstorming”, case study.	Frontal and individual oral testing, Written progress test
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO 1. To be able to recognise the most important economic information, to systemise it, to make conclusions.	Problem-based teaching, visualizations, concepts map, “brainstorming”, case study.	Frontal and individual oral testing, Written progress test
5.1. To understand the effect of the environmental changes on the organization of the business	LO 4. To be able to analyse business development opportunities in a different competitive environment. LO 5. To be able to analyse the macroeconomic environment indicators, and to evaluate business environment changes.	Problem-based teaching, visualizations, concepts map, “brainstorming”, case study.	Frontal and individual oral testing, Written progress test

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	7 (average) average knowledge and competences, some minor inaccuracies		Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
			<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		<i>Less than half of study aims achieved</i>	

Management

Table 1

1. Subject title in Lithuanian and English:	Vadybos pagrindai Basics of Management
2. Subject code:	267
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO1. To understand the essence of management, the object of management, development stages of management science and the newest management theories.</p> <p>LO2. To understand how factors of business environment influence decision making.</p> <p>LO3. To understand the process of planning, organizing, managing and assessing (controlling) activities.</p> <p>LO4. To understand changes in an organization.</p>
11. Short subject description:	Students learn about the basics of management, they learn how to apply them in practice and gain knowledge about organization as a social economic system and its effective management in challenging times.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Introduction to the subject. The conception and essence of management as science. Management – science or art?	1. Application of management principles in solving managerial problems. Definition of socially responsible enterprise. Relation between manager's values and social responsibility.
2. Stages of management development. School of scientific management; School of classical (administrative) management; School of human relationship. The newest management schools. The development of management science in Lithuania.	
3. The conception of globalization. Short history of globalization. The assumptions of global business. The influence of globalization on managerial	

Main topics	
Lectures	Tutorials
processes. Concepts of ethics. The object of ethics science. Functions and principles of ethics. Social responsibility in business.	
4. The conception of organization. Organization's environment: indirect external environmental factors, direct internal environmental factors, organization's internal environment.	2. Definition of organization's external environmental factors. Description of organization's internal environment. Identification of organizational cultural elements based on the example of a particular enterprise. Relation between manager's values and organization's culture.
5. The conception of organization's culture. Types and functions of organization's culture. Levels of organization's culture according to Edgar H. Schein. Changes of organization's culture.	
6. The conception and goals of planning. Types of plans and their hierarchical system. The conception of strategy. Levels of strategy. Strategic planning. Strategy alternatives. The essence of forecast. Methods of forecast.	3. Division of plans using different viewpoints: implementation period, content, goals and scope. Process of strategic planning. Application of forecast methods in solving managerial problems.
7. The conception of decision - making. Ways of decision making, their advantages and disadvantages. Stages of decision - making process. Decision preparation and making models.	
8. Theoretical basics of organizational management structure building. Planning of structure and stages of organizational design. Organizational management structures, their advantages and disadvantages.	4. Linear, functional, mixed and matrix organizational structures and their orientations. Centralized and decentralized organizations. Centering level and factors affecting it. Formation of organizational management structures.
9. The essence of management. Styles of management according to work content and levels of management. Early and modern motivation theories (A. Maslow; D. McGregor; F. Herzberg; K. Alderfer; D. C. McClelland ir V. Vroom theories etc.). Classification of management methods.	5. Styles of management, their advantages and disadvantages. Motivation and motivating. Material and nonmaterial means of motivation. Possibilities to select and apply management methods in solving managerial situations. Management and leadership.
10. The conception of a leader and leadership. Leadership theories. Leader's characteristics. Leadership skills.	
11. Team work. Advantages and disadvantages. Assumptions of effective team work.	6. Team building. Setting roles for members of a team.
12. The essence and function of control. Importance of control in organization's management. Principles of effective control.	7. Kinds of control: initial, current, final. Steps of control process. Application of general quality management methods to analyse and solve organization's problems. Standards of quality.
13. Definition of quality. Peculiarities of quality management development. Principles of general quality management and peculiarities of their application in an organization.	

Main topics	
Lectures	Tutorials
14. The conception of changes management. Model of changes process.	8. Reasons for changes. Main impediment to changes and removal techniques. Process of innovation development.
15. The conception of innovations, innovative activities, innovative process. Classification of innovations.	
16. Models of innovative activities. Models of innovative management.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Research essay	1	53	30
Presentation	1	10	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.1. To find innovative and creative solutions to problems in	LO 2. To understand how factors of business	Lecture, discussions, case study.	Research essay

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
developing sustainable business.	environment influence decision making. LO 4. To understand changes in an organization.		Power Point Presentation, Exam.
2.3. To evaluate and manage changes and risks.	LO 4. To understand changes in an organization.	Lecture, discussions, case study.	Research essay Power Point Presentation, Exam.
4.1. To know and apply basic theories and concepts of business and management.	LO 1. To understand the essence of management, the object of management, development stages of management science and the newest management theories.	Lecture, discussions, case study.	Research essay Power Point Presentation, Exam.
5.1. To understand the effect of the environmental changes on the organization of the business.	LO 2. To understand how factors of business environment influence decision making. LO 4. To understand changes in an organization.	Lecture, discussions, case study.	Research essay Power Point Presentation, Exam.
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness.	LO 3. To understand the process of planning, organizing, managing and assessing (controlling) activities.	Lecture, discussions, case study.	Research essay Power Point Presentation, Exam.

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent)	Excellent, exclusive and broad-based knowledge and its application in dealing	Excellent application of theoretical knowledge.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Excellent, exclusive knowledge and competences	with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
	<i>All study aims achieved</i>		
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
	<i>No less than 90 % of study aims achieved</i>		
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
	<i>No less than 80 % of study aims achieved</i>		
	7 (average)	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem	Application of knowledge for provided examples. Good performance quality. Good

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	average knowledge and competences, some minor inaccuracies		solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	performance of moderately complicated tasks. Sufficient expression and presentation skills.
			<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Business Communication

1. Subject title in Lithuanian and English:	Dalykinė komunikacija Business Communication
2. Subject code:	336
3. Application:	Elective
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/ English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study
9. Methods of Assessment:	Progress test, mid-term – individual written task; written task (research essay) – individual written task; presentation – individual oral task; exam – individual oral task.
10. Learning Outcomes:	<p>LO 1: <i>To understand the importance of communication process in the life of an organisation.</i></p> <p>1.1. To get acquainted with the concept of communication, its principles.</p> <p>1.2. To describe the elements, functions and aims of communication process.</p> <p>1.3. To identify effective communication prerequisites.</p> <p>LO 2: <i>To explain the impact of verbal and non-verbal communication on image creation and business communication improvement.</i></p> <p>2.1. To know the basics of public speaking, written communication and to apply them in practice.</p> <p>2.2. To understand the meanings of non-verbal signs in business communication.</p> <p>2.3. To know business communication ways.</p> <p>LO 3: <i>To understand the functions, aims and ways of external and internal communication.</i></p> <p>3.1. To understand the concept of public relations and its meaning for an organisation.</p> <p>3.2. To explain communication processes in an organisation and their management methods.</p> <p>3.3. To describe the peculiarities of efficient communication in a team.</p> <p>LO 4: <i>To understand the main principles and techniques of negotiating.</i></p> <p>4.1. To know the mission and aims of negotiations.</p> <p>4.2. To understand the main principles of the process of creating business relations.</p> <p>4.3. To apply efficient negotiating techniques.</p>

	<p>4.4. To summarise the outcomes of the negotiation</p> <p><i>LO 5: To understand the peculiarities of international communication in business.</i></p> <p>5.1. To understand the behaviour and values of various cultures.</p> <p>5.2. To know how to communicate and cooperate with representatives of various cultures.</p> <p>5.3. To know the main requirements of protocol and etiquette and to follow them in professional activities.</p> <p>5.4. To follow ethic rules at work.</p>
11. Short subject description:	<p>The success of business mainly depends on employee ability to communicate and cooperate. The learners will get acquainted with general communication, business communication and intercultural communication concepts and processes, will learn to effectively communicate with the members of an organisation, partners, to lead meetings, to write business letters and prepare presentations, to understand the mission and aims of negotiation, the main principles of business relations creation process, the peculiarities of international negotiation and cultural space, to apply effective negotiation techniques, and to evaluate the results of the negotiation in this course.</p>

Main topics	
Lectures	Tutorials
<ol style="list-style-type: none"> 1. Concept of information and communication. Communication process. 2. Verbal communication. Written communication. 3. Concept of non-verbal communication. Creation of professional image by non-verbal communication means. 	<ol style="list-style-type: none"> 1. How to prepare a good public speech? Kinds of business letters, planning, structure. CV writing. 2. Means of verbal and non-verbal communication, their impact on the interlocutor.
<ol style="list-style-type: none"> 4. Types of communication in an organisation. Concept of public relations and main terms. Peculiarities of communication with mass media representatives. 5. The impact of communication process on the socialisation of employees. 6. Formation of stereotypes in communication process. 7. Structure and stages of a meeting. Styles of leading a meeting. Holding a conference. 	<ol style="list-style-type: none"> 3. Press releases. Interviews o journalists. 4. Peculiarities of efficient team communication. Dealing with communication problems and conflict situations.
<ol style="list-style-type: none"> 8. Concept of negotiation. Elements of a negotiation object. The peculiarities of achieving negotiation content aims and business relations aims in negotiation. Value of a negotiation object. 9. Understanding negotiating process. Choosing and drawing up an appropriate negotiation strategy. Negotiation techniques. 10. The importance of preparation for negotiations and its benefit on the outcomes. 11. Psychological preparation for negotiations. 	<ol style="list-style-type: none"> 5. The contents of positional negotiation and its impact on intercommunio. 6. Principal negotiation. Matching interests. Search for useful options.

<p>12. Negotiation start: creation of trust atmosphere, reassuring the interests, positions of the participants, argumentation, matching positions and agreement.</p> <p>13. Principles and techniques of the first negotiation part: making a contact with a partner and orientation, negotiation agenda.</p> <p>14. Means of verbal and non-verbal communication, their impact on the interlocutor.</p> <p>15. Emotion cognition and responding to emotional breakouts.</p>	<p>7. Impact of interrelations on the negotiation. The impact of functional communication and external signals on the process of negotiation.</p> <p>8. How to boost your negotiation potential? Classical techniques in negotiating. Strategic manoeuvres.</p>
<p>16. Principles and techniques of the second part of negotiation: making effective suggestions, argumentation.</p> <p>17. Bidding and justifying it.</p> <p>18. Analysis of partner's doubts and difficult questions. Making decision and finishing negotiation.</p> <p>19. Analysis of the negotiation. Evaluation of negotiation team's results. Evaluation of the negotiation process: behaviour, motives, arguments, compromises, and mistakes.</p>	<p>9. Negotiation based on decisions. Negotiation objects. Deal value: vision + action + decision.</p> <p>10. The power of correct questions. Types and categories of questions. Ways of listening technique.</p>

<p>20. The use of force (power) and face (image) saving in negotiations. Techniques of using force (power). Balance of forces. Productive usage of power in a negotiation situation.</p> <p>21. Manipulation and ways of protection from manipulation.</p> <p>22. Identification of not fair strategies and the importance of face (image) saving. Strategies of giving face (image).</p> <p>23. Principles and techniques of managing complex situations in negotiations. Types, reasons and management possibilities of complex communication situations in negotiations.</p> <p>24. Dealing with conflicts in the way of mediation: negotiation with the help of the third party.</p> <p>25. The essence and rules of mediation process.</p> <p>26. Mediation ethics principles: neutrality, objectivity, confidentiality.</p>	<p>11. Negotiation force in business. Factors and sources of negotiation force. Field and limits of the possible deals.</p> <p>12. Argumentation in negotiation. Argumentation strategies. Argumentation mistakes.</p> <p>13. Reasons for objection. Stages of dealing with objections and applicable methods.</p> <p>14. Management and prevention of objections.</p>
<p>27. National, regional negotiation styles: recognition and ability to envisage their impact on negotiation.</p> <p>28. Preparation for international negotiations. Negotiation techniques and ways of argumentation.</p> <p>29. Negotiation barriers in an intercultural environment.</p> <p>30. Cultural factors. Cultural dimensions: individualisation and collectivisation. Power distance. Short-term and long-term orientation.</p>	<p>15. Culture and style of communication and cooperation. Body language, gestures and listening techniques in different cultures. OS culture and OK culture. Types of negotiators.</p>
<p>31. Etiquette and its elements. The importance of the appropriate appearance and clothing of a businessperson.</p> <p>32. Business cards and giving them. Reception types and their planning. Business gifts.</p>	<p>16. Protocol negotiation requirements. Protocol clothing requirements.</p>

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the part time program	Weighting in the final mark
Written test (midterm test)	1	20	10
Written task (research essay)	1	33	20
Oral presentation of the written task (research essay)	1	10	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, Unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.3. To effectively communicate and collaborate in a multicultural environment	LO 1: To understand the importance of communication process in the life of an organisation. LO 3: To understand the functions, aims and ways of external and internal communication. LO 5: To understand the peculiarities of international communication in business.	Lecture, discussions, case study	Written task (research essay), presentation of the research essay using power point, written test, exam.
2.1. To find innovative and creative solutions to problems in developing sustainable business	LO 2: To explain the impact of verbal and non-verbal communication on image creation and business communication improvement. LO 4: To understand the main principles and techniques of negotiating.	Lecture, discussions, case study	Written task (research essay), presentation of the research essay using power point , written test, exam.
3.3. To follow universally recognized principles and professional and ethical standards	LO 5: To understand the peculiarities of international communication in business.	Lecture, discussions, case study	Written task (research essay), presentation of the research essay using power point , written test, exam.

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.

Threshold of results	Mark and short description of knowledge and competence	Extended description of knowledge and understanding	Extended description of competences
		No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements	Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
		No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Competences do not meet minimal requirements.
	3		
	2		
	1		
		Less than half of study aims achieved	

Psychology

Table 1

1. Subject title in Lithuanian and English:	Psichologija Psychology
2. Subject code:	201
3. Application:	Compulsory
4. Subject cluster and specialisation:	Generic subject of college studies
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/ English
7. Credits:	5 ECTS
8. Allocated hours:	Total 130 nominal hours: Contact hours: 32 h Lectures, 16 h Seminars, 82 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To understand the patterns of communication and group psychology. 2. To understand the peculiarities of conflict formation and to be aware of their management methods. 3. To be aware of the basics of business communication. 4. To know the peculiarities of leader's personality traits and performance. To learn how to lead a meeting, to moderate group work, discussion, decision making in a group. 5. To learn to submit information persuasively and intelligibly to different people - both in terms of cultural differences, and disparities between social groups.
11. Short subject description:	During the course students will gain not only the knowledge that can help them seek professional career and adapt to the organization, but also master some certain skills. Communication skills, conflict situations management, ability to cope with stress, analysis of the behaviour of a successful leader and / or manager, education of the personality and self-disclosure, teamwork peculiarities, etc. – These are the object of the applied psychology disciplines, and the main focus is on them during the course of psychology.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
The scientific concept of psychology (psychics, psychic phenomena). The most common features of the history of psychology.	The relationship of psychology with other sciences. Modern psychology's application of possibilities and thresholds.
Scientific research directions of psychology. Scientific branches of psychology.	
Psychological health. Psychological crisis and trauma.	Psychological assistance, its structure and principles. Possibilities and principles of providing psychological assistance.
Stress and coping. Factors and causes of stress.	
Mental cognitive processes. Attention Senses. Cognition.	Awareness of feelings, differentiation and expression.
Memory and learning. Thinking.	
Personality Psychology. The concept of personality. Popular personality theories.	Character and temperament.
Personality development according to E. Erikson.	
Basics of social psychology. Social groups, their types and reasons of their formation.	The influence of norms on the effectiveness of the behaviour and person's activities. Social roles.
Stages of the development of social groups. The leader and his role in a group.	
Basics of communication psychology. Communication as interaction. Interaction and communication.	Peculiarities of effective communication. Communication barriers.
Listening, verbal and non-verbal components of communication.	
Self-awareness and evaluation. Self-perception. The concept of the mature personality.	The development of self-esteem. Practical analysis of self-esteem strengthening techniques.
Self-assessment concept. Key aspects of self-assessment. Inadequate formation of self-assessment.	
Conflict management. The concept of Conflict. Types and causes of Conflict.	Conflict resolution strategies.
Anger and its management.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the part time program	Weighting in the final mark
Frontal and individual oral testing (or written test)	1	28	20
Project work and its presentation	1	30	20
Weighting:		58	40
Exam	1	24	60
Total:		82	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.1. To understand and foster self-identity, to assess the importance of multicultural diversity to professional activities	LO 1. To understand the patterns of communication and group psychology.	Explanation, demonstration, use of students' personal experience, role play tasks, self-reflection, discussion.	Frontal and individual oral testing, exam.
1.3. To effectively communicate and collaborate in a multicultural environment	LO 1. To understand the patterns of communication and group psychology.	Case study, discussions, group work, business games, simulations,	Frontal and individual oral testing, project work, exam

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
	<p>LO 5. To learn to submit information persuasively and intelligibly to different people - both in terms of cultural differences, and disparities between social groups.</p> <p>LO 4. To know the peculiarities of leader's personality traits and performance. To learn how to lead a meeting, to moderate group work, discussion, decision making in a group.</p> <p>LO 2. To understand the peculiarities of conflict formation and to be aware of their management methods.</p>	experiment, individual work with students, self-directed study.	
3.1. To understand the need for self-development, to be able to analyze, evaluate and develop in a changing environment	<p>LO 1. To understand the patterns of communication and group psychology.</p> <p>LO 2. To understand the peculiarities of conflict formation and to be aware of their management methods.</p> <p>LO 3. To be aware of the basics of business communication.</p>	Case study, discussions, group work, business games, simulations, experiment, individual work with students, self-directed study.	Frontal and individual oral testing, project work, exam
3.2. To make decisions independently and responsibly	LO 1. To understand the patterns of communication and group psychology.	Case study, discussions, group work, business games, simulations, experiment, individual	Frontal and individual oral testing, project work, exam

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
	LO 3. To be aware of the basics of business communication.	work with students, self-directed study.	
3.3. To follow universally recognized principles and professional and ethical standards	LO 1. To understand the patterns of communication and group psychology. LO 3. To be aware of the basics of business communication. LO 5. To learn to submit information persuasively and intelligibly to different people - both in terms of cultural differences, and disparities between social groups.	Case study, discussions, group work, business games, simulations, experiment, individual work with students, self-directed study.	Frontal and individual oral testing, project work, exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent)	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good)	Substantial, very good, broad-based knowledge and its application in dealing	Very good application of theoretical knowledge. Very

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Substantial knowledge and competences	with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	than average, inaccuracies occur		describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
	No less than 60 % of study aims achieved			
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
	No less than half of study aims achieved			
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Intercultural Communication

Table 1

1. Subject title English	Intercultural Communication
2. Subject code:	334
3. Application:	Elective
4. Subject cluster and specialisation	General College Study Subject
5. Delivery in the study program	Semester 3 in the Full time delivery
6. Language of instruction	English
7. Credits	5 ECTS
8. Allocated hours	Total 135 nominal hours: Contact hours: 32 h Lectures, 16 h Seminars 87 h self-directed study
9. Methods of Assessment	Presentation Project Exam
10. Learning Outcomes	<p>Learning Outcome1: To understand one's own identity and accept multicultural varieties in professional work.</p> <p>1.1. Recognise a student's national and cultural identity 1.1. Research and evaluate other national characters.</p> <p>Learning Outcome 2: To analyse the interaction between developments in the international environment and apply international standards in professional life.</p> <p>2.1. Research the development of different countries (history, culture, politics and economics) and the relation between a student's own country and other countries). 2.2. Evaluate the actual situation and present future possibilities.</p> <p>Learning Outcome 3: To collaborate in a multicultural professional situation.</p> <p>3.1. Understand cultural difference among countries 3.2. Understand causes of misunderstandings and problems in professional multicultural communication.</p> <p>Learning Outcome 4: To evaluate one's own situation in a multicultural environment</p>

	<p>4.1. Research and understand students' own countries culture and character.</p> <p>4.2. Understand the similarities and differences between their own culture and those of others.</p>
11. Short subject description	<p>In this course students study the topics of Culture and Intercultural Communication, Cultural Identity: Defining Communication as an Element of Culture; Culture's Influence on Perception; Nonverbal Communication; Barriers to Intercultural Communication; Effects of Code Usage in Intercultural Communication, Immigration and Acculturation; Intercultural Communication and Genders and Identity and Subgroup. Seminars aim to enable students to discover how people will speak, act, negotiate, and make decisions in certain cultures. Students will choose certain countries from 60 foreign countries to compare their differences of culture and communication styles with their own culture. Students will make presentations and invite their group mates for discussion.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Introduction-Culture and Intercultural Communication (1)	1. Intercultural business communication, cultural, economic and political situation in the world. European countries (1)
2. Introduction-Culture and Intercultural Communication (2)	
3. Defining Communication as an Element of Culture (1)	2. Intercultural business communication, cultural, economic and political situation in the world. European countries (2)
4. Defining Communication as an Element of Culture (2)	
5. Culture's Influence on Perception (1)	3. Intercultural business communication, cultural, economic and political situation in the world. Asian countries (1)
6. Culture's Influence on Perception (2)	
7. Barriers to Intercultural Communication (1)	4. Intercultural business communication, cultural, economic and political situation in the world. Asian countries (2)
8. Barriers to Intercultural Communication (2)	
9. Nonverbal Communication (1)	5. Intercultural business communication, cultural, economic and political situation in the world. Arab countries (1)
10. Nonverbal Communication (2)	
11. Effects of Code Usage in Intercultural Communication (1)	6. Intercultural business communication, cultural, economic and political situation in the world. American continent's countries (2)
12. Effects of Code Usage in Intercultural Communication (2)	
13. Intercultural competence in interpersonal communication (1)	

Main topics	
Lectures	Tutorials
14. Intercultural competence in interpersonal communication (2)	7. Intercultural business communication, cultural, economic and political situation in the world. Others (1)
15. Immigration and Acculturation (1)	8. Intercultural business communication, cultural, economic and political situation in the world. Others (2)
16. Immigration and Acculturation (2)	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Presentation	1	30	20
Project	1	33	20
Weighting:			40
Exam		24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, Unit learning outcomes, Teaching Strategies and Methods of Assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching Strategies	Methods of Assessment
1.1. To understand and foster personal identity and to appreciate the importance of multicultural diversity in the professional field	LO 1: To understand one's own identity and accept multicultural varieties in professional work.	Lecture Case studies Group discussion with students who belong to several countries	Presentation Exam(LO1)
1.2. To understand the interaction of local and international trends and developments and to be able to apply international standards and practices in the professional field	LO 2: To analyse the interaction between developments in the international environment and apply international standards in professional life.	Lecture Individual research	Presentation Exam(LO2)
1.3. Be able to communicate and to cooperate effectively in a multicultural environment	LO 3. To collaborate in a multicultural professional situation. LO 4: To evaluate one's own situation in a multicultural environment	Lecture Individual presentation	Presentation Exam(LO3, LO4)
3.1. To analyse, assess and develop oneself in a changing environment	LO 1. To understand one's own identity and accept multicultural varieties in professional work. LO 4: To evaluate one's own situation in a multicultural environment	Lecture Case studies Group work	Presentation Exam LO1, LO4)

Business Economics II

Table 1

1. Subject title in Lithuanian and English:	Verslo ekonomika II Business Economics II
2. Subject code:	277
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To apply economic regularities in order to determine supply, to forecast company's results, to assess development possibilities and risks in different market structures and in changing market conditions. 2. To analyze the behaviour of business owners and organizations in order to reach company's goals and planned results and develop business. 3. To determine necessary resources for a company and ways to minimize expenditure. 4. To understand the impact of income and expenditure on company's profitability and optimize indicators of company's efficiency in decision making. 5. To be able to prepare company's business plans and predict results.
11. Short subject description:	In the course students will analyze optimization of decisions and value creation for interested parties under the conditions of uncertainty, risk and different market structures. They will also study organization's behaviour, production strategies, ways to determine supply, expenditure assessment, pricing aspects, profit indicators and other performance indicators. The subject develops the ability to understand the impact of results of separate enterprise units on the general efficiency of an enterprise.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. The conception and models of managerial economics. Profit maximization. Value maximization for business owners. Models of managerial and organizational behaviour.	1. Analysis of types of organizational behaviour. Optimization methods.
2. Analysis of organizational behaviour application. Portfolio theory.	2. Studying different cases of business portfolio.
3. Diversification of business portfolio. Motives for mergers.	
4. The importance of contracts. Selection of production strategy. Decisions of external purchase.	3. The importance of partnership in the development of an organization. Contracts with foreign partners: studying practical examples.
5. Owners and managers' motives and goals in an organization. Development of partnership in business. Capital management strategies.	
6. Assumptions and ways for a company to become international. Motives to develop a business organization in international market.	
7. Practical aspects of planning and management processes in business.	4. Possibilities for international business development. Advantages of EU market for business.
8. Assessment methods of supply forecast and possible purchase scope. Influence of different market structures on the decisions of an organization.	5. Goals and stages in the preparation of a business plan.
9. Analysis of competitive structure. Assessment of bargaining power of purchasers and suppliers. Assessment of competition intensity before making decisions in a company.	
10. Selection of product. Designing production portfolio. Designing production program. Features of services business.	
11. Assessment of the need for material and human resources before implementing organization's plans.	6. Assessment of competitive environment. Preparation of a detailed SWOT analysis of a company.
12. Selection of costs evaluation methods. Problems of costs accounting and management in business.	
13. Practical pricing in a company. Influence of pricing decisions on business results.	
14. Basics of company's economic analysis. Indicators of business efficiency.	7. Sales volume calculation, calculation of profitable sales level in order to reach company's goals.
15. Kinds of business risk. Selection of means of business risk management.	
16. Influence of market regulation instruments on business. State price regulation. asymetrijos Regulation of information asymmetry.	8. Calculation of company's financial and performance efficiency indicators.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Case study	1	14	5
Project - business plan	1	38	30
Presentation	1	11	5
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.3. To evaluate and manage changes and risks	LO 1. To apply economic regularities in order to determine supply, to forecast company's results, to assess development possibilities and risks in different market structures and in changing market conditions. LO 5. To be able to prepare company's business plans and predict results.	Lecture Case study	Project - business plan Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
4.2. To understand the essence of business and its societal role	LO 1. To apply economic regularities in order to determine supply, to forecast company's results, to assess development possibilities and risks in different market structures and in changing market conditions. LO 2. To analyze the behaviour of business owners and organizations in order to reach company's goals and planned results and develop business.	Lecture Case study Discussions	Case study Project - business plan Exam
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO 2. To analyze the behaviour of business owners and organizations in order to reach company's goals and planned results and develop business. LO 4. To understand the impact of income and expenditure on company's profitability and optimize indicators of company's efficiency in decision making. LO 5. To be able to prepare company's business plans and predict results.	Lecture Case study	Case study Project - business plan Exam Presentation
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 1. To apply economic regularities in order to determine supply, to forecast company's results, to assess development possibilities and risks in different market structures and in changing market conditions. LO 2. To analyze the behaviour of business owners and organizations in order to reach company's goals and planned results and develop business.	Lecture Case study	Case study Project - business plan Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
6.2. To evaluate economic feasibility of the necessary resources for optimal performance of a company and / or its departments	LO 2. To analyze the behaviour of business owners and organizations in order to reach company's goals and planned results and develop business. LO 3. To determine necessary resources for a company and ways to minimize expenditure.	Lecture Case study	Project - business plan

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet	Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	minimal requirements		concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Applied Mathematics

Table 1

1. Subject title in Lithuanian and English:	Taikomoji matematika Applied Mathematics
2. Subject code:	225
3. Application:	Core
4. Subject cluster and specialisation:	General college study subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Objectives:	LO1. To know various mathematical and statistical methods and their conceptions. LO2. To summarize and present data used in business. LO3. To know the laws of probability theory. LO4. To know methods of data forecast.
11. Short subject description:	This module is based on mathematical concepts and methods. Students will be able to develop analytical skills that are necessary in making business decisions and using various data sources. The module also develops the ability to systematically present data.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Main rules of calculation. Standard form of numbers and indexes.	Calculation procedure. Rounding off numbers. Fractions.
	Degrees and indexes. Standard form of numbers. Irrational numbers.
Management of algebraic expressions and equations. Graphs of linear functions and systems of equations.	Simplifying of algebraic expressions. Solving linear equations. Solving equations using pelisse.
	Graphs of type $y=mx+c$. Search of linear equations. Solving linear equations systems in algebraic and graphical way.
Relation and proportion.	Use of relation and proportion. Foreign currency exchange. Direct and inverse relation.
Probability theory.	Probability of inconsistent and independent events. Calculation of probability. Conditional probability .

Main topics	
Lectures	Tutorials
Presentation of data. Measurement of dispersion.	Types of data. Presentation of data: frequency diagrams, pie diagrams, histograms. Calculation of average, median and mode.
	Data width. Standard deviation. Cumulative frequencies and interquartile.
Percentage.	Increase and decrease according to percent. Percentage change. Simple and compound interest. Transfer into percent and back.
Graphs of non-linear functions. Quadratic equations.	Identification of graphs of non-linear functions and plotting. Graphic solution of quadratic equations. Transformations of graphs.
	Solution of quadratic equations: factorization, use of full square, use of quadratic formula.
Time lines.	Graphs of time lines. Moving average. Forecast.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Verbal questioning, colloquium	1	40	30
Test	1	23	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
3.2. To make decisions independently and responsibly	LO 1. To know various mathematical and statistical methods and their conceptions. LO 2. To summarize and present data used in business. LO 4. To know methods of data forecast.	Problem-based explanation Individual work with references Group work Demonstration Explanation Case study	Test Verbal questioning, colloquium
7.1. To use information sources and apply data analysis methods	LO 1. To know various mathematical and statistical methods and their conceptions. LO 2. To summarize and present data used in business.	Problem-based explanation Individual work with references Group work Demonstration Explanation Case study	Test Exam
7.2. To apply the results of data analysis to the business decision-making	LO 1. To know various mathematical and statistical methods and their conceptions. LO 3. To know the laws of probability theory. LO 4. To know methods of data forecast.	Problem-based explanation Individual work with references Group work Demonstration Explanation Case study	Verbal questioning, colloquium Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	7 (average) average knowledge and competences, some minor inaccuracies		Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
			<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		<i>Less than half of study aims achieved</i>	

Marketing II

Table 1

1. Subject title in Lithuanian and English:	Rinkodara II Marketing II
2. Subject code:	212
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>1. To know and describe the elements of marketing mix.</p> <p>2. To be able to assess the impact of micro and macro environment on marketing mix.</p> <p>3. To determine company's marketing mix for the selected market.</p>
11. Short subject description:	The subject helps use marketing theory in practice, form marketing mix and apply it the target market. The subject develops critical thinking and problem-solving skills.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Introduction to marketing mix. Product. Marketing mix element "Product".	1. Three levels of product: real benefit, main product, expected product.
2. Product: services.	Classification of products. Differences between features of services and a product. Quality and characteristics of product. Product design, brand name and packaging.
3. Product-related decisions.	
4. Product-related decisions.	
5. Product: additional meanings of product.	2. Product line and assortment. Social marketing.
6. Development of new product.	3. Development of new product.
7. Product lifecycle.	Launch of new product, reasons for failure.

Main topics	
Lectures	Tutorials
	Influence of product lifecycle on organization's marketing decisions.
8. Marketing mix element: price	4. Factors influencing pricing-related decisions. The role of pricing in the strategy of marketing mix. Prices and kinds of demand. General pricing methods. Calculation of a price. Pricing strategies: reduction, penetration. Improvement of pricing-related decisions.
9. Pricing (methods).	
10. Pricing (strategies).	
11. Marketing mix element: Distribution.	5. Marketing logistics. Supply chains. Tendencies of retailing.
12. Distribution: Retailing.	
13. Marketing mix element: Sponsorship.	6. Integrated marketing communications. The role of segmentation in finding the target audience. Drawbacks and problems of sales support. Impact of public relations.
14. Integrated marketing communications.	
15. Customer relationship management (CRM).	7. Social networks and CRM. Potential problems of CRM.
16. The role of organization's goals and segmentation in marketing mix decisions.	8. Relation of marketing mix with organization's goals. Relevance of marketing mix decisions to the target segment.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Presentation	1	23	15
Research essay	1	40	25
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
4.1. To know and apply basic theories and concepts of business and management.	LO 1. To know and describe the elements of marketing mix.	Group work Group tasks	Exam
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company.	LO 3. To determine company's marketing mix for the selected market.	Group tasks	Presentation
5.1. To understand the effect of the environmental changes on the organization of the business.	LO 2. To be able to assess the impact of micro and macro environment on marketing mix. LO 3. To determine company's marketing mix for the selected market.	Group discussions	Research essay
5.2. To carry out analysis of the business environment and assess its impact on changes in the organization.	LO 2. To be able to assess the impact of micro and macro environment on marketing mix. LO 3. To determine company's marketing mix for the selected market.	Group discussions	Research essay

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness.	LO 1. To know and describe the elements of marketing mix. LO 3. To determine company's marketing mix for the selected market.	Group work Group tasks	Exam
8.1. To critically evaluate alternative solutions in a constantly changing business context.	LO 2. To be able to assess the impact of micro and macro environment on marketing mix.	Group discussions	Research essay
8.2. To draw up activity plans and foresee their implementation measures.	LO 3. To determine company's marketing mix for the selected market.	Group discussions	Research essay

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
	<i>All study aims achieved</i>		
	9 (very good)	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Substantial knowledge and competences	Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
	<i>No less than 90 % of study aims achieved</i>		
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
	<i>No less than 80 % of study aims achieved</i>		
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
	<i>No less than 70 % of study aims achieved</i>		
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues,	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
			without their coherent integration. Satisfactory preparation for further studies.	difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Quantitative Methods

Table 1

1. Subject title in Lithuanian and English:	Verslo matematiniai metodai Quantitative Methods
2. Subject code:	522
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	1. To apply mathematical methods in making business decisions. 2. To be able to evaluate the influence of factors on researched objects applying mathematical methods. 3. To be able to use data and make logical conclusions, to critically evaluate results.
11. Short subject description:	The subject will help understand main mathematical concepts and methods, improve the skill to analyze scientific business information. Applying business mathematical methods, students will learn to systematize, process, analyze information, and will be able to use statistical information sources.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Positioning and diffusion measurements	1. Positioning measurements
	2. Diffusion measurements
2. Basics of correlation and regression analysis. Complex analysis.	3. Correlation and regression analysis
	4. Complex analysis
3. Dynamics lines and their analysis	5. Calculation of analytical indicators of dynamics lines
	6. Interpretation of calculation results of analytical indicators of dynamics lines.
4. Indexes and index factor analysis	7. Calculation of individual indexes
	8. Calculation of general indexes
5. Probability and statistical conclusions. Tests of statistical nature	9. Calculation of probability and interpretation of statistical conclusions
	10. Testing of hypotheses

Main topics	
Lectures	Tutorials
6. Confidence intervals	11. Solving tasks with confidence intervals
	12. Application of confidence intervals in business
7. Differentiation and its application	13. Solving differentiation tasks
	14. Application of differentiation in business
8. Integration and its application	15. Solving integration tasks
	16. Application of integration in business

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Test, colloquium	1	40	20
Case study	1	20	20
Weighting:		60	40
Exam	1	27	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
5.2. To carry out analysis of the business environment and assess its	LO 1. To apply mathematical methods in making business decisions.	Explanation, illustration, tasks, group work.	Test, case study, exam.

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
impact on changes in the organization			
7.1. To use information sources and apply data analysis methods	LO 1. To apply mathematical methods in making business decisions. LO 2. To be able to evaluate the influence of factors on researched objects applying mathematical methods.	Explanation, illustration, tasks, group work.	Case study
7.2. To apply the results of data analysis to the business decision-making	LO 3. To be able to use data and make logical conclusions, to critically evaluate results.	Explanation, illustration, tasks, group work.	Test, case study.
8.1. To critically evaluate alternative solutions in a constantly changing business context	LO 3. To be able to use data and make logical conclusions, to critically evaluate results.	Explanation, illustration, tasks, group work.	Case study, exam.

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory	Knowledge applied according to given examples. Satisfactory performance quality. Performance

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	than average, inaccuracies occur		material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Applied Research

Table 1

1. Subject title in Lithuanian and English:	Taikomieji tyrimai Applied Research
2. Subject code:	224
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 3 in the Full time delivery.
6. Language of instruction:	Lithuanian /English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 16 hrs Lectures, 48 hrs Seminars, 71 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes	LO1. To be able to make a reasoned critical analysis of the data sources. LO2. To apply quantitative research strategy, choosing an appropriate methodology, taking into account the basic quality criteria (validity, generalization, etc.). LO3. To apply qualitative research strategy, choosing the appropriate methodology, taking into account the basic quality criteria.
11. Short subject description:	Students will gain competence in carrying out applied research that enables developing critical thinking, learning to master the analysis and synthesis. This competence is fostered through project work, writing a term paper and thesis. Applied research has a specific language, terminology, phases and steps to be followed in order to obtain representative, valid research data. Applied research studies focus on the proper preparation for a study (study design), followed by a consistent, theoretical and practical, learning of quantitative and qualitative research methodologies, analysis techniques, ethical interpretation and presentation of the obtained research data.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Concept and Classification of Applied Research. Applied research. Academic research. Social areas research. Tests for different types of social behavior. Social problems research. Applied research classification according to the research object.	Research ethics principles. Case studies. Specificity of ethical problems in qualitative research.

Main topics	
Lectures	Tutorials
	Methodological strategies: a quantitative and qualitative research.
	Triangulation. Data, investigators, theoretical, methodological triangulations.
Research design development. The research problem. Literature selection and analysis. The object of investigation. Objectives of the study. Objectives of the study. Raising hypothesis.	Research problem, the research object, purpose, objectives formulation in practice. Raising hypothesis.
	Research problem, the research object, purpose, objectives formulation in practice. Raising hypothesis.
	Interfaces of applied research and theses.
Quantitative research methods. Formal (structured) monitoring. Poll. A structured interview.	Questionnaires. Survey methods. Placing questionnaires on the Internet.
	Correct poll development. Closed question types.
	Formal (structured) monitoring.
The study population (general set) and sample. Quantitative research sampling methods. Probabilistic selection. Stochastic sampling.	Quantitative analysis of the sample size calculation in probability sampling.
	Quantitative analysis of the sample size calculation in stochastic selection.
	Quantitative research generalization.
Qualitative research methods. Individual depth interviews. Depth group (focus group) interviews. Informal (unstructured) monitoring. Document analysis. Data analysis (qualitative content analysis).	Practical in-depth interview, the correct methodology. Qualitative content analysis (categories and subcategories).
	Document analysis.
	Document analysis.
The study population (general set) and sample. Qualitative research sampling strategies. Qualitative research sample.	Practical (simulation) organization of group discussions.
	Informal (unstructured) monitoring. Qualitative research sampling applying different sampling strategies.
	Qualitative research sampling applying different sampling strategies.
Preparation and presentation of reports. Presentation of the results in writing. Tabulation. Targeted selection of graphing types. Oral presentation of the results.	Object recognition strategy (phenomenological, ethnographic, and inductively grounded).
	Cognitive method strategies (phenomenon-graphical, classical and qualitative content analysis).
	Cognitive method strategies (case study, action research, narrative).

Main topics	
Lectures	Tutorials
Applied social research and the methodological quality of its report. Objectivity. Representativeness. Validity. Reliability. Ratio (balance) between relevance and reliability. Research cost effectiveness. Relevance and utility. Principled simplicity.	Preparation and presentation of reports. Oral and written presentation of research results. Research analysis.
	Preparation and presentation of reports. Oral and written presentation of research results. Research analysis.
	Generalization of quantitative and qualitative research.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Group presentation	1	9	10
Research paper (legislative analysis)	1	9	10
Presentation (of conducted interviews)	1	9	10
Written and oral presentation of the research	1	20	20
Weighting:		47	40
Exam	1	24	60
Total:		71	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
3.2. To make decisions independently and responsibly	LO 3. To apply qualitative research strategy, choosing the appropriate methodology, taking into account the basic quality criteria.	Problem based explanation Focus Group Role playing Interview Self-assessment Teamwork Individual work with literature sources	Presentation (of conducted interviews)
3.3. To follow universally recognized principles and professional and ethical standards	LO 1. To be able to make a reasoned critical analysis of the data sources.	Case study Problem based learning Group discussion Reflection Teamwork Individual work with normative legal acts	Group presentation (oral)
7.1. To use information sources and apply data analysis methods	LO 2. To apply quantitative research strategy, choosing an appropriate methodology, taking into account the basic quality criteria (validity, generalization, etc.).	Case study Problem based explanation Reflection Teamwork Research Work Evaluation of a group of friends Concepts' map	Written and oral presentation of the research

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
		Individual work with literature sources	
7.2. To apply the results of data analysis to the business decision-making	LO 1. To be able to make a reasoned critical analysis of the data sources.	Case study Group discussion Reflection Problem based explanation Individual work with literature sources	Research paper (qualitative research, legislative analysis)

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
	<i>All study aims achieved</i>		
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical,	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		evaluative and synthesis skills. Very good preparation for further studies.	argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		<i>No less than 60 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Sales Management

Table 1

1. Subject title in Lithuanian and English:	Pardavimų valdymas Sales Management
2. Subject code:	516
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 5 in the Full time delivery.
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 16 hrs Lectures, 32 hrs Seminars, 87 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO1. To understand the essence of marketing, sales planning, management objectives and functions, to evaluate selection of sales strategies alternatives, to discern new sales opportunities.</p> <p>LO2. To understand the sales process and fundamental principles of sales organization, to analyse factors determining purchasing.</p> <p>LO3. To understand the customer's needs the perceived value of the product, to apply the client needs-based sales strategy and tactics.</p> <p>LO4. To understand the process of B2B sales organization, the importance of a marketing department in the development of a business plan and implementation of B2B sales, to critically assess own performance.</p> <p>LO5. To understand the process of the enterprise value development, to understand the basic principles of customer-oriented company's culture and to apply them in practical professional activities.</p>
11. Short subject description:	The subject is designed to help students of business management know the sales market, understand the customer's purchase decision process, identify factors, find out the essential sales planning and management principles, strategies and tactics. It focused on finding solutions, sales process, search for product efficiency levers, price and benefit interaction elements, business value creation sources. Sales process is analyzed in terms of concentration on decisions, the practical application of individual sales strategies, which helps to discern cause and effect relationship between the actions and their results. Practical aspect of the course allows the identification of the sales style,

	creation of a long term business relationship, develops the ability to understand the reasons for changes in the decision to purchase, to launch product in the market, to offer solution and allow the customer to purchase himself.
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
The concept and categories of sales, market participants	
A new approach to marketing. Sales categories and opportunity to choose. What determines sales business success? Fundamental principles of developing business relationship. Development of strategic customer-supplier partnership.	Sales manager's role and functions. The power of sales. Sales strategic decisions. Customer and client types. The buyer in the sales process. Global market buyer and his approach to buying.
Sales policy: sales planning and management	
Sales policy development and formation. The essence and objectives of sales planning. Sales program development and management. The essence and functions of sales management.	Sales objectives, strategy, tactics their mutual relationship. Sales strategies selection and implementation. Macro factors and micro factors impact on the sales policymaking. Global corporate culture influence on marketing policy making. The concept of sales functions in business orientation development. Sales forms and techniques. Direct Selling: Advantages and disadvantages.
Understanding sales activity process and strategic decisions	
The concept and steps of sales process. The essence and approach to problem-oriented sales process. Peculiarities of decision-oriented sales process. Factors influencing the sales process. Sales process improvement of managerial decisions.	The significance of information and persuasion strategies for the sale. Customer satisfaction, loyalty and interest. Customer satisfaction and behavior. Customer loyalty determinants. Sales organization in the market of the population. Customer rating. The analysis of making a decision to buy the product.
Market needs and the perceived value of the product	
Knowing the customer's needs and satisfaction. Needs classification features. Interaction of the importance of customer demand and the cost of the decision.	Product description techniques. Customer perceived value of the product. The perception and evaluation of benefit-cost balance. Customer created value for the company. Company created value to the customer.
Customer demand-based sales strategy and tactics	
Modern marketing theories and practice.	Types of personal selling

Main topics	
Lectures	Tutorials
Design and implementation of customer needs-based sales strategy. Sales Strategy evaluation criteria. A starting point of sales: added value.	Advantages and disadvantages of personal selling Goals and performance of personal selling Practical aspects of organizing personal sales process. Respect and cooperation in selling the business. Telesales. New product sales tactics.
B2B sales process: management and implementation	
Perception of B2B sales process. B2B sales process. B2B sales process management.	The place of sales unit in the company's organizational management structure. The sales process organization for business customers. Sales process success determining factors Sales process evaluation criteria. Performance rating of a sales unit.
Value of the transaction and conflict management measures	
Factors influencing the value of the transaction. The concept and preparation of strong product (proposal). Strong product (proposal) implementation. Sales performance evaluation.	The main aspects of successful selling: the power of questions and effective listening. Influencing selling. The concept causes and forms of conflicts. Primary and secondary conflicts. Management and prevention of customer objections. Methods and tactical solutions for managing conflicts.
Enterprise value creating sources	
Enterprise value creating sources. Assessment of customer and employee satisfaction and behaviour. Sales ethics and customer-oriented company culture.	Strong proposal detection methods and opportunities. Target market: customer benefits for the company. Effective customer service. From the product orientation to value orientation. Customer loyalty impact on businesses. Weaknesses of value creation.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Individual oral interview	1	11	8
Written test	1	14	9
Presentation (report, speech, presentation)	1	17	10

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Case analysis	1	21	13
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
1.1. To understand and foster self-identity, to assess the importance of multicultural diversity to professional activities	<p>LO 1. To understand the essence of marketing, sales planning, management objectives and functions, to evaluate selection of sales strategies alternatives, to discern new sales opportunities.</p> <p>LO 3. To understand the customer's needs, the perceived value of the product, to apply the client needs-based sales strategy and tactics.</p>	Problem-based teaching, problem discussion according to the situation, contextual exercises, discussion.	Individual oral interview (part I); Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
	LO 5. To understand the process of the enterprise value development, to understand the basic principles of customer-oriented company's culture and to apply them in practical professional activities.		
2.1. To find innovative and creative solutions to problems in developing sustainable business	LO 4. To understand the process of B2B sales organization and implementation of B2B sales, to critically assess own performance. LO 5. To understand the basic principles of customer-oriented company's culture and to apply them in practical professional activities.	Explanation, contextual exercises, Case study, discussion.	Written test; Exam
3.2. To make decisions independently and responsibly	LO 1. To understand the essence of marketing, sales planning, management objectives and functions, to evaluate selection of sales strategies alternatives, to discern new sales opportunities. LO 2. To understand sales process and fundamental principles of sales organization, to analyse factors determining purchasing. LO 3. To understand the customer's needs, to apply the client needs-based sales strategy and tactics.	Problem-based teaching, commenting exercises, case study, individual work, discussion.	Case analysis; Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
3.3. To follow universally recognized principles and professional and ethical standards	<p>LO 2. To understand sales process and fundamental principles of sales organization, to analyse factors determining purchasing.</p> <p>LO 5. To understand the basic principles of customer-oriented company's culture and to apply them in practical professional activities.</p>	Explanation, problem discussion according to the situation, discussion.	<p>Individual oral interview (part II);</p> <p>Exam</p>
8.2. To draw up activity plans and foresee their implementation measures	<p>LO 1. To understand the essence of marketing, sales planning, management objectives and functions, to evaluate selection of sales strategies alternatives, to discern new sales opportunities.</p> <p>LO 3. To understand the customer's needs, the perceived value of the product, to apply the client needs-based sales strategy and tactics.</p> <p>LO 4. To understand the process of B2B sales organization and implementation of B2B sales.</p>	<p>Explanation,</p> <p>Commenting exercises, contextual exercises, individual work, discussion.</p>	<p>Presentation (presenting a product);</p> <p>Exam</p>

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences,	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences	
	some minor inaccuracies		Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	complicated tasks. Sufficient expression and presentation skills.	
	No less than 70 % of study aims achieved				
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.	
	No less than 60 % of study aims achieved				
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.	
	No less than half of study aims achieved				
	Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
		3			
		2			
1					
		Less than half of study aims achieved			

Business Strategies

Table 1

1. Subject title in Lithuanian and English:	Verslo strategijos Business Strategies
2. Subject code:	285
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 5 in the Full time delivery.
6. Language of instruction:	Lithuanian /English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 hrs Lectures, 16 hrs Seminars, 87 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>1. To apply strategic management procedure.</p> <p>To know corporate strategic management forecasting methods, strategies and implementation measures.</p> <p>To analyze and evaluate the organizations' development, expansion, diversification and integration possibilities with respect to the organizations' internal factors and external environmental opportunities interfaces and interactions.</p> <p>2. To know and recommend business strategies.</p> <p>Using strategic analysis tools and techniques, to be able to carry out the organization's environmental study in order to evaluate the situation of the sector and the organization's internal resources; and developing a competitive advantage, to carry out the strategies' and their implementation monitoring and control.</p> <p>To understand, analyze and evaluate economic events and trends affecting the organizations' strategic management decisions.</p> <p>3. To assess the effectiveness of strategic business solutions.</p> <p>To evaluate different approaches selecting business management solutions and organizing the work of the people to carry out the tasks.</p>
11. Short subject description:	To provide knowledge and understanding of the organization's strategy setting and assessment, business area and organization's

	development, organization's environmental changes and organizational processes' influence on the choice of strategy.
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Strategic management concept. Organization's strategic positioning, strategy selection and implementation.	1. The scope of activities, competitors and market analyses needed to determine a strategy.
2. Organization's external environment and methods used for its strategic analysis.	
3. The identification and management of the organization's strategic capabilities that provide a competitive advantage.	2. Application of five forces model in a strategic business unit analysis.
4. The company's strategic objectives. Features of strategic management of the organization. Organizations influence groups' expectations: map and power setting.	
5. Organizational culture, analysis and impact on assurance of the enterprise strategy. Significance of national and regional culture.	3. Application of SWOT analysis results to business strategy and tactics development.
6. Business-level strategy. Competition and cooperation strategies.	
7. Corporate-level strategy. Diversification reasons.	
8. Corporate portfolio matrix. BCG matrix, directional policy matrix.	4. Company's strengths and weaknesses distinction according to the importance and their application to corporate decisions.
9. Features of international business strategies.	5. Identification of the factors contributing to the internationalization and application in business unit strategy development.
10. Ways of penetration into the foreign market.	
11. Mergers, acquisitions and strategic alliances. Horizontal and vertical integration conglomerates.	6. Corporate growth mechanisms through mergers, case studies.
12. Corporate separation causes and strategic objectives.	
13. The evaluation and selection of strategies.	7. Implementation of the set strategy monitoring and evaluation of the processes in the organization.
14. Implementation of the strategy in the organization. Human resources, information, finance and technology management.	
15. Strategic change Management. Change management styles and roles, tools to manage organizational change.	

Main topics	
Lectures	Tutorials
16. Strategic development. Strategic development in the conditions of uncertainty and complexity, strategic development process management.	8. Leadership and entrepreneurship influence on strategic change management.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Case study	2	62	40
Weighting:		62	40
Exam	1	25	60
Total:		87	60

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
3.2. To make decisions independently and responsibly	LO 2. To know and recommend business strategies.	Lecture	Exam Case study
		Discussion	
4.2. To understand the essence of business and its societal role	LO 2. To know and recommend business strategies.	Demonstration	
		Logical proving	

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
8.1. To critically evaluate alternative solutions in a constantly changing business context	LO 1. To apply strategic management procedure. LO 2. To know and recommend business strategies.	Problem-based teaching Problem-based conversation according to the situation Work with scientific literature and sources	
8.2. To draw up activity plans and foresee their implementation measures	LO 2. To know and recommend business strategies.	Solving practical situations	
8.3. To evaluate the effectiveness of the decisions and to provide opportunities for performance improvement	LO 3. To assess the effectiveness of strategic business solutions.	Individual oral tasks	

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good)	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Substantial knowledge and competences	Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
			coherent integration. Satisfactory preparation for further studies.	expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3	Does not meet minimal requirements		
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Entrepreneurship And leadership

Table 1

1. Subject title in Lithuanian and English:	Verslumas ir lyderystė Entrepreneurship and Leadership
2. Subject code:	518
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 5 in the Full time delivery
6. Language of instruction:	Lithuanian English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: Contact hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>1. To be able to apply basic business principles for the development of personal entrepreneurial career and the surrounding environment.</p> <p>2. To be able to assess effect of innovations and changing environment on the enterprise, to anticipate effect management measures for the organisation.</p> <p>3. To apply appropriate solutions for improving the situation of the business and sustainable business development.</p> <p>4. To be able to evaluate local and global problems and to find creative solutions for them.</p>
11. Short subject description:	<p>The course structure is based on application of interdisciplinary knowledge and skills in practical business situations. The beginning of the course highlights responsibility and importance of adding value by a business company and personal qualities, develops leadership and problem-solving skills necessary for a business representative. Creative and innovative contributions are analysed as important elements of a successful business, as well as the ability to find financial grounding for a business idea. A complex analysis of a specific business situation is carried out, referring to the acquired knowledge of business management, operations management, marketing, finance and other subjects. An important aspect of the course is developing company changes management, sustainable performance assurance and business resources management skills. At the end of the course, topical issues of social responsibility, rational</p>

	resource utilisation and business perspective planning are analysed.
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Entrepreneurial nature. Charm and benefits of entrepreneurship. Challenges of entrepreneurship. Differences between entrepreneurs and managers. Development of balance between career and personal life.	1. Practical exercises to deal with uncertainty, to develop risk taking skills.
2. The importance of personal characteristics of the entrepreneur. Developing the necessary skills. Importance of openness to innovations and creativity.	
3. An entrepreneur - leader's role. Leadership effects on organizational performance. Creative problem solving and leadership.	2. Leadership recognition: giving meaning, positive thinking, building fellowship, courage to act, distribution of forces to continue operations. Women's entrepreneurship current issues.
4. The mission of entrepreneurship and intrapreneurship. Value creation for the state, region, sector, personnel. Organizations promoting entrepreneurship. Forms of women entrepreneurs support.	
5. Leader characteristics and leadership skills. Leadership communication and conflict resolution.	3. Leadership in times of crisis: challenges and opportunities. Business planning to avoid the consequences of crisis.
6. Values-based leadership and its impact on organizational culture.	
7. Insights for opportunities and ideas generation. Significance of creativity and innovation. New business opportunities in contemporary world.	4. How ideas differ from the commercial product: feasibility study and plans setting.
8. Commercialization of business ideas. Importance of research in business. Commerce of inventions. Product development opportunities.	
9. Financial justification process of a business model/idea. Performance, financial liabilities/assets reports and evaluation of key business financial indicators.	5-6. Mini-project: business idea's commercial and financial evaluation and setting improvement opportunities.

Main topics	
Lectures	Tutorials
10. Resource redistribution to achieve objectives. Assessment of requirements for capital. Evaluation of organizational changes.	
11. Staff mission management. Team members' preparation to carry out pre-business goals. Work culture and personal-professional development needs assurance.	
12. Material resource utilization efficiency rating. Customer and supplier management process improvement.	
13. Quality as a management imperative. The importance of quality product or service for business success. Quality assurance. Using quality standards in business.	7. Quality product presentation to the consumer: a condition for long-lasting business. Unsafe product risk to the consumer and the business organization.
14. Business-to-consumer assessment from ethical Viewpoint. The role of values.	Neuro-marketing risks and consumer protection.
15. Global competitiveness and environmental safety awareness. Sustainable business development assumptions and ecological solutions.	8. Energy cost-effective utilization: a business development tool or business objective? Examples of social responsibility application in business expansion.
16. Entrepreneurship and social responsibility for the local society and the global world. Application of social responsibility standards in business. Strategic philanthropy.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Case study	1	18	10
Project (written assignment-group report)	1	29	20
Presentation	1	16	10

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Weighting:			40
Exam (individual written assignment)	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.1. To find innovative and creative solutions to problems in developing sustainable business	LO2. To be able to assess effect of innovations and changing environment on the enterprise, to anticipate effect management measures for the organisation. LO3. To apply appropriate solutions for improving the situation of the business and sustainable business development. LO4. To be able to evaluate local and global problems and to find creative solutions for them.	Lecture Discussion Case study Presentation	Project (written assignment-group report) Case study Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.2. To initiate new activities and responsibly exploit the possibilities	LO2. To be able to assess effect of innovations and changing environment on the enterprise, to anticipate effect management measures for the organisation. LO3. To apply appropriate solutions for improving the situation of the business and sustainable business development. LO4. To be able to evaluate local and global problems and to find creative solutions for them.	Lecture Discussion Case study Group work Presentation	Project (written assignment-group report) Case study Exam
3.1. To understand the need for self-development, to be able to analyze, evaluate and develop in a changing environment	LO1. To be able to apply basic business principles for the development of personal entrepreneurial career and the surrounding environment.	Lecture Self-assessment task	Presentation
3.2. To make decisions independently and responsibly	LO3. To apply appropriate solutions for improving the situation of the business and sustainable business development. LO4. To be able to evaluate local and global problems and to find creative solutions for them.	Lecture Case study Group work Presentation	Project (written assignment-group report) Case study Exam
4.2. To understand the essence of business and its societal role	LO1. To be able to apply basic business principles for the development of personal entrepreneurial career and the surrounding environment. LO2. To be able to assess effect of innovations and changing environment on the enterprise, to anticipate effect management	Lecture Discussion Case study	Case study Presentation Exam

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
	measures for the organisation. LO4. To be able to evaluate local and global problems and to find creative solutions for them.		

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good)	Better than average knowledge and competences and their application in dealing with practical problems.	Good application of knowledge. Proper performance of moderately

Threshold of results	Mark and short description of knowledge and competence	Extended description of knowledge and understanding	Extended description of competences
	Better than average knowledge and competences	Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet	Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory

Threshold of results	Mark and short description of knowledge and competence		Extended description of knowledge and understanding	Extended description of competences
	minimal requirements		answer focuses on one aspect. Minimal preparation for further studies.	expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3	Does not meet minimal requirements		
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Risk Management

Table 1

1. Subject title in Lithuanian and English:	Rizikos valdymas Risk Management
2. Subject code:	517
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 5 in the Full time delivery.
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 hrs Lectures, 16 hrs Seminars, 87 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	1. Distinguish between different types of risks. 2. To apply basic risk assessment models. 3. To apply risk management techniques. 4. To evaluate efficiency of decisions.
11. Short subject description:	The need for realizing and managing risk is increasing due to ongoing changes in the economy. The subject introduces the risks faced by financial and non-financial institutions, and ways in which risks are managed, requirements for supervising and financial institutions described by Basel II ir Basel III are delivered.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. The concept of risk.	1. Uncertainty problems in the economy. Risk management in the public sector.
2. The main types and classification of risk.	
3. Basics of risk management. (Branches of economy and risk management specifics. Creation of value using risk management techniques.).	2. The relation between solvency, profitability, and risk. Branches of economy and risk management specifics. Risk and insurance. Lithuanian bank's role in the supervision of financial system.

Main topics	
Lectures	Tutorials
4. Risk management in financial institutions. Financial market products.	
5. Derivative measures. The risk characteristics of financial markets: the institutional and systemic risk. Financial system stability.	3. Swap transactions and their application for risk reduction. Future contracts in commodity market.
6. Risk assessment methods: risk assessment models, qualitative and quantitative analysis, self-assessment.	
7. Risk assessment techniques: VaR models, stress testing, risk diversification.	4. Stress test scenarios selection for credit and market risk. VaR measurement (VaR) in risk management. Exchange rate risk - the opportunities and dangers. Share price fluctuations.
8. Market risk measurement and management. (Interest-rate risk. Interest rate gap calculation. Market fluctuations. Securities price fluctuations. Exchange rate risk. Gold and other commodity price fluctuations in the market.).	
9. Credit Risk Assessment and Management. (Credit types. Loan process. Credit risk events. Credit rating, the rating agencies. Concentration of credit risk. Risk reduction assurance measures. Specific provisions on past due loans. Corporate credit analysis techniques.).	5. Crediting activity risk. Credit rating, the rating agencies. Past due loans computing needs. Bankruptcy likelihood by credit rating. Liquidity and solvency. Liquidity of financial instruments.
10. Liquidity risk assessment and management. (Cash flow management. Liquidity of financial instruments and the liquidity cost. Liquidity crisis and liquidity management system level. Property liquidity evaluation features.)	
11. Risk management efficiency. (Risk pricing in the form of interest rate, risk and return ratio, risk and return management models.)	6. Risk and return. The importance of operational risk.
12. Operational risk: the emergence evolution, operational risk management objectives, risk sources and events, operational risk	

Main topics	
Lectures	Tutorials
management organization in banks and other organizations.	
13. Operational risk: computing the capital need for operational risk, Basel II guidelines and capital adequacy requirements for banks.	7. Optimization of capital adequacy management process. Capital adequacy evaluation in the banks.
14. The capital adequacy. (The Bank's capital management under Basel II requirements. The essence of standardized and advanced approaches.)	
15. Integrated Risk Management (Risk Management Process Integration to other organization's processes. Internal Capital Management (ICAAP) in accordance with Basel II requirements.).	8. Risk Management Process Integration to other organization's processes. Internal Capital Management. Securities risk assessment analysis. The return on investment.
16. Investment risk management. (The investment activities, non-professional investors' assumed risk, the securities portfolio (fund) creation principles and funds efficiency management measurement)	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Presentation	1	53	30
Review of the presentation	2	10	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;

- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.3. To evaluate and manage changes and risks	LO 1. Distinguish between different types of risks. LO 3. To apply risk management techniques.	Explanation, discussion, group work, individual work, case study, exercises.	Presentation Review of the presentation Exam
4.2. To understand the essence of business and its societal role	LO 1. Distinguish between different types of risks. LO 2. To apply basic risk assessment models	Explanation, discussion, group work, individual work, case study, exercises.	Presentation Review of the presentation Exam
5.1. To understand the effect of the environmental changes on the organization of the business	LO 1. Distinguish between different types of risks. LO 2. To apply basic risk assessment models	Explanation, discussion, group work, individual work, case study, exercises.	Presentation Review of the presentation Exam
5.2. To carry out analysis of the business environment and assess its impact on changes in the organization	LO 2. To apply basic risk assessment models LO 3. To apply risk management techniques..	Explanation, discussion, group work, individual work, case study, exercises.	Presentation Review of the presentation Exam
8.3. To evaluate the effectiveness of the decisions and to provide opportunities for performance improvement	LO 4. To evaluate efficiency of decisions.	Explanation, discussion, group work, individual work, case study, exercises.	Presentation Review of the presentation Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	7 (average) average knowledge and competences, some minor inaccuracies		Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
			<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	1	Does not meet minimal requirements		
			<i>Less than half of study aims achieved</i>	

INTERNATIONAL BUSINESS

Table 1

1. Subject title in Lithuanian and English:	Tarptautinis verslas International Business
2. Subject code:	239
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 5 in the Full time delivery.
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 hrs Lectures, 16 hrs Seminars, 87 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To understand the essence, development stages and theories of international business, and to be able to apply them. 2. To identify the influence of international business environmental factors on corporate decision-making. 3. To anticipate the course of business planning and organization and their management processes. 4. To determine the benefits of e-business systems for international business.
11. Short subject description:	Students are familiarized with the principles of international business, the understanding of which, and the ability to apply them in practice is a prerequisite for further studies. Students gain knowledge about international business planning and organization in the conditions of the present challenge, bearing in mind the opportunities and threats of the international market as well the international market evaluation tasks.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. International business: nature, institutions, theories. The concept of international business. International business development periodization. Types and factors of international companies. International organizations. International trade and investment theories.	Business trends impact on global trade. Globalization and its impact on businesses. International monetary relations. Exchange rate and its regime. Gold standard. Bretton Wood's system. The dollar standard. Flexible exchange rate regime.

Main topics	
Lectures	Tutorials
2. International business environment. The political environment. Legal environment. Economic environment. Ecological environment. Demographic environment. Technological environment. Cultural environment. Competitive environment.	Fixed exchange rates zone's benefits and costs. The international labour force movement. International Trade Policy. International trade policy forms. International trade policy instruments. International economic policy in developing countries. Lithuanian macroeconomic policy. Monetary policy and capital. Revenue policy, increase in economic competitiveness and employment policies. International Economic Relations Policy.
3. International market opportunities' assessment. International market assessment tasks. International market opportunities and threats.	International labour force movement pattern. International labour force mobility reasons. International labour force mobility effects. International labour force mobility consequences for Lithuania. The international economic policy of international capital market. International economic agreements and organizations. International economic policy in developed countries.
4. Direct foreign investment. Direct foreign investment tendencies. Direct foreign investment and the demand for international business. Direct foreign investment strategies. Technical aspects of direct foreign investment. Advantages and disadvantages of direct foreign investment.	
5. Intellectual property transfer in international business. The essence and protection of intellectual property. Industrial property objects and their protection. Copyright and related rights protection.	
6. International logistics. Peculiarities of logistics international business. International transportation system. Application of <i>Incoterms</i> rules in international trade	Types of international logistics. The role of quality factor in international logistics.
7. International distribution. International storage specifics. Peculiarities of international business distribution system.	The concept of and structure of international logistics supply channel. The concept of international freight forwarding. Forwarding agency services and brokers. Different types and features of freight transport. Strategic objectives and orientation of international companies. Strategies of SME's penetration into foreign markets. New global competitors in quickly developing countries.
8. Organization of international business. Fundamentals of international business management. Multinational corporate organizational structures.	
9. International business operations management. Peculiarities of international business operations management. The necessity for international business planning.	International operations control. International business in energy sector: oil, gas and coal sectors. Electricity generation sector. Development trends of alternative energy sources.
10. International business planning and management. International business planning systems. Strategic planning in small and medium-	Services' market liberalization in the European Union. Service business possibilities in the face of new opportunities. International banking.

Main topics	
Lectures	Tutorials
sized enterprises. International operations management systems.	Operations and services in international banking. Banking performance regulation. Legal organizational forms of banking operations.
11. International business Strategies. Advantages and disadvantages of international business strategies. A competitive strategy.	Reasons why you should go international. Market choice. Decision-making. Techniques of entering international markets. International marketing programming.
12. International marketing. International marketing. Environmental assessment of marketing. Practical elements of international marketing.	
13. International and electronic business. E-commerce and e-business, benefits of e-business systems. The benefits of e-business systems for international business activities. E-business barriers in international business activities. The significance of size and business branch in e-business	
14. The European model of human resource management in the implementation of international business development.	E-business development in Lithuania. Online business. Accounting and taxation in international business. Accounting differences in international business in different countries. Personnel selection, training and motivation in multinational corporations.
15. Communication and negotiation techniques in developing international business.	
16. Cultural diversity in international business.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Written test	1	24	10
Research paper (abstract)	1	24	20
Presentation of the written work (orally)	1	15	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
1.2. To understand mutual interaction of national and international environmental processes and to be able to apply international standards and practices in professional activities	LO 2. To identify the influence of international business environmental factors on corporate decision-making.	Lecture, classroom discussion, case study.	Written test, Research paper (abstract), Presentation of the written work orally using multimedia (Power Point), exam.
2.2. To initiate new activities and responsibly exploit the possibilities	LO 1. To understand the essence, development stages and theories of international business, and to be able to apply them. LO 3. To anticipate the course of business planning and organization and their management processes.	Lecture, classroom discussion, case study.	Written test, Research paper (abstract), Presentation of the written work orally using multimedia (Power Point), exam.
3.3. To follow universally recognized principles and	LO 2. To identify the influence of international business environmental	Lecture, classroom discussion, case study.	Written test, Research paper (abstract), Presentation of the written work orally

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
professional and ethical standards	factors on corporate decision-making. LO 3. To anticipate the course of business planning and organization and their management processes.		using multimedia (Power Point), exam.
5.1. To understand the effect of the environmental changes on the organization of the business	LO 2. To identify the influence of international business environmental factors on corporate decision-making. LO 3. To anticipate the course of business planning and organization and their management processes.	Lecture, classroom discussion, case study.	Written test, Research paper (abstract), Presentation of the written work orally using multimedia (Power Point), exam.
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 3. To anticipate the course of business planning and organization and their management processes. LO 4. To determine the benefits of e-business systems for international business.	Lecture, classroom discussion, case study.	Written test, Research paper (abstract), Presentation of the written work orally using multimedia (Power Point), exam.

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
			argumentation. Sufficient preparation for further studies.	
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

SPRING SEMESTER

Business English

Table 1

1. Subject title in Lithuanian and English:	Specialybės užsienio kalba Professional Foreign Language
2. Subject code:	309
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 0 h Lectures, 48 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	1. To be able to combine national and international cultural aspects in professional activities. 2. To be able to communicate in professional foreign language with partners. 3. To be able to carry out international professional activities in a foreign language. 4. To be able to select, analyze and apply professional information in a foreign language. 5. To be able to manage changes in professional activities.
11. Short subject description:	Foreign language studies for students of business management develop the ability to communicate in a professional foreign language and use special professional terms in a foreign language, introduce cultural differences in international communication.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
	1. Career opportunities. Ten ways to move ahead in one's career.
	2. Employment procedure. CV and cover letter.
	3. Memo writing, preparation of role play, conversations on the telephone.

Main topics	
Lectures	Tutorials
	4. Buying online and in the shop. Different ways of buying.
	5. Negotiations. Business ethics.
	6. Types of companies and their structure. Most famous global companies.
	7. Presentation of a company.
	8. Implementation of innovations, attending meetings.
	9. Stress. Career change. Pressure in the workplace. Investigation of stress problems.
	10. Business lunch. Terms for eating and entertainment.
	11. Socializing, ethics, arranging conferences.
	12. Marketing. The conception and basics of marketing.
	13. Keys to successful marketing; telephone conversations: exchange of information.
	14. Planning. The secret of good planning.
	15. Planning of economic development.
	16. Attending meetings.
	17. Managing people. International managers.
	18. Good communication skills.
	19. Cultural differences. Resolution of conflicts.
	20. How to resolve conflicts; resolution of conflicts in different cultural aspects.
	21. Establishment of new business.
	22. Necessary conditions to establish a successful business.
	23. Products. Launch of a new product.
	24. Description of products; launch of new products.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Test	2	42	30
Presentation	1	21	10
Weighting:		63	40

Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
1.1. To understand and foster self-identity, to assess the importance of multicultural diversity to professional activities.	LO 1. To be able to combine national and international cultural aspects in professional activities.	Explanation Group work Individual work Discussions Case study Demonstration	Test Presentation
1.3. To effectively communicate and collaborate in a multicultural environment.	LO 2. To be able to communicate in professional foreign language with partners. LO 3. To be able to carry out international professional activities in a foreign language.	Individual work Explanation Case study Group work Students' personal experience	Test Presentation
3.1. To understand the need for self-development, to be able	LO 4. To be able to select, analyze and apply	Explanation	Test

Program competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
to analyze, evaluate and develop in a changing environment.	professional information in a foreign language. LO 5. To be able to manage changes in professional activities.	Group work Individual work Discussions Case study Demonstration	Presentation

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet	Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	minimal requirements		concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Business Economics I

Table 1

1. Subject title in Lithuanian and English:	Verslo ekonomika I Business Economics I
2. Subject code:	277
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Credit
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To understand main business principles, to know organization's different forms and be able to compare them. 2. To understand the impact of a changing competitive environment on an organization. 3. To understand the impact of changes on the development of organization. 4. To understand basic assumptions of company's successful activities. 5. To know evaluation methods of company's performance.
11. Short subject description:	The subject introduces students with organization's different forms, goals, roles and functions in a changing environment. Students learn about the importance of developing technologies and information in the development of organizations and ways how to control the state of organizations. Students also learn to understand the effect of changes and basic assumptions of successful activities, to compare different business legal forms.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Main business principles and functions	
1. The role of business for a person and society. Main business principles. Internal and external business functions. Main conditions for business development. Impact of globalization on business.	
Legal business forms in Lithuania	

Main topics	
Lectures	Tutorials
2. Natural and legal entities. Conception and types of legal entities. Making business without establishing a company: individual kinds of business activities.	1. Comparison and case study of forms of individual business activities.
3. Legal forms of Lithuanian enterprises. Small enterprises, sole traders, partnerships.	2. Study of the peculiarities of forms of small enterprises.
4. Public limited and limited companies.	3. Limited company: aspects of its establishment and management.
5. Other kinds of enterprises: agricultural companies, cooperatives, state enterprises, social enterprises.	
6. Kinds of non-profit companies: public organizations, associations, nongovernmental organizations, budgetary institutions, trade unions.	
7. Forms of business partnership. Forms of mergers. Conglomerates. Free economic zones. Industrial and technological parks. Business incubators. International and local business associations.	
Types of international companies	
8. European companies. Licenced (franchise) companies. Preferred companies.	4. Study of legal forms of international business associations. Establishment of subsidiaries and agencies.
9. Types of business associations in European countries. European business register (EBR).	
Development and changes in organizations	
10. Factors of business environment. Evaluation indicators and research of business environment. Research of competitive environment. Organization's development, motives, impact of changes on organization's culture. New ways to develop business.	5. Study of competitive environment. Analysis of company's SWOT. Analysis of company's reconstruction (change of provision, restructuring, revitalization, renewal).
11. Organization's crisis management. Models of change management. Defeat of resistance to changes.	
Assumptions of successful business management and performance. Evaluation of business results	
12. Business organization's misions, organizational structures and creation of organizational culture. The importance of business communication in company's successful activities.	6. Means of communication in contemporary world. The role of personality in business.
13. The importance of human resources in organization's development. Setting duties. Search and selection of staff. Evaluation of employees. Payment systems.	

Main topics	
Lectures	Tutorials
14. Business operational systems. The importance of quality in a company. Control systems used in a company.	7. Introduction of main indicators of business performance.
15. The importance of financial system in company's activities. Indicators of company's efficiency.	
16. The role of IT systems in organization. Business and the Internet.	8. Peculiarities of e-commerce. Use of social network technologies in an organization.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Case study	2	40	40
Weighting:		40	40
Credit	1	47	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
2.3. To evaluate and manage changes and risks	LO 3. To understand the impact of changes on the development of organization.	Lecture	Credit

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
	LO 5. To know evaluation methods of company's performance.		
4.2. To understand the essence of business and its societal role	LO 1. To understand main business principles, to know organization's different forms and be able to compare them. LO 4. To understand basic assumptions of company's successful activities.	Lecture Discussions Case study	Case study Credit
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO 3. To understand the impact of changes on the development of organization. LO 4. To understand basic assumptions of company's successful activities. LO 5. To know evaluation methods of company's performance.	Lecture Case study	Case study Credit
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 1. To understand main business principles, to know organization's different forms and be able to compare them. LO 2. To understand the impact of a changing competitive environment on an organization. LO 3. To understand the impact of changes on the development of organization. LO 4. To understand basic assumptions of company's successful activities.	Lecture Case study	Case study Credit
6.2. To evaluate economic feasibility of the necessary resources for optimal performance of a company and / or its departments	LO 4. To understand basic assumptions of company's successful activities. LO 5. To know evaluation methods of company's performance.	Lecture Case study	Case study Credit

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average)	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem	Application of knowledge for provided examples. Good performance quality. Good

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	average knowledge and competences, some minor inaccuracies		solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	performance of moderately complicated tasks. Sufficient expression and presentation skills.
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Marketing I

Table 1

1. Subject title in Lithuanian and English:	Rinkodara I Marketing I
2. Subject code:	212
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Credit
10. Learning Outcomes:	<p>1. To describe the conception of marketing as a social and managerial phenomenon.</p> <p>2. To describe organization's micro macro environment, to determine the impact of its factors on the function of marketing.</p> <p>3. To evaluate consumers' main marketing qualities.</p> <p>4. To know about market segmentation and positioning.</p>
11. Short subject description:	The subject helps to use marketing theory in practice, to evaluate the impact of environment on organization and marketing opportunities. The subject provides knowledge about market segmentation and positioning and develops critical thinking and problem-solving skills.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Marketing as a social and managerial process.	1. Marketing as a process of value creation and interchange.
2. Process of marketing management and marketing conceptions.	
3. Impact of micro environment on an organization.	<p>2. Types of market: Business-to- Consumer(B2C), Business-to- business(B2B), purchase by the state etc.</p> <p>Determination of product type and production tendencies.</p>

Main topics	
Lectures	Tutorials
4. Impact of macro environment on an organization: demographic, social and cultural factors.	3. Demographic environment and demographic tendencies. Cultural environment: the role of cultural values and subcultures.
5. Impact of macro environment on an organization: economic factors.	4. Economic indicators of macro environment: Economic integration. Consumption tendencies. Economic cycles, financial crises and impact on organization's decisions.
6. Impact of macro environment on an organization: political and legal factors.	5. Impact of political and legal factors on the function of marketing. Technological environment: impact of science and research on the development of new products.
7. Impact of macro environment on an organization: technological environment and natural conditions.	
8. Identification of marketing possibilities.	6. Analysis of marketing possibilities according to SWOT.
9. Behaviour of consumer markets.	7. New products in the market. Parameters of B2B. The concept of purchase centre. Purchasing process of B2B. Lifecycle of goods, its stages, personal selling as a means of support, advantages of personal selling, self-advertising as the use of marketing possibilities.
10. Process of purchasing in the market of Business-to- Consumer (B2C).	
11. Process of purchasing in the market of Business-to- business (B2B).	
12. Process of selling goods.	
13. Personal selling and its methods, self-advertising using marketing means.	8. The concept of segmentation. Strategies of segmentation. The concept of positioning. Features and strategies of positioning. Maps of positioning. Achievement of competitive advantage using positioning and differentiation.
14. Strategies of target market.	
15. Positioning in the market.	
16. STP - segmentation, selection of target market, positioning strategy.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Report	1	63	40
Weighting:		63	40
Credit	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
4.1. To know and apply basic theories and concepts of business and management	LO 1. To describe the conception of marketing as a social and managerial phenomenon.	Group discussions	Credit
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO 1. To describe the conception of marketing as a social and managerial phenomenon	Group discussions	Credit
5.1. To understand the effect of the environmental changes on the organization of the business	LO 2. To describe organization's micro macro environment, to determine the impact of its factors on the function of marketing. LO 4. To know about market segmentation and positioning.	Group discussions Individual work	Credit Report
5.2. To carry out analysis of the business environment and assess its impact on	LO 2. To describe organization's micro macro environment, to determine the impact	Group tasks Case study	Report

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
changes in the organization	of its factors on the function of marketing.		
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 3. To evaluate consumers' main marketing qualities. LO 4. To know about market segmentation and positioning.	Case study Individual work	Credit Report
8.1. To critically evaluate alternative solutions in a constantly changing business context	LO 3. To evaluate consumers' main marketing qualities. LO 4. To know about market segmentation and positioning.	Group discussions Individual work	Report

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
	<i>All study aims achieved</i>		
	9 (very good)	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Substantial knowledge and competences	Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
	<i>No less than 90 % of study aims achieved</i>		
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
	<i>No less than 80 % of study aims achieved</i>		
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
	<i>No less than 70 % of study aims achieved</i>		
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues,	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
			without their coherent integration. Satisfactory preparation for further studies.	difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Basics Of Law

Table 1

1. Subject title in Lithuanian and English:	Teisės pagrindai Basics of Law
2. Subject code:	246
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 30 h Lectures, 12 h Seminars, 93 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO1. To know and to be able to select and use Lithuanian, EU and international legal sources.</p> <p>LO2. To be able to analyze and evaluate national and international business legal environment.</p> <p>LO3. To know legal regulation of business subjects' activities.</p> <p>LO4. To be able to identify, correctly select and apply legal norms and principles in particular situations.</p> <p>LO5. To know the validity of normative acts in time and space.</p> <p>LO6. To know kinds of legal liability of legal entities.</p> <p>LO7. To know legal basics in preparation of internal legal acts.</p> <p>LO8. To be able to identify problematic aspects of legal regulation.</p> <p>LO9. To know the procedure and main requirements of concluding contracts and other local legal acts.</p> <p>LO10. To be able to conclude civil, labour contracts and other legal documents, to evaluate their legitimacy and reliability.</p>
11. Short subject description:	The subject analyzes the conception of law, branches of law and functions and principles of the main legal system. The subject develops the ability to understand the norms of civil law, labour law and international law that are necessary in future business manager's job. The subject also develops constructive critical legal thinking.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Legal relations, systems of legal norms and normative legal acts.	1. Constitutional control. The court system in the Republic of Lithuania.
2. System of constitutional state government. Human and citizens' rights, freedoms, personal duties.	
3. The content of public administration, main principles, legal acts and methods.	2. Administrative and criminal legal coercion and liability for offences in business.
4. Criminal offences, their composition, features and kinds. The conception, system and kinds of punishment.	
5. The conception of civil law, subjects, objects and kinds of civil legal relation.	3. Legal and natural entities. Capacity.
6. Kinds of companies, the procedure of their establishment.	
7. Civil transactions, their formation, validity, expiration.	4. Specific requirements for signing purchase, sales, rental contracts and other.
8. Features of signing service agreement.	
9. Civil liability.	5. Terms in civil law. Representation.
10. Civil rights implementation and defence.	
11. System, subjects and sources of labour law.	6. Pay, guarantees and compensations.
12. Conclusion of labour contract validity, expiration.	
13. Work and rest time.	7. Collective contract.
14. Disciplinary and material responsibility.	
15. Origin and main features of international law. The relation between international and national law.	8. International agreements law.
16. Legal principles and the most important treaties of the EU. Legal acts of the EU institutions.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Test	2	25	10

Verbal questioning	8	14	10
Presentation	1	27	20
Weighting:		66	40
Exam	1	27	60
Total:		93	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
1.2. The ability to effectively and ethically use social and professional skills in a multicultural environment	LO 1. To know and to be able to select and use Lithuanian, EU and international legal sources. LO 2. To be able to analyze and evaluate national and international business legal environment.	Problem solving discussions Group discussions Analysis of normative legal acts Interactive lecture Brainstorm Case study	Verbal questioning, discussions Presentation
4.1. To know and apply basic theories and concepts of business and management	LO 3. To know legal regulation of business subjects' activities. LO 4. To be able to identify, correctly select and apply legal norms	Problem-based teaching Group discussions Analysis of normative legal acts Interactive lecture Brainstorm	Verbal questioning, discussions Presentation Test

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
	and principles in particular situations.	Case study	
5.1. To understand the effect of the environmental changes on the organization of the business	LO 5. To know the validity of normative acts in time and space. LO 6. To know kinds of legal liability of legal entities.	Problem-based teaching Group discussions Analysis of normative legal acts Interactive lecture Brainstorm Case study	Verbal questioning, discussions Presentation
5.2. To carry out analysis of the business environment and assess its impact on changes in the organization	LO7. To know legal basics in preparation of internal legal acts. LO 8. To be able to identify problematic aspects of legal regulation.	Problem-based teaching Group discussions Analysis of normative legal acts Interactive lecture Brainstorm Case study	Verbal questioning, discussions Presentation Test
7.2. To apply the results of data analysis to the business decision-making	LO 9. To know the procedure and main requirements of concluding contracts and other local legal acts. LO 10. To be able to conclude civil, labour contracts and other legal documents, to evaluate their legitimacy and reliability.	Problem-based teaching Group discussions Analysis of normative legal acts Interactive lecture Brainstorm Case study	Verbal questioning, discussions Presentation

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent)	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
	Excellent, exclusive knowledge and competences	and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
			argumentation. Sufficient preparation for further studies.	
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

E-Business

Table 1

1. Subject title in Lithuanian and English:	Elektroninis verslas eBusiness
2. Subject code:	521
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 32 h Lectures, 16 h Seminars, 87 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To know the concept and structure of e-business. 2. To identify e-commerce B2C strategies, features and principles of activities. 3. To identify e-commerce B2B strategies, features and principles of activities. 4. To identify and compare various e-business /e-commerce forms. 5. To determine the possibilities and means of e-security. (data protection, e-signature, intellectual ownership etc.).
11. Short subject description:	The subject introduces the basics of e-business and process, e-business strategies and business models, elements of e-marketing, e-business forms (e-auction, social networks, virtual communities), e-commerce system. Students will get information about security of e-business and means to ensure security, payment systems etc.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. The system and conception of e-business, e-commerce, e-trade.	Relation of e-business, e-commerce and e-trade. Identification of goals, functions and objectives.
2. Structure – architecture of e-business as a solid system	Computer networks, advantages and disadvantages. Components of e-system. Intranet-extranet, determination of functionality, evaluation of benefit. Establishment and promotion of e-business using EU support.

Main topics	
Lectures	Tutorials
3. Models of e-commerce activities, forms and their types. Direct/indirect e-commerce.	Identification of e-business participants. Forms of activity- B2B, B2C, C2B, G2C, G2G, G2B - Identification of possibilities, advantages and disadvantages. Direct/indirect e-commerce practice. E-business process. Stages of strategy formation. Impact on competitiveness. Practical application.
4. Planning, management and strategy formation of e-business / e-commerce.	
5. E- shop – types, development process and management	Examples of e- shops. Development process of e-shop. E-shop management principles, mistakes and risks. E-shop project. E-trade process, logistics. Data exchange (EDI). Management system of reserves(SCM). Other e- management systems – HRM, BMS, ERP, EPM, BI. Customer management system (CRM). E-system benefit to business efficiency.
6. B2B system of e-commerce, principles and strategies	
7. B2C system of e-commerce, principles and strategies	
8. Security of e-commerce systems/operations for business	SSL certificate. Web Trust, EuroLabel certificates. Personal data protection. E-signature. E-shop project.
9. Security of e-commerce systems/operations for consumers	
10. E-payment systems	Main methods of payment in e-business: - e-banking, credit cards - payment systems, e-account. Application of e-payment using 3 selected e-commerce systems/forms. E-shop project.
11. E-marketing – strategic decisions	Features of e-market segmentation. Evaluation of consumer behaviour in e-space. Research on the Internet – comparison, benefit. Development of strategies based on the selected example, highlighting advantages and disadvantages. Internet marketing mix. Internet – effective/ineffective market, means. E-shop project.
12. E-marketing – tactical decisions	
13. Advertising on the Internet	Ways of sales promotion on the Internet. E-business promotion, advertising. Types of e-advertising budget, their application. E-shop project.
14. E-business – other forms of activity: internet auctions, social networks, virtual communities, search engines etc.	

Main topics	
Lectures	Tutorials
	Facebook, Youtube, Google and Ebay. Other modes of activity, principles, benefit. Application of e-commerce models according to separate e-business forms. E-shop project.
15. Economic and legal e-business aspects.	Impact of e-business on the development of competitive advantages. Specifics of e-business legal environment. Protection of intellectual ownership in e-business. Globalization process. Consumer needs. Development and tendencies of e-business.
16. E-business and e-commerce: present, future and perspectives.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Presentation	1	10	10
Project	3	41	20
Test	1	12	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
5.1. To understand the effect of the environmental changes on the organization of the business	LO 1. To know the concept and structure of e-business LO 5. To determine the possibilities and means of e-security. (data protection, e-signature, intellectual ownership etc.).	Discussions, case study, demonstration	Presentation Project Exam
2.2. To initiate new activities and responsibly exploit the possibilities	LO 1. To know the concept and structure of e-business LO 4. To identify and compare various e-business /e-commerce forms. LO 5. To determine the possibilities and means of e-security. (data protection, e-signature, intellectual ownership etc.).	Discussions, case study, demonstration	Presentation Project Exam
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 2. To identify e-commerce B2C strategies, features and principles of activities. LO 3. To identify e-commerce B2B strategies, features and principles of activities. LO 4. To identify and compare various e-business /e-commerce forms.	Discussions, case study, demonstration	Presentation Project Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average)	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem	Application of knowledge for provided examples. Good performance quality. Good

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	average knowledge and competences, some minor inaccuracies		solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	performance of moderately complicated tasks. Sufficient expression and presentation skills.
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Accounting And Taxes

Table 1

1. Subject title in Lithuanian and English:	Apskaita ir mokesčiai Accounting and Taxes
2. Subject code:	14
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 2 in the Full time delivery.
6. Language of instruction:	Lithuanian /English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 32 hrs Lectures, 16 hrs Seminars, 87 hrs self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	LO1. To understand the accounting organization and to be able to summarize accounting information. LO2. To understand company's assets, equity, liabilities and the relationship between them. To understand the importance of accounting documents. LO3. To understand the recognition procedure for revenues and expenses, to understand the financial reporting framework. LO4. To be able to process accounting information. To evaluate the Lithuanian tax system and to calculate the basic taxes.
11. Short subject description:	To acquaint students with the nature of accounting, its basis and principles. To realize the essence of assets, property, liabilities, and their accounting. Wages and accounting. To introduce the recognition of revenue and cost in accounting. To help understand the financial reporting framework and to calculate the basic taxes.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Topic 1. Accounting information generation process. Economic processes of financial records and statements. Accounting process and its organization.	Topic 1. Accounting process management of the company. Accounting regulation. Recording of transactions and their impact on the accounting equality. Correspondence of transactions, double entry accounting application.
Topic 2. Fixation of changes in the financial condition of records.	

Main topics	
Lectures	Tutorials
Topic 3. Fixed assets and their accounting.	Topic 2. Depreciation and amortization of capital assets. Registration of assets in accounting and presentation in the Financial Statements.
Topic 4. Current assets and accounting.	Topic 3. Stock-making process and receipts. Inventory accounting methods and valuation methods. Customer debt accounting. Inventory, the organization of its procedures.
Topic 5. Monetary assets accounting.	Topic 4. Cash and banking accounts operations and their accounting. Advance payments and their accounting. Fixation of exchange rate changes impact in accounting. Capital formation and accounting. Obligations, their types and accounting.
Topic 6. Equity accounting.	
Topic 7. Debt accounting.	
Topic 8. Payroll and its related billing records.	Topic 5. Basic and additional pay calculation. Wage-related taxes and their accounting. Deductions from wages. Average wage calculation. Providing leave and holiday pay calculation. Payroll and its related settlement recording in accounting.
Topic 9. Providing leave and its pay calculation.	
Topic 10. Revenue accounting.	Topic 6. Income and expense recognition. Income (loss) statement. Net Income.
Topic 11. Cost accounting.	
Topic 12. Enterprise performance accounting. Income (loss) statement.	
Topic 13. Enterprise Performance accounting. Balance sheet.	Topic 7. Balance sheet.
Topic 14. The essence of taxes. The tax system in Lithuania. Personal income tax. Guarantee Fund contributions and social security.	Topic 8. Personal income, social security, guarantees fund, value-added, profit, inheritance and other tax accounting. Audit types. External, internal and state audits. Audit information users. The audit system and its elements.
Topic 15. The tax system in Lithuania. Value-added tax. Excise duties. Income tax. Real estate tax. The land tax. Inheritance and other taxes.	
Topic 16. The essence, functions and types of audit.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Written test	1	31	20
Presentation (report, speech, presentation)	1	32	20
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO1. To understand the accounting organization and to be able to summarize accounting information. LO 2. To understand company's assets, equity, liabilities and the relationship between them. To understand the importance of accounting documents.	Explanation, illustration, tasks	Presentation
6.1. To know the assumptions and methods of business development and organization of key	LO 2. To understand the importance of accounting documents.	Explanation, illustration, tasks, individual work	Written test

Programme competences and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
processes, to assess their effectiveness	LO 3. To understand the recognition procedure for revenues and expenses, to understand the financial reporting framework.		
7.2. To apply the results of data analysis to the business decision-making	LO 4. To be able to process accounting information. To evaluate the Lithuanian tax system and to calculate the basic taxes.	Explanation, illustration, tasks, individual work	Written test

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
		<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet	Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	minimal requirements		one aspect. Minimal preparation for further studies.	expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3	Does not meet minimal requirements		
	2			
	1			
			<i>Less than half of study aims achieved</i>	

Consumer Behaviour

Table 1

1. Subject title in Lithuanian and English:	Vartotojų elgsena Consumer Behaviour
2. Subject code:	276
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 4 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 30 h Lectures, 20 h Seminars, 85 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<ol style="list-style-type: none"> 1. To define the conception of consumer behaviour and reveal its importance in the context of marketing. 2. To identify factors that influence consumer behaviour. 3. To examine the consumer decision-making process. 4. To describe the target market and determine the positioning strategy according to consumer characteristics and behaviour.
11. Short subject description:	The subject provides knowledge and develops skills necessary to analyze consumer behaviour and apply it in making marketing decisions. Students will be able to divide market into segments and determine target markets and positioning strategies based on the theory of consumer behaviour.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Meaning, conception and development of consumer behaviour studies.	
The conception of consumer behaviour. Development of consumer behaviour studies. Relation of consumer behaviour with other sciences. Model of consumer behaviour studies. Methods of consumer behaviour research.	
2. External factors of consumer behaviour.	
Influence of culture. Conception of culture, its components and characteristics.	Discussion in groups about stable and changing values.

Main topics	
Lectures	Tutorials
Semiotics and culture: symbols and rituals. Subcultural and intercultural consumer behaviour. consumer behaviour and ethnocentrism.	Study of Lithuania's model of culture according to G. Hofstede intercultural dimensions. Creative task: to select the most suitable strategy of international marketing to certain products in order to enter two countries of different context such as India and Finland, Germany and Japan.
3. Internal factors of consumer behaviour.	
Personality and identity. Values. Lifestyle. Theories on main needs. Emotions and mood. Relation and role of beliefs and attitudes.	To create advertising to promote sales of children's goods, winter sports goods, luxurious cosmetics goods by manipulating certain moods and emotions. To select 5 TV advertisements and comment the use of emotions and needs theories.
4. Consumer's psychographic qualities.	
Person's psychographic qualities. Components and hierarchies of attitudes. Functions of attitudes and principles of development. Theories on attitude compliance. Models of multifactoral attitudes and development of particular attitude.	To identify yourself as a user type by filling in the VALS questionnaire on the website http://www.strategicbusinessinsights.com/vals/presurvey.html , to give examples. To speak about several values characteristic of Lithuanian inhabitants using the data on the website http://www.worldvaluessurvey.org .
5. Factors of consumer behaviour.	
Attitudes important in marketing. Stereotypes. Evaluation of product origin. Consumer loyalty. Model of loyalty to brands. Factors increasing and reducing loyalty. Consumer types according to loyalty. Loyalty index. Means to develop consumer loyalty.	Individual task: to interview 10-12 consumers using a well-known brand, to determine their loyalty index, to discuss reasons for loyalty. To analyze the data of the research on loyalty to brands according to the conversion model.
6. Individual consumer decision-making process.	
Consumer decision-making process. Factors influencing individual consumer decision-making process. Stages of individual consumer decision-making process. Understanding consumer problem. Search of information. Involvement into product category. Evaluation models of alternatives.	Evaluation of individual consumer process alternatives of a selected product or service applying models of relative effect, absolute compensation, weighted compensation, lexicographic and ideal imagination.
7. Consumer decision-making process.	

Main topics	
Lectures	Tutorials
<p>Consumer decision-making process.</p> <p>Stages of purchase evaluation. Consistency model of brand name selection.</p> <p>Purchase evaluation according to consumer expectations. Consumer's future actions after the evaluation of purchase.</p>	<p>Evaluation of features of consumer decision-making process of a selected product or service by doing consumer behaviour research. Modelling of consumer's after-sales behaviour.</p>
8. Influence of a group and family on the consumer decision-making process.	
<p>Influential groups and social classes. Types of Influential groups. Consumers in their social environment: influence of social class on the consumption of products and services. Family's influence on consumer behaviour. Tendencies and changes. Importance of family decision-making process in marketing decisions.</p>	<p>Profiles of lifestyle of social classes. Discussing observation results. Family: socialization process model. Consumption in nontraditional families.</p>
9. Decision-making process in an organization.	
<p>Features of business consumer decision-making process. Decision-making process in an organization. Internal factors of organization's buying. Functions of purchase centre. Influence of purchase nature on organization's purchase. Influence of interpersonal factors on buying.</p>	<p>Role play: to act the buying process.</p> <p>Discussion: to discuss cases of buying in the organization using one's experience gained during internship or work.</p>
10. Impact of advertising on consumers.	
<p>Models of advertising effect. Understanding and memorising advertising. Influence of consumer involvement on advertising efficiency. Types of memorising. Influence of product category on consumer involvement in advertising message. Methods of creating advertising message.</p>	<p>Case study: to identify the requirements of AIDA model in given advertising scenes. Using the examples of selected goods to discuss the possibilities of innovation development.</p> <p>Case study: models of development of new goods that have rapidly gained popularity.</p> <p>Discussion "Consumer behaviour in 2022".</p>
11. Market segmentation according to consumer characteristics and behaviour.	
<p>Loyalty to brands as consumer training result. Communication and consumer behaviour. Role of communication (goals, content, positioning). Preparation of effective message. Target audience and selection of communication goal.</p>	<p>Development of loyalty to brands. Role of marketing communication in forming consumer beliefs and attitudes. Brands positioning in advertising. Practising to form and write communication goals.</p>
12. Research on consumer behaviour.	
<p>Consumer decision-making process. Behaviour when buying and situational purchase. Consumer needs</p>	<p>Behaviour when buying (test, repeated, permanent purchase). Situational purchase: retailing</p>

Main topics	
Lectures	Tutorials
and motivation. Motivation model. Change of motivation.	environment, influence of mood and emotions on consumer behaviour. Motivation model and ethics. Types of needs systems. Theories on personality: Froidism, Neofroidism, „Big five“ theory, features theories etc. Factors of personality cognition. “Locus of control”. Consumer’s self – understanding and consumer behaviour.
13. Research on consumer behaviour.	
Types of needs systems. Challenges of ethics in motivating consumers. Personality and consumer behaviour. Theories on personality. Consumer sensitivity for interpersonal influence. Consumer’s self – understanding.	Types of needs systems. Theories on personality: Froidism, Neofroidism, „Big five“ theory, features theories etc. Factors of personality cognition. “Locus of control”. Consumer’s self – understanding and consumer behaviour.
14. Consumer learning.	
Importance of consumer learning in marketing. Consumer learning models. Memory and consumer involvement.	Elements of consumer learning. Application of learning theories in marketing.
15. Consumer communication.	
Communication and consumer behaviour. Role of communication (goals, content, positioning). Preparation of effective message.	Role of marketing communication in forming consumer beliefs and attitudes. Brands positioning in advertising.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Test	2	15	10
Project	1	39	20
Presentation	1	7	10
Weighting:		61	40
Exam	1	24	60
Total:		85	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student’s active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);

- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
1.3. To effectively communicate and collaborate in a multicultural environment	LO 1. To define the conception of consumer behaviour and reveal its importance in the context of marketing.	Context-based tasks Project	Test Exam Presentation
4.1. To know and apply basic theories and concepts of business and management	LO 2. To identify factors that influence consumer behaviour. LO 3. To examine the consumer decision-making process.	Context-based tasks Project	Test Exam Presentation
7.2. To apply the results of data analysis to the business decision-making	LO 3. To examine the consumer decision-making process. LO 4. To describe the target market and determine the positioning strategy according to consumer characteristics and behaviour.	Context-based tasks Project	Test Exam Presentation

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average)	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem	Application of knowledge for provided examples. Good performance quality. Good

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	average knowledge and competences, some minor inaccuracies		solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	performance of moderately complicated tasks. Sufficient expression and presentation skills.
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one's own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Human Resources Management

Table 1

1. Subject title in Lithuanian and English:	Žmogiškųjų išteklių vadyba Human Resources Management
2. Subject code:	302
3. Application:	Core
4. Subject cluster and specialisation:	Study Area Subject
5. Delivery in the study program:	Semester 4 in the Full time delivery.
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: Contact hours: 30 hrs Lectures, 20 hrs Seminars, 85 hrs self-directed study
9. Methods of Assessment:	Exam – individual written task.
10. Learning Outcomes:	<p>1. To understand the importance of human resource management for the successful functioning of the organization.</p> <p>2. To know personnel organization principles and independently apply them in practice.</p> <p>3. To know personnel management content and principles and apply them in practice.</p>
11. Short subject description:	Human Resource Management course aims to provide students with knowledge of modern personnel management with regard to variable environment and the importance of the human factor in attaining the objectives of the organization.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Introduction to study of Human Resource Management. Human resources and personnel management concepts. Human Resource Management in global environment. Globalisation and workforce diversity management. Human factors in the implementation of the objectives of the organization. Personnel functions and tasks.	
2. The impact of internal and external factors system on human resource management. Interaction of organization and Human Resource	<p>1. Personnel policy case studies.</p> <p>2. Preparation of job descriptions.</p>

Strategy. Interface of organizational philosophy, culture and personnel policy.	
3. Job analysis and job evaluation. Planning personnel demand. Job description preparation techniques.	
4. Recruitment concept and goals. Determining factors of recruitment process. Major search methods and sources, their advantages and disadvantages	3. Recruitment organization. 4. Selection methods in practice.
5. Concept and objectives of selection. The main stages of the selection process. Selection methods. Job interview.	
6. Employee recruitment. Personnel adaptation content. Dismissal.	5. Script preparation for an interview with the employer. Preparation of personnel adaptation programme for a new employee. Dismissal interview script preparation.
7. Employee relations management. Social partnership. Significance of trade unions in employment relationship. Collective agreement procedure.	
8. The concept of staff training and development. The main stages of the educational process. Basic education and professional development principles.	6. Staff training and development strategies and techniques. 7. Staff evaluation methods. Staff evaluation procedure.
9. Essence and goals of personnel evaluation. The requirements for personnel evaluation. The content of staff assessment.	
10. Occupational safety and health system. Requirements for employers and workers' safety and health.	
11. Career concept. Career planning necessity. Career planning stages.	8. Individual career design.
12. Manager's operational peculiarities. Management methods. Leadership styles and behaviors. Manager and leader. Application of motivation theories in personnel management.	9. Cognition and reasoning of staff demand. Comparative analysis of manager and leader's qualities.
13. Workforce diversity. Women and men's equal opportunities. Discrimination based on age, race, sex, national origin, religion and disability. The European Union requirements for the implementation of equal opportunities.	
14. Conflict causes. Conflict management strategies.	10. Conflict management model of specific situations. Positive working environment. Individual and team activities. Verbal and non-verbal communication.
15. Information and communication. Communication barriers. Intercultural Communication.	

13. Methods of assessment and individual self-directed learning plan

Table

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the full time program	Weighting in the final mark
Research paper (abstract)	1	51	30
Oral presentation of the research paper (abstract)	1	10	10
Weighting:		61	40
Exam	1	24	60
Total:		85	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
3.1. To understand the need for self-development, to be able to analyze, evaluate and develop in a changing environment	LO 2. To know personnel organization principles and independently apply them in practice.	Lecture, classroom discussion, case study.	Research paper (abstract), Oral presentation of the research paper (abstract) using multimedia (Power Point), Examination.
3.3. To follow universally recognized principles and professional and	LO 2. To know personnel organization principles and	Lecture, classroom discussion, case study.	Research paper (abstract),

ethical standards of the company	independently apply them in practice.		Oral presentation of the research paper (abstract) using multimedia (Power Point), Examination.
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency	LO 1. To understand the importance of human resource management for the successful functioning of the organization.	Lecture, classroom discussion, case study.	Research paper (abstract), Oral presentation of the research paper (abstract) using multimedia (Power Point), Examination.
5.2. To carry out analysis of the business environment and assess its impact on changes in the organization	LO 1. To understand the importance of human resource management for the successful functioning of the organization.	Lecture, classroom discussion, case study.	Research paper (abstract), Oral presentation of the research paper (abstract) using multimedia (Power Point), Examination.
6.2. To evaluate economic feasibility of the necessary resources for optimal performance of a company and / or its departments	LO 2. To know personnel organization principles and independently apply them in practice. LO 3. To know personnel management content and principles and apply them in practice.	Lecture, classroom discussion, case study.	Research paper (abstract), Oral presentation of the research paper (abstract) using multimedia (Power Point), Examination.

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyze and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average)	Average knowledge and competences, some minor inaccuracies. A student	Application of knowledge for provided examples. Good

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	average knowledge and competences, some minor inaccuracies		applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
			No less than 70 % of study aims achieved	
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		Knowledge and competences are lower than average, inaccuracies occur. A student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Knowledge applied according to given examples. Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			No less than 60 % of study aims achieved	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			No less than half of study aims achieved	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			Less than half of study aims achieved	

Business Operation Management

Table 1

1. Subject title in Lithuanian and English:	Verslo procesų valdymas Business Operations Management
2. Subject code:	515
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 4 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours: 30 h Lectures, 20 h Seminars, 85 h self-directed study.
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>1. To analyze the design, planning and control of business processes.</p> <p>2. To prepare different plans of business process management.</p> <p>3. To analyze methods applied in the management of business processes.</p>
11. Short subject description:	The subject introduces different business processes in production and services companies, the importance of management of business processes in organizations. Students learn about the design, planning and control of business processes. Students also learn to design process management structures, process maps, to optimize processes, to solve tasks related to the optimization of processes.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Process management. Process management. The importance of process management in an organization. Process inputs-outcomes. Process hierarchy. Different characteristics of processes. Activities of process management.	Case study and discussions
2. Process strategies. Process strategy. Strategies “Top-down” and “Bottom-up”. Requirements for the market and procedural resources.	Case study and discussions
3. Process planning. Planning of products and services. Process planning. Goals of process	Case study and discussions

Main topics	
Lectures	Tutorials
planning. Scope. Detailed process planning. Importance of planning products and services. Stages of planning products and services.	
4. Planning of supply chain. Forecast. Process technologies. Possibilities of supply chain. Participants of supply chain. Process location. Process maps. Forecast in the supply chain. Components of forecast. Correctness of forecast. Process technologies. Evaluation and implementation of process technologies.	Case study and discussions
5. Personnel in process management. The importance of personnel in process management. The importance of staff selection and training for the quality of processes. Planning workplaces. Planning working hours.	Case study and discussions
6. Planning and control of capacity. Influence of supply and demand on the processes of planning and control. Planning and control of capacity. Influence of demand change on planning capacity.	Test
7. Planning and management of process reserves. Necessity of reserves. Planning of reserves. Management of reserves. Control of reserves.	Case study and discussions
8. Planning and control of supply chain. Supply chain management. Supply chain management activities. Process relations in the supply chain. Supply chain in practice. Improvement of supply chain.	Case study and discussions
9. Resource management systems (ERP). Conception of ERP. Development of ERP. Implementation of ERP.	Case study and discussions
10. "Lean" process management and techniques. "Lean" philosophy. "Lean" synchronization. "Lean" techniques. Comparison of "Lean" with other methods.	Case study and discussions
11. Project management. Project. Project management. Project planning and control. The importance of project planning. Chain planning.	
12. Quality and quality management. Statistical process control. The importance of process quality. System of quality management.	

Main topics	
Lectures	Tutorials
Instruments of quality management. Price of quality. ISO 9000.	
13. Process improvement. The importance of process improvement. Main elements of process improvement. Improvement of management. Techniques for process improvement.	
14. Risk management. The importance of process risk management. Evaluation of risk. Reducing risk. Renewal of processes.	
15. Processes and general social responsibility. Influence of social responsibility on process management. Analysis of social responsibility in process management.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Test	1	21	10
Research essay	1	40	30
Weighting:		61	40
Exam	1	24	60
Total:		85	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- specific learning outcomes are assessed by different components of a cumulative assessment;
- in the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- the final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competences and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competences and learning outcomes	Unit Learning Outcomes	Teaching strategies	Methods of assessment
4.3. To evaluate the impact of the results of separate areas of the company on overall performance efficiency of the company	LO 2. To prepare different plans of business process management.	Case study and discussions Research essay	Research essay Exam
6.1. To know the assumptions and methods of business development and organization of key processes, to assess their effectiveness	LO 1. To analyze the design, planning and control of business processes	Case study and discussions	Test
6.2. To evaluate economic feasibility of the necessary resources for optimal performance of a company and / or its departments	LO 3. To analyze methods applied in the management of business processes	Case study and discussions	Exam
8.2. To draw up activity plans and foresee their implementation measures	LO 2. To prepare different plans of business process management.	Case study and discussions Research essay	Research essay Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
Pass	10 (excellent) Excellent, exclusive knowledge and competences	Excellent, exclusive and broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. A student knows and can use concepts and is able to analyse and operate them in a wider context. A student can think in an original and critical way. Excellent analytical skills and insight. Excellent preparation for further studies.	Excellent application of theoretical knowledge. Excellent performance in dealing with difficult extraordinary tasks. Impeccable performance quality. Excellent expression and presentation skills. Clear understanding of tasks performed.

Threshold of results	Mark and short description of knowledge and competence *	Extended description of knowledge and understanding	Extended description of competences
		<i>All study aims achieved</i>	
	9 (very good) Substantial knowledge and competences	Substantial, very good, broad-based knowledge and its application in dealing with difficult practical problems. Individual studies of additional material. Very good understanding of material, suitable application of concepts. A student can think in an original and critical way. Very good analytical, evaluative and synthesis skills. Very good preparation for further studies.	Very good application of theoretical knowledge. Very good performance of complicated typical tasks. Very good performance quality. Very good expression and presentation skills. Understanding of applicable methods and techniques and argumentation of application thereof.
		<i>No less than 90 % of study aims achieved</i>	
	8 (good) Better than average knowledge and competences	Better than average knowledge and competences and their application in dealing with practical problems. Obligatory material studied. A student is able to work with additional material, understands concepts and principles, can apply them properly. Good argumentation and factual support. Good preparation for further studies.	Good application of knowledge. Proper performance of moderately complicated or more complicated tasks. Good performance quality. Good expression and presentation skills. Understanding of applicable methods and techniques.
		<i>No less than 80 % of study aims achieved</i>	
	7 (average) average knowledge and competences, some minor inaccuracies	Average knowledge and competences, some minor inaccuracies. A student applies knowledge in practical problem solving. Obligatory material studied. Understands and uses concepts and principles. Some essential knowledge is coherently integrated. Quite good argumentation. Sufficient preparation for further studies.	Application of knowledge for provided examples. Good performance quality. Good performance of moderately complicated tasks. Sufficient expression and presentation skills.
		<i>No less than 70 % of study aims achieved</i>	
	6 (satisfactory)	Knowledge and competences are lower than average, inaccuracies occur. A	Knowledge applied according to given examples.

Threshold of results	Mark and short description of knowledge and competence *		Extended description of knowledge and understanding	Extended description of competences
	Knowledge and competences lower than average, inaccuracies occur		student applies knowledge for simple practical problem solving. Obligatory material studied. Satisfactory understanding of concepts and ability to describe information in one’s own words. Analysis of separate issues, without their coherent integration. Satisfactory preparation for further studies.	Satisfactory performance quality. Performance according to analogical examples. Correct performance of simple tasks. Inability to understand more difficult tasks. Satisfactory expression and presentation skills.
			<i>No less than 60 % of study aims achieved</i>	
	5 (weak) Knowledge and competences meet minimal requirements		Knowledge and competences meet minimal requirements. A student applies knowledge for simple practical problem solving. Primitive listing of concepts or text information. The answer focuses on one aspect. Minimal preparation for further studies.	Minimal satisfactory skills to solve problems based on examples. Performance according to analogical examples. Satisfactory expression and presentation skills.
			<i>No less than half of study aims achieved</i>	
Fail	4	Unsatisfactory Does not meet minimal requirements	Knowledge does not meet minimal requirements	Competences do not meet minimal requirements.
	3			
	2			
	1			
			<i>Less than half of study aims achieved</i>	

STUDY PROGRAMME – TOURISM AND HOTEL BUSINESS

AUTUMN SEMESTER

Basics Of Tourism

Table 1

1. Subject title in Lithuanian and English:	Turizmo pagrindai Basics of Tourism
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO 1: To familiarise with the sources of tourism development in the world, Europe and Lithuania.</p> <p>LO 2: To gain mastery of the Law on Tourism of the Republic of Lithuania and of the most important definitions of culture, tourism and cultural tourism.</p> <p>LO 3: To gain proficiency in international legal acts and documents; to know the most significant objects of culture, tourism and cultural tourism in the world, Europe and Lithuania.</p> <p>LO 4: To understand the particularities of the service consumer needs.</p> <p>LO 5: To know the particularities of tourism organization and the specificity of segmentation of the service consumer needs.</p> <p>LO 6: To be able to link tourism services with the needs of modern society.</p>

	<p>LO 7: To understand the peculiarities of business and advertising of the tourism service product (pricing, product development, product quality).</p> <p>LO 8: To be able to apply theoretical knowledge in practice: to know how to arrange package holidays according to specific categories of consumers of tourism services and their needs.</p> <p>LO 9: To be able to use various sources of information, select, analyze and organize the material.</p>
11. Short subject description:	<p>In the course of studies on Basics of Tourism Organization, future specialists will familiarize with the basic concepts of tourism, the aspects of the tourism industry in economic and marketing spheres, the interconnection between tourism services and the needs of contemporary society, as well as business and advertising specificity of the tourism service product. Learners will also be able to apply theoretical knowledge in practice.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Topic 1. Tourism development	1.1. Tourism in the world, Europe and Lithuania: comparison – interconnection and differences.
Topic 2. Tourism resources of Lithuania	2.1. Tourism resources of Lithuania, their assessment and use.
Topic 3. Legal aspects of tourism	3.1. Tourism policy formation and tourism management.
Topic 4. Contemporary tourism	4.1. Tourism and travelling.
Topic 5. Motivation of tourism	5.1. Tourists' motives and factors influencing tourists' motives.
Topic 6. Variety of consumers of tourism services	6. 1. Loyalty of consumers of tourism services.
Topic 7. Classification of tourism	7.1. Types and categories of tourism. Forms of tourism.
Topic 8. Tourism market	8.1. Specificity of the tourism market: basic features of tourism demand and segmentation of the tourism market.
Topic 9. Concept of tourism business	9.1. Composition of the tourism business and tourist activity planning.

Topic 10. Tourism management and management bodies	10.1. Organisational-legal forms of the tourism business.
Topic 11. Tourism product	11.1. Concept of tourism product; the main features and characteristics of tourism services.
Topic 12. Advertising of the tourism product	12.1. Advertising of the tourism product: what should it be like?
Topic 13. Factors of production of tourism products	13.1. Labour and capital resources of tourism.
Topic 14. Tourist activity	14.1. Peculiarities of travel organisation services, variety of travel organisers and travel agencies.
Topic 15. Consumers of tourism services and their needs	15.1. Peculiarities of the needs of consumers of tourism services.
Topic 16. Tourism information services	16.1. Activity of Lithuanian tourism information centres and those based in foreign countries.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Frontal and individual verbal questioning, colloquium	1	15	10
Written test	1	16	10
Presentation (report, speech, presentation)	1	17	10
Project	1	15	10
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);

- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.1. To understand and foster personal identity and to appreciate the importance of multicultural diversity in the professional field	LO 1: To familiarise with the sources of tourism development in the world, Europe and Lithuania.	Lectures, discussions, self-directed work.	Frontal and individual verbal questioning; Presentation – project (report, speech, presentation).
1.2. To understand the interaction of local and international trends and developments and to be able to apply international standards and practices in the professional field	LO 3: To gain proficiency in international legal acts and documents; to know the most significant objects of culture, tourism and cultural tourism in the world, Europe and Lithuania. LO 8: To be able to apply theoretical knowledge in practice: to know how to arrange package holidays according to specific categories of consumers of tourism services and their needs.	Lectures, discussions, self-directed work.	Frontal and individual verbal questioning; Presentation – project (report, speech, presentation).
5.1. To assess tourism and hotel business environment	LO 4: To understand the particularities of	Lectures, discussions, self-directed work.	Frontal and individual verbal questioning, written work.

	<p>the service consumer needs.</p> <p>LO 5: To know the particularities of tourism organization and the specificity of segmentation of the service consumer needs.</p> <p>LO 7: To understand the peculiarities of business and advertising of the tourism service product (pricing, product development, product quality).</p>		Presentation (report, speech, presentation).
7.1. To know and follow the principles of sustainable activity in creating tourism products and services	LO 6: To be able to link tourism services with the needs of modern society.	Lectures, discussions, self-directed work.	Frontal and individual verbal questioning; Presentation (report, speech, presentation).
8.1. To know and apply national and international laws and legal acts	LO 2: To gain mastery of the Law on Tourism of the Republic of Lithuania and of the most important definitions of culture, tourism and cultural tourism.	Lectures, discussions, self-directed work.	Frontal and individual verbal questioning, written test (colloquium); Presentation (report, speech, presentation).

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	<p>10 (excellent)</p> <p>Excellent, exclusive knowledge and competences</p>	<i>All subject learning outcomes achieved</i>

	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Professional Foreign Language 1 (English, German, Spanish)

Table 1

1. Subject title in Lithuanian and English:	Specialybės užsienio kalba I (anglų, vokiečių, prancūzų) Professional Foreign Language I (English, German, Spanish)
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 0 h lectures, 48 h seminars, 87 h self-directed study
9. Methods of Assessment:	Credit
10. Learning Outcomes:	<p>LO 1.1.1 To identify national and international priority areas of the service sector.</p> <p>1.1.1.1 To know tourism attractions in Lithuania and foreign countries and to be able to present them.</p> <p>LO 1.1.2 To represent the national hospitality service sector duly and to evaluate international cooperation adequately.</p> <p>1.1.2.1 To be able to provide information and proposals to foreign customers in a proper manner.</p> <p>1.1.2.2 To be able to ensure fluent and ethical cooperation with foreign representatives.</p> <p>LO 1.3.1 To be able to communicate with foreign partners using a professional foreign language.</p> <p>1.3.1.1 To select and use relevant professional terms in specific situations.</p> <p>LO 1.3.2 To be able to organise international professional activity in a foreign language.</p> <p>1.3.2.1 To organise international conferences, presentations, negotiations, meetings, etc.</p> <p>1.3.2.2 To prepare and administrate correspondence and documents in a foreign language.</p> <p>LO 3.1.1 To be able to collect, analyse and apply the most relevant professional information in a foreign language.</p>

	<p>LO 3.1.2 To be able to manage change in a professional area.</p> <p>LO 8.3.1 To know and apply ways of sustainable and effective business communication.</p> <p>8.3.1.1 To understand the significance of cultural differences for communication.</p> <p>8.3.1.2 To be able to manage conflict situations in international communication.</p> <p>LO 8.3.2 To be able to conduct effective negotiations with international business partners.</p>
11. Short subject description:	Foreign language studies offered to students of Tourism and Hotel Management are designed to teach them to communicate using a foreign language in a professional activity, to use special professional terms in a foreign language, to familiarise with cultural differences and their role in international communication and to apply them in a professional activity.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Hospitality industry. Tourism.	
	1. Definition of tourism. Types of tourism.
	2. Concept of hospitality.
	3. Lodging.
	4. Types of lodging.
Career in hospitality industry	
	5. Professions and jobs in tourism industry.
	6. Writing a CV and a cover letter.
	7. Preparation for a job interview.
	8. Grammatical forms of politeness in a foreign language.
	9. Formal writing style.
Travel goals	
	10. Travels. Travels in ancient times and today.
	11. Means of travelling (transport).
	12. Types of travels.
	13. Destinations.
	14. Preparation of presentations.
Hotels	
	15. Hotels. Categories of hotels.
	16. Types of rooms.
	17. Types of catering.
	18. Hotel services.
	19. Room amenities.
Work with guests	
	20. Work with guests.

	21. Personal characteristics of employees working in the service sector.
	22. Peculiarities of work with people.
	23. Solving of disputes/problems/conflicts.
	24. Social skills.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	2	40	30
Presentation (speech, presentation)	1	20	10
Weighting:			40
Credit		27	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
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1.1. To understand and foster personal identity and to appreciate the importance of multicultural diversity in the professional field	LO 1.1.1 To identify national and international priority areas of the service sector.	Explanation Group work Self-directed study	Written test Presentation (presentation) Credit
	LO 1.1.2 To represent the national hospitality service sector duly and to evaluate international cooperation adequately.	Discussions Case study Demonstration	
1.3. To be able to communicate and cooperate effectively in a multicultural environment	LO 1.3.1 To be able to communicate with foreign partners using a professional foreign language.	Self-directed study Explanation Case study Group work	Written test Presentation (presentation) Credit
	LO 1.3.2 To be able to organise international professional activity in a foreign language.	Use of students' personal experience	
3.1. To be able to analyse, assess and develop oneself in a changing environment	LO 3.1.1 To be able to collect, analyse and apply the most relevant professional information in a foreign language.	Explanation Group work Self-directed study Discussions	Written test Presentation (presentation) Credit
	LO 3.1.2 To be able to manage change in a professional area.	Case study Demonstration	
8.3. To apply business communication and business negotiation tactics	LO 8.3.1 To know and apply ways of sustainable and effective business communication.	Self-directed study Explanation Case study	Written test Presentation (presentation) Credit
	LO 8.3.2 To be able to conduct effective negotiations with international business partners.	Group work Use of students' personal experience	

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence		Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences		<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Tourism Geography

Table 1

1. Subject title in Lithuanian and English:	Turizmo geografija Tourism Resources and Geography
2. Subject code:	326
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 1 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcome (LO):</p> <p>LO1: To familiarise with various factors' impact on tourism, tourism resources of world regions and tourism development opportunities.</p> <p>LO2: To cultivate skills of selection, analysis and evaluation of geographical, cultural and cartographic information, and its application to travel organization.</p> <p>LO3: To develop skills of analysis and evaluation of tourism objects, regions and tourism territorial systems, and their application to travel organisation.</p>
11. Short subject description:	This subject is designed to familiarise students with factors affecting tourism development, the variety and geographical distribution of global tourism resources, geography of tourism types and prospects for tourism development in various world regions.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Studies on travel geography.	1. Reading a geographical map
2. Contemporary tourism.	2. Tourism resources of Lithuania.
3. Statistical data of international tourism.	3. Tourism resources of Europe.

4. Geography of tourism types. Wellness tourism.	4. Tourism resources of the world.
5. Sightseeing tourism.	
6. Recreational tourism.	
7. Religious tourism.	
8. Professional tourism. Entertainment tourism.	
9. Tourism resources of Europe.	
10. Tourism market in Europe.	
11. Tourism market in Asia	
12. Tourism market in the U.S.A.	
13. Tourism market in Africa.	
14. Tourism market in Australia and Oceania.	
15. Tourism resources of Lithuania.	
16. Tourism market in Lithuania.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	1	15	10
Colloquium	3	48	30
Weighting:	4	63	40
Exam	1	24	60
Total:	5	87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;

- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
2.2. To be able to initiate new activities and to use opportunities responsibly	LO1: To familiarise with various factors' impact on tourism, tourism resources of world regions and tourism development opportunities.	Lectures Tutorials	Colloquium Written test
5.1. To assess tourism and hotel business environment	LO2: To cultivate skills of selection, analysis and evaluation of geographical, cultural and cartographic information, and its application to travel organization.	Lectures Tutorials	Colloquium Written test
7.1. To know and follow the principles of sustainable activity in creating tourism products and services	LO3: To develop skills of analysis and evaluation of tourism objects, regions and tourism territorial systems, and their application to travel organisation.	Lectures Tutorials	Colloquium Written test

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good)	<i>No less than 80% of subject learning outcomes achieved</i>

	Better than average knowledge and competences		
	7 (average)	average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory)	Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak)	Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Professional Foreign Language 2 (English, German Spanish)

Table 1

1. Subject title in Lithuanian and English:	Professional Foreign Language II (English, German, Spanish)
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 0 h lectures, 48 h seminars, 87 h self-directed study
9. Methods of Assessment:	Credit
10. Learning Outcomes:	<p>LO 1.1.1 To identify national and international priority areas of the service sector.</p> <p>1.1.1.1 To know tourism attractions in Lithuania and foreign countries and to be able to present them.</p> <p>LO 1.1.2 To represent the national hospitality service sector duly and to evaluate international cooperation adequately.</p> <p>1.1.2.1 To be able to provide information and proposals to foreign customers in a proper manner.</p> <p>1.1.2.2 To be able to ensure fluent and ethical cooperation with foreign representatives.</p> <p>LO 1.3.1 To be able to communicate with foreign partners using a professional foreign language.</p> <p>1.3.1.1 To select and use relevant professional terms in specific situations.</p> <p>LO 1.3.2 To be able to organise international professional activity in a foreign language.</p> <p>1.3.2.1 To organise international conferences, presentations, negotiations, meetings, etc.</p> <p>1.3.2.2 To prepare and administrate correspondence and documents in a foreign language.</p> <p>LO 3.1.1 To be able to collect, analyse and apply the most relevant professional information in a foreign language.</p> <p>LO 3.1.2 To be able to manage change in a professional area.</p>

	<p>LO 8.3.1 To know and apply ways of sustainable and effective business communication.</p> <p>8.3.1.1 To understand the significance of cultural differences for communication.</p> <p>8.3.1.2 To be able to manage conflict situations in international communication.</p> <p>LO 8.3.2 To be able to conduct effective negotiations with international business partners.</p>
11. Short subject description:	Foreign language studies offered to students of Tourism and Hotel Management are designed to teach them to communicate using a foreign language in a professional activity, to use special professional terms in a foreign language, to familiarise with cultural differences and their role in international communication and to apply them in a professional activity.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Hotel reservation	
	25. Booking by phone.
	26. E-reservation.
	27. Handing over of messages.
	28. Conference booking.
Travel agencies	
	29. Travel agencies.
	30. Giving information by phone.
	31. Reservations by phone.
	32. Educational travels.
	33. Answering inquiries.
Tour operators	
	34. Tour operators.
	35. Tour packages.
	36. Resolving complaints in writing.
	37. Types of holidays.
	38. Written complaints. Answers to written complaints.
Advertising in tourism. Catalogues, pamphlets.	
	39. Advertising in the tourism sector.
	40. Language used in pamphlets and its specificity.
	41. Advertising catalogues.
	42. TV and online advertising for tourism.
	43. Other forms of tourism advertising.
Excursions	
	44. Excursions. Types of excursions.
	45. Places to visit.

	46. Guides and their activity.
	47. Exhibitions.
	48. Recommendations.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	2	40	30
Presentation (speech, presentation)	1	20	10
Weighting:			40
Credit		27	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.1. To understand and foster personal identity	LO 1.1.1 To identify national and international	Explanation	Written test

and to appreciate the importance of multicultural diversity in the professional field	priority areas of the service sector.	Group work Self-directed study Discussions Case study Demonstration	Presentation (presentation) Credit
	LO 1.1.2 To represent the national hospitality service sector duly and to evaluate international cooperation adequately.		
1.3. To be able to communicate and cooperate effectively in a multicultural environment	LO 1.3.1 To be able to communicate with foreign partners using a professional foreign language.	Self-directed study Explanation Case study Group work	Written test Presentation (presentation) Credit
	LO 1.3.2 To be able to organise international professional activity in a foreign language.	Use of students' personal experience	
3.1. To be able to analyse, assess and develop oneself in a changing environment	LO 3.1.1 To be able to collect, analyse and apply the most relevant professional information in a foreign language.	Explanation Group work Self-directed study Discussions	Written test Presentation (presentation) Credit
	LO 3.1.2 To be able to manage change in a professional area.	Case study Demonstration	
8.3. To apply business communication and business negotiation tactics	LO 8.3.1 To know and apply ways of sustainable and effective business communication.	Self-directed study Explanation Case study	Written test Presentation (presentation) Credit
	LO 8.3.2 To be able to conduct effective negotiations with international business partners.	Group work Use of students' personal experience	

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
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Pass	10 (excellent) Excellent, exclusive knowledge and competences		<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Hotel Management

Table 1

1. Subject title in Lithuanian and English:	<u>Viešbučių vadyba</u> Hotel Operations Management
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Subject of specialisation
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 32 h seminars, 98 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcomes:</p> <p>LO 1: To be able to initiate new activities in the hotel business. 1.1. To describe new activities in the hotel business.</p> <p>LO 2: To evaluate the business environment of lodging companies and apply international standards. 2.1. To define the business environment of hotels. 2.2. To be able to use data about lodging companies from the Lithuanian Department of Statistics. 2.3. To familiarise with international hotel business standards and apply them in the local market.</p> <p>LO 3: To be aware of the peculiarities of the creation of new products in the hotel business. 3.1. To be aware of the peculiarities of the creation of new products of hotels. 3.2. To be able to create new products of hotels.</p> <p>LO 4: To organize lodging companies' activities. 4.1. To be able to organise hotel activities. 4.2. To be able to organise the activities of various hotel departments.</p> <p>LO 5: To adjust lodging companies' activities to the constantly changing environment. 5.1. To be able to assess the situation in the hotel market. 5.2. To know the ways of how to adjust the activity of a hotel to the existing situation on the market.</p> <p>LO 6: To master negotiation tactics for the hotel business. 6.1. To know how to sell hotel services. 6.2. To be able to ascertain customer needs and offer the best hotel product.</p>

	LO 7: To gain proficiency in cultural differences of guests staying at a hotel. 7.1. To be able to communicate with hotel's guests from different cultures. 7.2. To be able to tolerate cultural differences of hotel's guests.
11. Short subject description:	While studying Hotel and Lodging General Management, students will learn about the main international and Lithuanian trends in hotel management, hotel operations and procedures, hotel departments and management systems popular in the world, types of hotel classification and hotel organization as a complex of different services. Students will gain practical skills related to different hotel departments' operations management and daily performance, sales, revenue management and market development.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Hospitality	1. Introduction, goals, expectations
2. Lodging industry characteristics	2. Sort Vilnius hotels by location, size, quality
3. Hotel chains and business affiliations	3. Visit to hotels
4. Hotel organizational structures	4. Hotel chains presentations, individual assignment
5. The Hotel General Manager	5. Presentations on Dept. of Statistics, individual assignment
6. Front office	6. Audio (taking Reservations), discussion
7. Housekeeping	7. Audio (Housekeeping requirements for quality and safety), discussion
8. Security. Engineering Department	8. Video on engineering requirements, discussion
9. Food & Beverage Department	9. World's restaurants. Power Point presentation
10. Sales & Marketing Department	10. USP, group assignments
11. Revenue Management	11. Revenue management assignment
12. Financial Department	12. Budgeting, discussion
13. Human Resources Department	13. Career perspectives, discussion

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequenc y of assessme nt	Estimated hours of study for the	Weighting in the final mark

		assessment in the program	
Presentation (report, speech, presentation)			
Task No. 1	1	37	10
Task No. 2	1	37	10
Weighting:		74	20
Exam	1	24	80
Total:		98	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.2. To understand the interaction of local and international trends and developments and to be able to apply international standards and practices in the professional field	LO 2: To evaluate the business environment of lodging companies and apply international standards.	Lecture	Exam
1.3. To be able to communicate and cooperate effectively in	LO 7: To gain proficiency in cultural	Lecture	Exam

a multicultural environment	differences of guests staying at a hotel.		
2.2. To be able to initiate new activities and to use opportunities responsibly	LO 1: To be able to initiate new activities in the hotel business.	Group task	Presentation
5.3. To create new services and products of tourism companies and hotels	LO 3: To be aware of the peculiarities of the creation of new products in the hotel business.	Group task	Presentation
5.2. To organize and develop the activity of tourism companies and hotels	LO 4: To organize lodging companies' activities.	Lectures, self-directed work	Exam
7.3. To adapt professional activity to constantly changing environment	LO 5: To adjust lodging companies' activities to the constantly changing environment.	Lecture	Exam
8.3. To apply business communication and business negotiation tactics	LO 6: To master negotiation tactics for the hotel business.	Lectures, self-directed work	Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good)	<i>No less than 80% of subject learning outcomes achieved</i>

	Better than average knowledge and competences		
	7 (average)	average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory)	Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak)	Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Food And Beverage Management

Table 1

1. Subject title in Lithuanian and English:	Maitinimo organizavimo vadyba Food and Beverage Management
2. Subject code:	
3. Application:	
4. Subject cluster and specialisation:	Subject of specialization
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 71 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO 1: To know and develop catering, conference sales and special services of F&B department in a hotel and other sub-departments such as restaurants and bars.</p> <p>LO 2: To be able to manage the area of F&B: cost and sales, cost reduction methods, fixed and variable costs, monetary and non-monetary terms.</p> <p>LO 3: To be able to assume responsibility for purchasing, receiving and storing food and beverages.</p> <p>LO 4: To be able to establish standards and standard procedures in food production and food sales control.</p> <p>LO 5: To be able to establish standards and standard procedures in beverages production and beverages sales control.</p> <p>LO 6: To be able to manage the restaurant table setting, the styles, the etiquette and the international protocol.</p> <p>LO 7: To be able to manage, coordinate and establish standards and give assignments of duties to the staff.</p> <p>LO 8: To be able to manage and teach the sommelier service and to know how to teach the corrective actions on protocol.</p>
11. Short subject description:	This subject is designed specifically for the implementation of knowledge and for developing skills that are needed to succeed in selling or in providing services in the area of F&B in a hotel or in a private company. Students will learn how to manage the F&B department and know the importance of sales percentage increase in the hotel industry or in a private business such as a big hotel chain.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. F&B department in a hotel: Restaurants and bars Catering Congress: Development and management Databases and logistics Special services	<ul style="list-style-type: none"> • Interdepartmental coordination • Conference sales • Congress planning and organization • Post-event management
2. Management and processes in the area of F&B: Concepts of cost and sales	<ul style="list-style-type: none"> • Cost reduction methods • Fixed and variable costs • Monetary terms • Non-monetary terms
3. Food purchasing, receiving and storing control: Responsibility for purchasing Perishable and non-perishable food	<ul style="list-style-type: none"> • Establishing quality standards • Food receiving control • Storing control
4. Food production and sales control: Objectives of sales control Optimizing the number of customers Maximizing profit	<ul style="list-style-type: none"> • Establishing standards and standard procedures • Standard portion sizes • Standard recipes • Standard portion cost
5. Beverages: production, purchasing and sales control. Objectives of beverages control Controlling revenue	<ul style="list-style-type: none"> • Beverage purchasing control • Beverage types • Establishing standards
6. Table service, setting, etiquette and protocol: General guidelines for table settings Principles of F&B service Plan Styles of service How to behave in difficult situations	<ul style="list-style-type: none"> • Formal and informal table settings • Tablecloths • Napkins • Basic etiquette for restaurant staff • Preparation for service • Willingness to serve • Beverage service
7. Staff management: Definition and purpose of training Training programs Assignment of duties Variable and fixed cost staff	<ul style="list-style-type: none"> • Training manuals • Staff scheduling • Tips distribution • Discipline • Recruiting • Direct and indirect check over • Taking corrective actions
8. The sommelier	<ul style="list-style-type: none"> • Decanting: indispensable steps • How to decant a wine. • Decant or not to decant? • Wine and food matching (<i>Maridaje</i>)

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Frontal interview	1	46	30
Presentation	1	12	5
Written work	3	5	5
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
2.2. To be able to initiate new activities and to use opportunities responsibly	LO 1: To know and develop catering, conference sales and special services of F&B department in a hotel and other sub-departments such as restaurants and bars.	Lectures	Frontal interview

4.1. To get familiar with ICT innovations in business	LO 2: To be able to manage the area of F&B: cost and sales, cost reduction methods, fixed and variable costs, monetary and non-monetary terms.	Lectures, tutorials	Written work
5.2. To organize and develop the activity of tourism companies and hotels	LO 3: To be able to assume responsibility for purchasing, receiving and storing food and beverages. LO 7: To be able to manage, coordinate and establish standards and give assignments of duties to the staff.	Lectures, tutorials, case analysis	Frontal interview
5.3. To create new services and products of tourism companies and hotels	LO 4: To be able to establish standards and standard procedures in food production and food sales control.	Case analysis, tutorials	Presentation
6.1. To perceive the management and planning of tourism, hotel and recreation product and services	LO 5: To be able to establish standards and standard procedures in beverages production and beverages sales control. LO 8: To be able to manage and teach the sommelier service and to know how to teach the corrective actions on protocol.	Lectures, tutorials	Written work
7.2. To implement the principles of sustainable activity in creating products and developing activity	LO 6: To be able to manage the restaurant table setting, the styles, the etiquette and the international protocol.	Lectures, tutorials, case analysis	Written work

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence		Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences		<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) Average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Hotel Administration Systems

Table 1

1. Subject title in Lithuanian and English:	Viešbučių administravimo sistemos Hotel Administration Systems
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Subject of specialisation
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 0 h lectures, 64 h seminars, 96 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcome LO 1: To identify the peculiarities of the operation of hotel management systems.</p> <p>1.1. To determine the significance and place of hotel management systems in hotel activities.</p> <p>1.2. To evaluate the importance of hotel management systems for hotel business development.</p> <p>1.3. To analyse the adaptability of hotel management systems.</p> <p>LO 2: To evaluate the principles of the operation of hotel management systems.</p> <p>2.1. To analyse the tools of adaptability of hotel management systems.</p> <p>2.2. To identify basic principles of the operation of hotel management systems.</p> <p>2.3. To ground adaptability strategies for hotel management systems.</p> <p>2.4. To comprehend the role of personnel, as an element of the mix of hotel management systems, in the service sector.</p> <p>LO 3: To assess and model opportunities for hotel management systems in the lodging industry.</p>

	<p>3.1. To analyse the process of adaptability of hotel management systems in lodging companies' activities.</p> <p>3.2. To formulate assessment criteria for programmes.</p> <p>3.3. To develop operation strategies for hotel management systems and evaluate their benefit for lodging companies' activities.</p>
11. Short subject description:	<p>The subject will provide knowledge and skills that will enable students to describe the functions and the potential of hotel management systems. Students will be able to apply information technologies and collect the most recent information on the issues of reservation systems development. In addition, they will know the basic sales principles of reservation systems services and analyse and apply management methods and models. Moreover, learners will gain proficiency in tourism, recreation and lodging products management and apply the principles of tourism and tourism product planning and management.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
	1. Principles of work with Fidelio programme. Toolbars and the meanings of keys.
	2. Hotel customer service. Individual reservations.
	3. Creating a reservation.
	4. Editing and entering additional information to a reservation.
	5. Room assignment.
	6. Rooming the guests.
	7. Company guests.
	8. Travel agency guests.
	9. One-time guests.
	10. On-line reservations.
	11. Services and ways of payments.
	12. Hotel guest check-out settlement.
	13. Business codes.
	14. Customer categories.
	15. Accounts.
	16. Information reports.
	17. Night audit.
	18. Group reservations.
	19. Entering a guest list.
	20. Reservations of conferences.
	21. Reservations of meals.

	22. Rooms out of order and out of service
	23. Confirmation forms.
	24. Programme administration.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	1	25	10
Case study	1	12	10
Project	1	35	20
Weighting:		72	40
Exam	1	24	60
Total:		96	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
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4.1. To get familiar with ICT innovations in business	LO 1: To identify the peculiarities of the operation of hotel management systems.	Discussion, demonstration of information sources.	Case study
4.2. To apply ICT tools in professional activity	LO 2: To evaluate the principles of the operation of hotel management systems.	Lecture, demonstration, analysis of examples, group-work tasks.	Written test
6.3. To apply the principles of marketing and selling the products and services	LO 3: To assess and model opportunities for hotel management systems in the lodging industry.	Tutorials, self-directed work.	Project

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences	<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>

	5 (weak)	Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Service Management

Table 1

1. Subject title in Lithuanian and English:	Paslaugų vadyba Service Management
2. Subject code:	466
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 5 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcome (LO):</p> <p>LO1: To know the most important characteristics of the service sector activity.</p> <p>1.1. To analyse features specific to service organisations working in the hospitality industry.</p> <p>1.2. To evaluate peculiarities and conditions of activity of service organisations working in the hospitality business and the factors affecting their activity.</p> <p>1.3. To understand the specificity of the service market, the business environment and business development opportunities in the local and foreign markets.</p> <p>LO 2: To be able to evaluate the quality of services rendered by hospitality organisations.</p> <p>2.1. To analyse quantitative and qualitative peculiarities of performance of hospitality services.</p> <p>2.2. To identify the specificity of hospitality services and their main differences compared to the manufacturing sector.</p> <p>2.3. To evaluate the components of functional, technical and image quality.</p> <p>2.4. To comprehend the significance of the interaction between the service provider and the service user in satisfying demand for the highest quality.</p> <p>2.5. To ground basic principles and strategies of the activity of services.</p> <p>LO 3: To be able to adopt decisions when evaluating the existing services and creating new competitive services.</p> <p>3.1. To analyse the supply of, and demand for, services rendered.</p> <p>3.2. To design packages of provided services to meet customer needs and expectations.</p>

	3.3. To create packages of new services corresponding to consumers' and the market's needs and expectations.
11. Short subject description:	<p>Understanding of processes occurring in a rapidly growing service market is particularly relevant for comprehending contemporary business processes. The programme on service management in the hospitality business will help students studying Tourism and Hotel Management to grasp the fundamental principles of the service market mechanism. Students will be able to analyse and manage the interaction between the service provider and the customer. Moreover, they will be able to make decisions when assessing the existing services and creating new competitive services.</p> <p>Learners will also understand the specificity of the service market, the business environment and business development opportunities in the local and foreign markets.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Nature of services; impact on management decisions.	1. Growth trends in the service sector. Qualitative and quantitative measurement of services development. Changes in structures of the economy and trends in their rise. Main differences between a service and a good.
2. Interaction between the service provider and the customer in a service organisation.	2. Chain of services. Internal and external customers. Management of customer satisfaction with a service. Value of services and customer loyalty. Customer behaviour.
3. Variety of customers; its impact on an organisation's performance.	3. Goals and objectives of a service organisation's personnel. Personnel selection and training. Evaluation of the quality of employee performance. Employee motivation.
4. Specificity of personnel activity in a service organisation.	4. Customer service standards, their importance and influence on a company's final performance results. Customer needs and expectations. Overall quality management and its practical application.
5. Personnel selection and training for front office.	5. Importance of external communications and public relations for a service company. Image planning, organisation, control and management.
6. Service quality and its management.	6. Development opportunities for the service market. Forming of new service packages. Establishment of new subdivisions and development.
7. Demand and supply management in services.	7. Types of selling: direct, passive and negotiation-based selling. Situation-driven application of selling methods.

8. Methods for analysing service marketing opportunities.	
9. Service marketing.	
10. Image management in a service company.	
11. External communications and public relations for a service company.	
12. Strategies for the development of service companies.	
13. Advantages and effects of franchising.	
14. Service selling.	
15. Service purchasing.	
16. The service market in the conditions of globalisation.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	1	20	20
Written paper (report, overviews, review)	1	43	20
Weighting:		63	40
Credit			60
Exam		24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
2.2. To be able to initiate new activities and to use opportunities responsibly	LO 3: To be able to adopt decisions when evaluating the existing services and creating new competitive services.	Presentation and explanation of theoretical material; group work; self-directed work; discussions; case study	Written paper
2.3. To be able to evaluate and manage change and related risks	LO 2: To be able to evaluate the quality of services rendered by hospitality organisations.	Presentation and explanation of theoretical material; group work; self-directed work; discussions; case study	Written test
6.2. To analyse and apply management methods and models	LO1: To know the most important characteristics of the service sector activity.	Presentation and explanation of theoretical material; case study; group work; use of students' personal experience	Written paper
6.3. To apply the principles of marketing and selling the products and services	LO 3: To be able to adopt decisions when evaluating the existing services and creating new competitive services.	Theoretical explanation; case study; group work;	Test
7.3. To adapt professional activity to constantly changing environment	LO 2: To be able to evaluate the quality of services rendered by hospitality organisations.	Presentation and explanation of theoretical material; group work; self-directed work; discussions; case study	Test

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence		Level of achievement of subject learning outcomes
Pass	10 (excellent)	Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good)	Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good)	Better than average knowledge and competences	<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average)	average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory)	Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak)	Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Service Marketing And Sales

Table 1

1. Subject title in Lithuanian and English:	Paslaugų rinkodara Service Marketing and Sales
2. Subject code:	340
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 5 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcome (LO) 1: To identify the peculiarities of service sector activity.</p> <p>1.1. To determine the role and place of the service sector in the economy.</p> <p>1.2. To evaluate the growth of the service sector in the European Union and Lithuania.</p> <p>1.3. To analyse development trends in the service market.</p> <p>LO 2: To evaluate the extended service marketing mix.</p> <p>2.1. To analyse the elements of the service marketing mix and select instruments.</p> <p>2.2. To identify the peculiarities of services and the basic differences between product marketing and service marketing.</p> <p>2.3. To ground a service pricing policy and pricing strategies.</p> <p>2.4. To formulate an IMC strategy for service marketing.</p> <p>2.5. To understand the importance of employees, as an element of the marketing mix, in the service business.</p> <p>LO 3: To assess and model the behaviour of service users.</p>

	<p>3.1. To analyse the process of customers' decision-making in the service sector.</p> <p>3.2. To formulate assessment criteria for consumers' habits and motives for buying or refusing to buy a service.</p> <p>3.3. To create customer relationship strategies and evaluate the benefit of consumer retention.</p>
11. Short subject description:	The subject is designed to impart knowledge and develop skills needed for successful selling or rendering of various types of services. Students will analyse the characteristics and peculiarities of service marketing and their impact on selecting a proper service marketing strategy for different services.

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Introduction to services: definitions of goods, products and services. Unique characteristics of services.	1. Overview of the service industry's sectors: finance, banking, transportation, trade, media, entertainment, business services, tourism, lodging, education, medicine, insurance services.
2. Supply of services; models of supply; concept of the service product; service grouping and product variety; products of tourism services.	2. Service sectors' contribution to and role in the Lithuanian and EU economies.
3. Elements of the marketing mix for services. Main differences between the product and the service.	3. Variety of supply of service products and decisions regarding their selection in a service company. The rise and growth of e-services. Profit seeking and non-profit service sectors.
4. Quality of services, models, assessment criteria.	2. Service selection decisions, their analysis and evaluation. The importance of service quality for an organisation, methods for quality determination and measurement, limitations of their use.
5. Consumer in the process of service rendering.	3. Factors affecting the purchase of a service, determination and measurement of their impact on the service business.
6. Selection of the target market for a service company.	Actions and decisions of a service company in selecting segments of the target market, characteristics and application of their selection, composition of a portfolio of market segments. Analysis of examples of market segmentation for a tourism product.
7. Process of service rendering.	

8. Service rendering: place, channels, accessibility.	4. Peculiarities of the process of service rendering, its relation with other elements (quality, customer), analysis of examples. Channels of service marketing, their selection's impact on an organisation.
9. Physical environment of service rendering.	5. Perception of value. Discussion of demand and price sensitivity. Peculiarities of the IMC mix and the stages of customer buying behaviour (pre-purchase stage, consumption, post-purchase stage).
10. Service pricing policy.	
11. Service company's communications	
12. Relationship marketing and its impact on the performance of a service company	6. Disadvantages of consumer relationship management. What is the significance of relationship marketing for an organisation and what may be its benefit to the business?
13. Planning of relationship marketing	7. Essence of planning, projection of the process of service rendering. Discussion of service strategies and their alternatives. Evaluation of service company's growth opportunities in the global context.
14. Strategy of a service company	
15. Development of a service company	
16. Benefit building in the process of service rendering; retention of loyal customers.	8. Customer retention programmes: customer loyalty programmes, guaranties. Analysis of examples of their application.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written paper (report)	1	12	5
Presentation	1	5	5
Case study	2	46	30
Weighting:		63	40
Exam	1	24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
5.3. To create new services and products of tourism companies and hotels	LO 1: To identify the peculiarities of service sector activity.	Discussion Search and analysis of information sources	Exam
6.1. To perceive the management and planning of tourism, hotel and recreation product and services	LO 2: To evaluate the extended service marketing mix.	Discussion Case study	Written paper
6.3. To apply the principles of marketing and selling the products and services	LO 2: To evaluate the extended service marketing mix.	Discussion Report Presentation	Written paper
7.1. To know and follow the principles of sustainable activity in creating tourism products and services	LO 3: To assess and model the behaviour of service users.	Discussion	Exam

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent)	<i>All subject learning outcomes achieved</i>

	Excellent, exclusive knowledge and competences		
	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Lean

SPRING SEMESTER

Basics Of Hospitality

Table 1

1. Subject title in Lithuanian and English:	Svetingumo pagrindai Basics of Hospitality
2. Subject code:	
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO 1. To know legal acts regulating the activity of hospitality companies.</p> <p>1.1. To know service providers in the hospitality industry and their services.</p> <p>1.2. To be aware of the role of the hospitality industry in the international and national business sectors.</p> <p>1.3. To comprehend ethical values' impact on hospitality.</p> <p>1.4. To be aware of career opportunities in the hospitality business.</p> <p>1.5. To use basic concepts of tourism and hospitality in a proper manner.</p> <p>LO 2. To understand the process of hospitality services development, the business environment's impact, international service standards and their application.</p> <p>2.1. To define types of environments of service provision and their impact on the process of service rendering.</p> <p>2.2. To know hospitality services standards and be able to apply them.</p> <p>2.3. To familiarise with key international and national organisations, associations, networks and other business structures.</p>

	<p>2.4. To understand the impact of modern information technologies and innovations on the hospitality business.</p> <p>LO 3. To know the principles of hospitality management.</p> <p>3.1. To determine the forms and features of business organisation and management of individual entities rendering hospitality services.</p> <p>3.2. To determine the importance of companies' structure.</p> <p>3.3. To perceive the significance of personnel and advanced management principles applied in Lithuanian and global companies.</p> <p>LO 4. To know the characteristics and structure of services, the processes of service creation, service selling and marketing organisation.</p> <p>4.1. To be able to understand the processes of service creation and service selling.</p> <p>4.3. To get acquainted with the peculiarities of customer interaction.</p> <p>4.4. To analyse the main marketing techniques applied in hospitality-related areas.</p>
11. Short subject description:	<p>The subject on the Basics of Hospitality is designed to familiarise students with the main hospitality services, legal documents regulating these services, ways of service rendering, peculiarities of customer interaction and the environment of service provision. During studies, students get acquainted with business organisation and management forms, plus the features and principles of business entities and individual hospitality service providers.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
1. Hospitality industry overview.	
2. Nature of services and their features.	
3. Classification of lodging companies.	1. Peculiarities of work organisation in casino hotels.
4. Hotel operations and work organisation.	2. Inspection of hotels.
5. Types of catering companies.	3. Principles of menu composition.
6. Restaurant operations and work organisation.	

7. Other hospitality services: recreational, entertainment and club services.	4. Analysis of activity of recreational services, theme parks, clubs and cruises.
8. Floating hotels – cruise industry overview.	
9. Management forms for hospitality companies.	5. Analysis of Lithuania-based franchise companies.
10. Franchise business.	
11. Organisation of business events.	6. Analysis of the activity of a business event organiser.
12. Management of hospitality companies.	7. Effective management.
13. Human resources in hospitality.	8. Careers in the hospitality business.
14. Marketing of hospitality services.	
15. Informational technologies in the hospitality business.	
16. Ethnic culture in the hospitality industry.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Presentation (report, speech, presentation)	1	10	10
Written paper (report, overviews, review)	2	20	20
Case study	1	10	10
Weighting:			40
Exam			60
Total:			100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;

- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.2. To understand the interaction of local and international trends and developments and to be able to apply international standards and practices in the professional field	LO 2. To understand the process of hospitality services development, the business environment's impact, international service standards and their application.	Narration with video demonstrations. Discussions.	Presentation (report)
5.1. To assess tourism and hotel business environment	LO 2. To understand the process of hospitality services development, the business environment's impact, international service standards and their application.	Narration with video demonstrations. Discussions.	Presentation (report)
5.3. To create new services and products of tourism companies and hotels	LO 4. To know the characteristics and structure of services, the processes of service creation, service selling and marketing organisation.	Role plays. Case studies.	
6.2. To analyse and apply management methods and models	LO 3. To know the principles of hospitality management.	Discussions. Situation modelling.	Case study
8.1. To know and apply national and international laws and legal acts	LO 1. To know legal acts regulating the activity of hospitality companies.	Narration with video demonstrations. Discussions.	Written paper (report)

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence		Level of achievement of subject learning outcomes
Pass	10 (excellent)	Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good)	Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good)	Better than average knowledge and competences	<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average)	Average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory)	Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak)	Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Economics Applied To Tourism

Table 1

1. Subject title in Lithuanian and English:	Taikomoji turizmo ekonomika Applied Tourism Economics
2. Subject code:	57
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 2 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO 1: To be able to understand the fundamental economic principles and to apply economic analysis when adopting management, marketing, finance and political decisions in the tourism industry.</p> <p>1.1. To be aware of the economic problem and the opportunity cost.</p> <p>1.2. To understand consumer behaviour; to understand consumer behaviour and demand in the tourism sector.</p> <p>1.3. To be aware of the concept of a production function and the production cost; to know tourism supply: the function of services and the services cost; to know market structure models of tourism services.</p> <p>1.4. To understand labour demand and supply in the tourism sector.</p> <p>1.5. To know economic sectors and business cycles.</p> <p>LO 2: To be able to understand the market economy and one's place in it, opportunities, problems and solutions.</p> <p>2.1. To know models of market structures and the structure of companies in the tourism market.</p> <p>2.2. To understand demand and supply; market equilibrium; tourism demand and supply and factors affecting them; forecast for tourism demand and supply.</p>

	<p>2.3. To understand the elasticity of demand and supply in the tourism sector and the factors influencing it.</p> <p>LO 3: To be able to analyse macroeconomic indicators impacting the tourism sector and evaluate changes in the environment of tourism service companies.</p> <p>3.1. To be aware of gross national product and tourism's contribution to GDP.</p> <p>3.2. To familiarise with unemployment, its forms and unemployment-related indicators.</p> <p>3.3. To familiarise with money supply and demand; the banking system and its impact on tourism's performance results.</p> <p>3.4. To familiarise with inflation and stabilisation policy determining the development of the tourism sector.</p> <p>LO 4: To be able to evaluate opportunities for tourism business creation in different competitive environments.</p> <p>4.1. To be aware of aggregate demand and supply; forecasts for the development of tourism industries.</p> <p>4.2. To know regulations of international economic relations and trade and their impact on the country's tourism.</p> <p>4.3. To familiarise with prospects for Lithuanian economic growth and forecasts for the development of the tourism sector.</p> <p>LO 5: To be able to understand the course of state and international fiscal policy and apply them in the tourism sector.</p> <p>5.1. To understand state budget revenue and expenditure policy.</p>
11. Short subject description:	<p>The subject's part on microeconomics analyses the role of market agents in the market economy, the factors affecting the demand and supply of a market economy product, the factors shaping the behaviour of the consumer and the producer, the theory of the production cost, profit formation in different types of markets and the basics of the welfare economy.</p> <p>The part on macroeconomics analyses the main macroeconomic indicators that have an impact on tourism industries. It introduces students to aggregate demand and supply and tourism's place therein, monetary and fiscal policies influencing the forecasts for tourism services, indicators of unemployment and inflation, which affect the tourism sector. The subject also analyses economic growth and tourism's role in it, the impact of international economic relations on the tourism sector.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Microeconomics and its application in the tourism industry.	
1. The economic problem and the opportunity cost.	
2. Models of market structures.	
3. Demand and supply. Market equilibrium.	1. Tourism demand and supply and factors affecting them. Forecast for tourism demand and supply.
4. Elasticity of demand and supply, factors influencing it.	2. Elasticity of demand and supply in the tourism sector and its evaluation.
5. Consumer behaviour.	3. Consumer behaviour and demand in the tourism sector.
6. Production function and the production cost.	4. Tourism supply: the function of services and the services cost. Market structure models of tourism services.
7. Labour demand and supply.	
Macroeconomics and its application in the tourism industry.	
8. Economic sectors and business cycles.	5. Tourism services' contribution to and impact on the composition of gross national product.
9. Gross national product.	
10. Aggregate demand and supply.	6. Impact of investments in the tourism sector on a country's economic growth. Investment multiplier.
11. State budget revenue and expenditure policy.	7. State's role in the tourism sector: tax and budget policy, tourism sector planning.
12. Money supply and demand. Banking system.	8. Estimation of unemployment and inflation indicators and their impact on tourism development prospects.
13. Unemployment, its forms, unemployment-related indicators	
14. Inflation. Stabilisation policy.	
15. Regulation of international economic relations and trade.	
16. Prospects for Lithuanian economic growth and forecasts for the development of the tourism sector.	

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of	Estimated hours of study	Weighting in the final mark
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	assessment	for the assessment in the program	
Frontal and individual verbal questioning, colloquium	8	23	5
Written test	2	30	25
Written test (in Moodle system)	16	10	10
Weighting:			40
Exam		24	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.2. To understand the interaction of local and international trends and developments and to be able to apply international standards and practices in the professional field	LO 1: To be able to understand the fundamental economic principles and to apply economic analysis when adopting management, marketing, finance and political decisions in the tourism industry.	Problem-based lecture, Visualisations, Concept mapping, brainstorming; Case study	Frontal and individual verbal questioning, Written test

2.3. To be able to evaluate and manage change and related risks	LO 2: To be able to understand the market economy and one's place in it, opportunities, problems and solutions.	Problem-based lecture, Visualisations, Concept mapping, brainstorming; Case study	Frontal and individual verbal questioning, Written test
5.1. To assess tourism and hotel business environment	LO 3: To be able to analyse macroeconomic indicators impacting the tourism sector and evaluate changes in the environment of tourism service companies.	Problem-based lecture, Visualisations, Concept mapping, brainstorming; Case study	Frontal and individual verbal questioning, Written test
6.1. To perceive the management and planning of tourism, hotel and recreation product and services	LO 4: To be able to evaluate opportunities for tourism business creation in different competitive environments.	Problem-based lecture, Visualisations, Concept mapping, brainstorming; Case study	Frontal and individual verbal questioning, Written test
8.1. To know and apply national and international laws and legal acts	LO 5: To be able to understand the course of state and international fiscal policy and apply them in the tourism sector.	Problem-based lecture, Visualisations, Concept mapping, brainstorming; Case study	Frontal and individual verbal questioning, Written test

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>

	9 (very good) Substantial knowledge and competences		<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) Average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>
	3		
	2		
	1		

Accounting And Taxes

Table 1

1. Subject title in Lithuanian and English:	Apskaita ir mokesčiai turizmo ir viešbučių versle / Accounting and Taxes in Tourism and Hotel Business
2. Subject code:	485
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 3 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 32 h lectures, 16 h seminars, 87 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning Outcome (LO) 1: To draw up financial and tax statements:</p> <p>1.1. To make the profit and loss statement and the balance sheet;</p> <p>1.2. To understand basic principles of the drawing up of cash flow statements and the statement of changes in equity;</p> <p>1.3. To gain basic knowledge of tax calculation.</p> <p>LO 2: To understand the procedure for income and expense recognition in accounting, the essence of financial reports, their composition and basic principles of their making according to Business Accounting Standards:</p> <p>2.1. To familiarise with the basics of income and expense recognition in accounting;</p> <p>2.2. To understand the principles of conclusion of financial statements.</p> <p>LO 3: To understand the basics of bookkeeping organisation. To prepare primary accounting documents and control the official registration of economic operations using legally valid documents:</p> <p>3.1. To evaluate the role of accounting information in the management system of entities and organisations, to familiarise with the essence and basics of accounting;</p> <p>3.2. To understand general accounting principles and requirements; to know how to apply them in practice;</p> <p>3.3. To comprehend the essence of entities' assets, equity and liabilities;</p> <p>3.4. To gather, identify, organise and process accounting information and to provide it to consumers.</p>

	<p>LO 4: To apply legal acts regulating the calculation of major taxes and the drawing up of financial and tax statements:</p> <p>4.1. To apply income and expense recognition in accounting;</p> <p>4.2. To apply legal acts when making financial and tax statements and calculating major taxes.</p>
11. Short subject description:	<p>The course on Accounting and Taxes is designed to familiarise students with the role of accounting information in the corporate management system <i>and</i> the essence and basics of accounting; to help learners assimilate the guiding principles of accounting, comprehend the essence of assets and equity and assimilate the rules of double entry in accounting; to familiarise future specialists with the basics of income and expense recognition in accounting; to facilitate their understanding of the basics of the making of financial statements and help acquire basic knowledge of tax calculation. Comprehending all of the above-mentioned aspects, learners will be able to prepare solutions to economic and commercial activity management in a more proficient manner, as well as to provide a more solid grounding for these solutions on bookkeeping and tax information and analytical data.</p>

12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Topic 1. Process of accounting information formation.	Topic 1. Accounting information and its role in the management system. The essence of bookkeeping, objectives, consumers and their needs. Types of accounting and their essential characteristics. General accounting principles. Regulation of bookkeeping.
Topic 2. Economic processes in financial accounting and reporting.	Topic 2. The essence of assets, equity and liabilities. Recording of economic transactions and their impact on the equality of the accounting equation. Composition of financial reports of an entity: essential characteristics of basic financial statements and their making.
Topic 3. Recording of changes in the financial status in accounting.	Topic 3. Double entry and ordinary accounting systems. Bookkeeping statements and their structure. The rule of statement correspondence. Plan of statements. Consistency in accounting process.

Topic 4. Accounting of long-term assets	Topic 4. Accounting of registration and acquisition of long-term assets. Accounting of depreciation (amortisation) of long-term assets. Accounting of use and repair of long-term fixed assets.
Topic 5. Short-term assets and their accounting.	Topic 5. Inventory valuation and accounting methods. <u>Accounting of advance payments.</u> <u>Accounting of receivables and short-term financial assets.</u> Cash accounting.
Topic 6. Accounting of equity and liabilities.	Topic 6. Equity accounting. Accounting of entity's long- and short-term liabilities. <u>Accounting of entity's tax obligations.</u>
Topic 7. Accounting of payroll and related deductions.	Topic 7. Payroll calculation. Calculation of average salary. Granting of annual leave and calculation of pay for annual leave. Calculation of the sickness allowance and other social insurance benefits. Payroll deductions.
Topic 8. Income and expense accounting.	Topic 8. Income and expense accounting.
Topic 9. Accounting of company performance outcomes. Financial reports.	Topic 9. Basic requirements for the making of financial statements. Drawing up of the balance sheet. Drawing up of the profit (loss) statement. Accounting of company performance outcomes.
Topic 10. Tax system in Lithuania; the essence, functions and classification of taxes.	Topic 10. Accounting of major taxes: personal income tax, social insurance contributions, value added tax, profit tax and other taxes.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test, colloquium	2	24	20
Presentation (report, speech, presentation)	1	16	10
Case study	1	24	10
Weighting:		64	40
Exam	1	23	60
Total:		87	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
4.2. To apply ICT tools in professional activity	LO 1: To draw up financial and tax statements.	Explanation, illustration, problem solving	Written test, colloquium
5.1. To assess tourism and hotel business environment	LO 2: To understand the procedure for income and expense recognition in accounting, the essence of financial reports, their composition and basic principles of their making according to Business Accounting Standards.	Explanation, illustration, problem solving	Presentation (report, speech, presentation) Case study
5.2. To organize and develop the activity of	LO 3: To understand the basics of bookkeeping	Explanation, illustration,	Written test, colloquium

tourism companies and hotels	organisation. To prepare primary accounting documents and control the official registration of economic operations using legally valid documents.	problem solving, group work	
8.1. To know and apply national and international laws and legal acts	LO 4: To apply legal acts regulating the calculation of major taxes and the drawing up of financial and tax statements.	Explanation, illustration, problem solving, group work	Case study

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences	<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>

	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Event Management

Table 1

1. Subject title in Lithuanian and English:	Renginių organizavimas / Event Management
2. Subject code:	211
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 4 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 20 h lectures, 30 h seminars, 85 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>LO 1: To understand the influence of business event organisation on personality development, its impact on and importance for tourism and hospitality industry.</p> <p>LO 2: To be able to organize service for conferences, seminars, assemblies, club meetings, gala dinners.</p> <p>LO 3: To know how to organise events inside and outside a company, to serve guests in recreational areas.</p> <p>LO 4: To be able to choose and adapt the means of artistic expression for a particular event.</p> <p>LO 5: To be able to draw up a plan or a scenario for a particular event. To be able to determine customers' needs precisely and to prepare event proposals and event cost estimates conforming to these needs.</p> <p>LO 6: To know the main principles of organisation of particular events: to define the principles of organisation of conferences, entertainment events and parties and to assimilate the need for means necessary for these events.</p> <p>LO 7: To be able to prepare event evaluation forms.</p>
11. Short subject description:	The subject is designed to impart knowledge and develop skills needed for successful planning, organisation, holding and evaluation of events. Students will understand that event organisation is an integral part of tourism business activity. They will comprehend customers' needs in the event organisation business. Learners will be able to prepare business proposals for

	specific events. They will also learn how to organise and serve conferences, seminars, assemblies, club meetings, gala dinners and how to dovetail the needs of a customer with the scope of an event.
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
Topic 1. Classification of events	Concept of an event. Classification of events by recreation level, nature of an event, number and age of participants, the event's time and venue. Events for marking personal occasions.
Topic 2. Overview of event forms	Concept of a form. Forms of events by the methodology of organisation (morning events, afternoon events, balls, discotheques, relaxation evenings, gatherings, entertainment competitions, quizzes, dinners, carnivals).
Topic 3. Preparation of event proposals	Planning an event, formulating a topic for an event, drafting an event budget.
Topic 4. Components of event organisation	Creating an action plan and distributing works. Drawing up a scenario. Organising rehearsals. Selecting prizes, souvenirs. Fundraising and acknowledgements to sponsors.
Topic 5. Peculiarities of organisation and service for different events	Organising and serving festive events. Personal celebrations, peculiarities of their organisation and service. Organising and serving conferences, symposiums, assemblies, club meetings, business dinners. Specificity of organisation of events outside a company. Organising and serving cultural events. Organisation of mass events.
Topic 6. Peculiarities of event organisation	Audience's differentiation according to interests, profession, nationality, social status, place of living, age. Classification of events by age groups (events designed for children, the youth, middle-aged and senior individuals). Venue of an event and its preparation. Specificity of the nature of an event. Advertising an entertainment event (elements and types of advance advertising and information).
Topic 7. Prowess of an event presenter	Event presenter, definition, personal qualities and skills. Presenter's speech rhythm and its significance. Presenter's speech. Presenter-

	personage. Presenter's outfit. Presenter's etiquette and ethics on stage.
Topic 8. Parties and official receptions	Parties, their types. Official receptions, their types. Preparation for a reception: selecting the type, compiling a guest list, preparing and mailing invitations, seating guests, planning meals and beverages, selecting the style of laying out the table and serving the guests, preparing toasts and speeches, planning the course of a reception, etc. General requirements for receptions.
Topic 9. Planning an event/party	Customer's consultation. Customer's rights and duties. Preparing a proposal. Coordinating an event/party budget. Designing a menu for a party, estimating the amount of food products. Planning a venue for an event/party. Interior and exterior. Coordinating the elements affecting the event's style. Discussing advertising and the event's sponsors. Accepting and formalising the order for an event.
Topic 10. Event evaluation	Event evaluation. Questionnaires for participants. Feedback. Post-event discussion in an event organisation team.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Frontal and individual verbal questioning, colloquium	2	11	10
Presentation (report, speech, presentation)	3	20	20
Project	1	30	20
Weighting:			50
Exam	1	24	50
Total:		85	100

14. Evaluation of learning outcomes

A cumulative assessment is applied when appropriate in order to ensure a student's active and effective performance during the whole semester, the ability to apply theoretical knowledge in practice, an objective student achievement assessment and the prevention of plagiarism:

- In the case of a cumulative assessment, learning outcomes are assessed by means of interim tests (see Table 4);
- Specific learning outcomes are assessed by different components of a cumulative assessment;
- In the case of a cumulative assessment, exam tasks shall embrace 60 percent of the overall learning outcomes prescribed in the study programme;
- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
2.1. To be able to solve problems in an innovative and creative manner while developing sustainable activities	<p>LO 1: To understand the influence of business event organisation on personality development, its impact on and importance for tourism and hospitality industry.</p> <p>LO 2: To be able to organize service for conferences, seminars, assemblies, club meetings, gala dinners.</p>	Lectures, explanation, discussions, analysis of examples, case studies, individual and group consultations.	Verbal or written questioning, case study, presentation, project
2.2. To be able to initiate new activities and to use opportunities responsibly	LO 2: To be able to organize service for conferences, seminars, assemblies, club meetings, gala dinners.	Lectures, explanation, discussions, analysis of examples, case studies, individual and group consultations.	Verbal or written questioning, case study, presentation

	LO 3: To know how to organise events inside and outside a company, to serve guests in recreational areas.		
3.2. To be able to make independent and responsible decisions	<p>LO 4: To be able to choose and adapt the means of artistic expression for a particular event.</p> <p>LO 5: To be able to draw up a plan or a scenario for a particular event. To be able to determine customers' needs precisely and to prepare event proposals and event cost estimates conforming to these needs.</p>	Practical tasks, individual and group tasks.	Assessment of tasks, observation
5.3. To create new services and products of tourism companies and hotels	LO 6: To know the main principles of organisation of particular events: to define the principles of organisation of conferences, entertainment events and parties and to assimilate the need for means necessary for these events.	Situation simulation, individual and group consultations.	Assessment of tasks, observation
6.1. To perceive the management and planning of tourism, hotel and recreation product and services	LO 5: To be able to draw up a plan or a scenario for a particular event. To be able to determine customers' needs precisely and to prepare event proposals and event	Lectures, explanation, discussions, analysis of examples, case studies, individual and group consultations.	Verbal or written questioning, case study, presentation

	cost estimates conforming to these needs.		
	LO 7: To be able to prepare event evaluation forms.		

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>
	8 (good) Better than average knowledge and competences	<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies	<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur	<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements	<i>No less than half of subject learning outcomes achieved</i>

Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>

Customer Service

Table 1

1. Subject title in Lithuanian and English:	Klientų aptarnavimas / Customer Service
2. Subject code:	114
3. Application:	Core
4. Subject cluster and specialisation:	Study area subject
5. Delivery in the study program:	Semester 4 in the Full time delivery
6. Language of instruction:	Lithuanian/English
7. Credits:	5 ECTS
8. Allocated hours:	Total 135 nominal hours in the Full time delivery: 20 h lectures, 30 h seminars, 85 h self-directed study
9. Methods of Assessment:	Exam
10. Learning Outcomes:	<p>Learning outcome (LO):</p> <p>LO1: To identify the basic characteristics of the organisation of customer service.</p> <p>1.1. To analyse types and categories of customers.</p> <p>1.2. To understand and be able to describe basic customer needs; to be able to ascertain customer expectations.</p> <p>1.3. To evaluate the specificity of interests of important customer groups.</p> <p>1.4. To assimilate models of consumer behaviour and general factors determining consumer behaviour.</p> <p>LO 2: To evaluate and comprehend the value of employees' professional and personal qualities for the organisation of customer service.</p> <p>1.1. To know how to offer and present services taking into account customer's interests.</p> <p>1.2. To master and be able to apply effective ways of problem solving and conflict resolution.</p> <p>1.3. To know basic requirements for business communication and ethics.</p> <p>1.4. To understand the basics of rhetoric.</p> <p>LO 3: To perceive the purpose of a hospitality company for the organisation of customer service.</p> <p>1.1. To assess the significance of quality when building long-term relations in hospitality companies.</p> <p>1.2. To understand and know how to use various information dissemination measures to build the image of a hospitality company.</p> <p>1.3. To analyse the principles of effective work of work group and team in the hospitality industry when organising customer service.</p>

11. Short subject description:	<p>The concept of hospitality in tourism and hotel administration business is inseparable from the concept of excellent customer service.</p> <p>Understanding how to properly organise customer service in various fields of the hospitality business is an indispensable part of everyday life of contemporary service companies. Students will be able to apply the knowledge and practical skills acquired during studies in various situations of customer service and to model successful situations of customer service themselves. They will know how to respond to customer expectations in an international environment and be able to adjust to different requirements of multicultural communication.</p>
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12. Indicative contents

Table 2

Main topics	
Lectures	Tutorials
<p>Topic 1. Good and excellent customer service.</p> <p>What is good customer service? What is the difference between good and excellent customer service?</p>	<p>1. Analysis of good and excellent customer service: To determine, by comparison, the essential differences between good and excellent customer service; to determine the impact of customer service quality on company's performance results.</p>
<p>Topic 2. Variety and analysis of customer groups. The status of a customer, the customer's rights. Customer needs and expectations.</p> <p>Customer segmentation, the principles and methodology of segmentation.</p>	<p>2. Practical application of knowledge of customer variety structuring. Practical application of various forms of service to different customers.</p>
<p>Topic 3. Peculiarities of service of different customer groups. Specificity and service of interests of individual customer groups.</p> <p>Social-psychological aspects of communication with customers.</p>	<p>3. Peculiarities and critical evaluation of customer service of service companies: Analysis of employee's preparedness to accept visitors in a selected hotel. Analysis of the organisation of customer group service.</p>
<p>Topic 4. Communication etiquette for customer service. Concepts of communication and business communication.</p> <p>Functions of communication and the model of the communication process. The role of feedback in customer service.</p>	<p>4. The course of a business conversation for customer service: To prepare a list of assessment criteria and define the course of a business conversation for customer service.</p>

<p>Topic 5. Types of communication and their significance for meeting customer needs. Verbal-oral communication.</p> <p>Non-verbal communication.</p> <p>Personal and business space.</p> <p>Written and telephone communication in business.</p>	<p>5. Communication exercises for customer service: Determining requirements for greetings. Introduction and self-introduction. Requirements for addressing customers and their practical application.</p>
<p>Topic 6. Barriers in the communication process and communication effectiveness improvement. Obstacles to communication in the process of customer service. Requirements for dealing with customer criticism, remarks and complaints.</p>	<p>6. Identification of customer complaints in a selected company/hotel: To conduct analysis of customer complaints in a selected company/hotel: to determine their likely causes and offer solutions.</p>
<p>Topic 7. Personal and corporate image building. Concept of hospitality and its importance for an organisation's image.</p> <p>Requirements for an employee working in a hospitality company.</p>	<p>7. Analysis of a selected company's/hotel's image: The impact of customer service standards and rules on the organisation's image.</p> <p>8. Analysis of a selected company's/hotel's presentation online: Analysis of the website and booklets using SWOT analysis.</p>
<p>Topic 8. Basics of rhetoric and the art of communication. Definition, canons, features and differences of rhetoric.</p> <p>Structure of public speeches.</p> <p>Peculiarities of a public speech and stages of preparation.</p>	<p>9. Structure of public speeches – practical application.</p> <p>Preparation and presentation of a practical task.</p>
<p>Topic 9. Mechanism of work team formation and functioning. Concept of a team and its features in customer service.</p> <p>Differences of work between work groups and teams, benefits and the impact on customer service.</p> <p>The need for team work in professional customer service.</p>	<p>10. Analysis of the organisation of group work in a selected company/hotel: Analysis of the organisational management scheme. Analysis of group work and effects on performance quality and performance results of customer service.</p>
	<p>11. Analysis of the organisation of team work in a selected company/hotel: Analysis of team work</p>

	using SWOT analysis and the impact of observation of quality customer service standards on team work. Analysis of success stories.
Topic 10. Internal communication in a service company. Management styles and effective management in customer service organisation. Internal and external customers and interested persons. Indispensable elements of personal business communication and non-formal communication. Linear relation between a manager and a subordinate <i>and</i> requirements.	12. Importance and role of descriptions of position requirements in ensuring the quality of customer service. Internal rules and standards for communication: advantages and disadvantages, their application in practice. Case studies.
	13. Analysis of management-related aspects of a selected company/hotel: Analysis of management styles applied and their effectiveness in the organisation of work. Analysis of the organisation's activity model. Analysis of employee motivation.
	14. Analysis of public relations measures of a selected company/hotel: Analysis and effectiveness of the existing and/or planned tools of public relations. Analysis of the company's social responsibility.
	15. Analysis of aspects of intercultural communication of a selected company/hotel: Analysis of cultural variety of current and/or planned customers. Practical course of action for improving intercultural communication and ensuring customer service quality.

13. Methods of assessment and individual self-directed learning plan

Table 3

Method of Assessment	Frequency of assessment	Estimated hours of study for the assessment in the program	Weighting in the final mark
Written test	1	21	10
Written paper (report, overviews, review)	1	40	30

Weighting:		61	40
Credit			60
Exam		24	60
Total:		85	100

14. Evaluation of learning outcomes

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- The final grade shall consist of a cumulative grade point average from interim assessments, which makes up 40 percent of the final grade, and an examination mark, which constitutes 60 percent of the final grade.

15. Programme competence and learning outcomes, unit learning outcomes, teaching strategies and methods of assessment

Table 4

Programme competence and learning outcomes	Unit learning outcomes	Teaching strategies	Methods of assessment
1.3. To be able to communicate and cooperate effectively in a multicultural environment	LO1: To identify the basic characteristics of the organisation of customer service.	Provision and explanation of theoretical material; Group work; Self-directed work; Discussions; Case study.	Written paper
3.1. To be able to analyse, assess and develop oneself in a changing environment	LO 2: To evaluate and comprehend the value of employees' professional and personal qualities for	Provision and explanation of theoretical material; Group work;	Written test

	the organisation of customer service.	Self-directed work; Discussions.	
3.2. To be able to make independent and responsible decisions	LO 2: To evaluate and comprehend the value of employees' professional and personal qualities for the organisation of customer service.	Provision and explanation of theoretical material; Group work; Self-directed work; Discussions; Case study.	Written test
3.3. To be able to follow generally accepted principles and professional and ethical norms	LO 3: To perceive the purpose of a hospitality company for the organisation of customer service.	Theoretical explanation; Case study; Group work.	Written test
8.3. To apply business communication and business negotiation tactics	LO 2: To evaluate and comprehend the value of employees' professional and personal qualities for the organisation of customer service.	Theoretical explanation; Case study; Group work; Use of students' personal experience.	Written paper

Description of the system of student achievement assessment:

Table 5

Threshold of results	Mark and short description of knowledge and competence	Level of achievement of subject learning outcomes
Pass	10 (excellent) Excellent, exclusive knowledge and competences	<i>All subject learning outcomes achieved</i>
	9 (very good) Substantial knowledge and competences	<i>No less than 90% of subject learning outcomes achieved</i>

	8 (good) Better than average knowledge and competences		<i>No less than 80% of subject learning outcomes achieved</i>
	7 (average) average knowledge and competences, some minor inaccuracies		<i>No less than 70% of subject learning outcomes achieved</i>
	6 (satisfactory) Knowledge and competences lower than average, inaccuracies occur		<i>No less than 60% of subject learning outcomes achieved</i>
	5 (weak) Knowledge and competences meet minimal requirements		<i>No less than half of subject learning outcomes achieved</i>
Fail	4	Unsatisfactory Does not meet minimal requirements	<i>Less than half of subject learning outcomes achieved</i>
	3		
	2		
	1		