



Riga Management college

Study direction "Management, administration and real estate  
management"

**Self-assessment report  
2022/2023**

Approved  
At the meeting of the RMK Council on 02.11.2023.  
Protocol no. 1-1.5/2023/04

Riga, 2023

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# 1. Information about the College

## 1.1. Basic information about the College and its strategic development directions, including the following points:

### 1) A brief description of the College

Riga Management College (hereinafter – RMC) was founded in 2017 with the aim of providing students with a modern, dynamic and innovative study process and content in state-accredited programs. [The regulations of RMC](#) (Regulations of the Cabinet of Ministers No. 131, adopted in Riga on March 6, 2018) determine the basic directions and tasks of the college's activities, the sphere of activity of the council, director, structural units and staff, as well as the development and approval of study programs, internal rules, international relations, funding sources, reorganization and liquidation procedures.

The studies are carried out by highly qualified and experienced teachers who use modern technologies and innovative teaching methods in their work. The college widely uses the method of hybrid studies, which provides for the implementation of the process with elements of semi-distance studies. This gives students the opportunity to plan the use of their time more freely.

Studies in short-cycle (level 1) programs, compared to bachelor's programs, ensure faster and more timely learning of professional study courses and preparation for the labor market. RMC currently offers students within the program to make their own choices and determine the areas they would like to study in depth in order to prepare themselves for the current labor market requirements. Students have the opportunity to study in English, as well as learn French during their studies with opportunities for professional practice in France.

RMC is a state-accredited higher education institution that implements short-cycle professional higher education programs based on Chapter 2, 10.1 of the Higher Education Law.

### 2) RMC implements the study direction:

- **Management, administration and real estate management**, which includes one study program "**Business administration**".

RMC prepares business specialists to work in any company, however, students are guided to choose to found their own company, thus following the national economic policy directed by the Latvian National Development Plan for 2021–2027, which defines the need for support for learning entrepreneurship, modernization of the learning environment, learning based on the working environment, etc. (see Figure 1.1.):

Nr.	Uzdevums	Atbildīgā institūcija	Līdz-atbildīgās institūcijas	Finanšu resursu avots	Indikators
[166]	Profesionālās izglītības iestāžu kā nozaru izcilības un inovācijas centru stiprināšana, īpaši viedās specializācijas jomās, veidojot elastīgu mācību un nozaru attīstībai pielāgotu pieaugušo izglītības piedāvājumu, veicinot starpinstitūciju un starptautisko sadarbību un jauno tehnoloģiju ieviešanu	IZM	KM, IeM, ZM, EM, VM, SM, VARAM, plānošanas reģioni	VB, ES fondi	Skolēnu proporcija vispārējā un profesionālajā izglītībā vidējās izglītības pakāpē 15–24 gadus vecas personas, kas nav iesaistītas izglītībā vai darba tirgū (NEET)
[167]	Profesionālās izglītības iestāžu un koledžu prestiža celšana un pieejamības palielināšana, modernizējot mācību vidi un uzlabojot tās kvalitāti, nodrošinot uzņēmējspēju apguvi, izglītības procesa individualizāciju un darba vidē balstītas mācības, paplašinot sociālā atbalsta programmas, talantu attīstības iniciatīvas, kā arī īstenojot karjeras izglītības atbalsta un stratēģiskās komunikācijas pasākumus sadarbībā ar nozarēm	IZM	KM, VM, ZM, IeM, LM, augstskolas, LDDK, LBAS	VB, ES fondi	Skolēnu proporcija vispārējā un profesionālajā izglītībā vidējās izglītības pakāpē  Dabaszinātju, matemātikas un informācijas tehnoloģiju jomu absolventu īpatsvars no kopējā absolventu skaita augstākajā izglītībā

**Figure 1.1.** Fragment from the national economic policy directed by the Latvian National Development Plan for 2021-2027.

It is important for higher education institutions to prepare not only employees, but most importantly – employers. In the Business Management study program, students' qualification works are directly related to building their own business or improving the company's work.

The college's development concept is based on the Standards and Guidelines for Quality Assurance in European Higher Education Area developed by the European Association for Quality Assurance in Higher Education (ESG - Standards and Guidelines for Quality Assurance in European Higher Education Area) and the basic principles of the Excellence Model of EFQM (the European Foundation for Quality Management) .

**The mission of RMC** is to prepare creative thinking, communicative and socially responsible specialists to work in a modern business environment.

**RMC's vision** – Riga Management College is a modern higher education institution popular with students, internationally known, recognized by employers, highly valued by society, and which prepares qualified, responsible and enterprising specialists for the global labor market.

## VALUES

- Competence
- Cooperation
- Liability
- Development

## **MAIN DIRECTIONS OF ACTIVITIES**

- Development of the study environment
- Internationalization

## **STRATEGIC OBJECTIVES**

1. Modern study environment and effectively organized process for training qualified specialists.
2. International cooperation for the promotion of knowledge transfer.
3. Researching the labor market and creating new, prospective study programs.
4. Involvement of employers in the study and research process.
5. Ensuring recognition of the image of the college in society.

## **PRIORITY TASKS FOR ACHIEVING STRATEGIC GOALS**

1. Modern study process for preparing specialists.
  - Create new study programs, taking into account trends in the labor market and demand.
  - Develop new elective study courses and offer them to students.
  - To observe the principles of sustainable development and social responsibility in creating the content of study courses.
  - Increase the number of academic staff with PhDs. Regularly motivate the academic staff for targeted professional development and research activities.
  - Organize guest lectures by foreign lecturers.
  - Provide a modern study environment and regularly train lecturers to work with the latest programs.
  - Ensure the operation of the quality management system.
  - Organize cooperation among students for the realization of joint projects according to study programs.
  - Provide students with wide access to study literature and databases.
  - To improve and maintain the support system for students for studies, provision of practice and work places.
  - Develop the college's internal communication process.
  - Provide the college with a modern study infrastructure.
  - Encourage student participation in extracurricular activities.
2. International cooperation to promote knowledge transfer.
  - Establish and develop cooperation with Latvian and foreign higher education institutions in the implementation of study programs.
  - To support the initiative of students and academic staff to gain international experience in the educational and professional field.
  - To provide students and lecturers with the opportunity to participate in international projects in accordance with the directions of the college's activities.
  - To create cooperation with foreign representatives for attracting students and finding out the requirements of the labor market.
  - Participate in education fairs in potential market countries.
  - Create a system for attracting foreign applicants.
3. Involvement of employers in the study and research process.

- Create a procedure for the participation of social partners, stakeholders and corporate partners in the development of study areas, in accordance with the requirements of the labor market.
  - Update cooperation with employers.
  - Establish cooperation with a business incubator for the development of study areas.
  - Involve employers in the creation of new study programs.
  - To ensure the implementation of study programs by involving entrepreneurs, industry experts and college graduates in the evaluation and improvement of study programs.
4. Ensuring recognition of the image of the college in society.
- Develop and implement a marketing plan.
  - Involve all parties interested in the development of the college in ensuring the visibility of the college.

RMK development strategy 2023–2028 approved at the meeting of the RMC Council on 09.05.2023. It defines RMC's vision, mission, main directions of activity, strategic goals and priority tasks for achieving strategic goals.

Since the reorganization, one of the directions of RMK has been the development of the idea of social entrepreneurship. Currently, the study program "Business administration" includes study courses "Legal aspects of law", Business planning and launching", Marketing, Innovation and risk management, which incorporate social entrepreneurship issues.

Until the autumn semester of 2022, the number of students has gradually increased in each academic year (see table 1.1). The main increase in the number of students is full-time, where students from abroad study. The first foreign students started their studies in February 2018.

*Table 1.1.*

**The dynamics of the number of RMC students during the evaluation period**

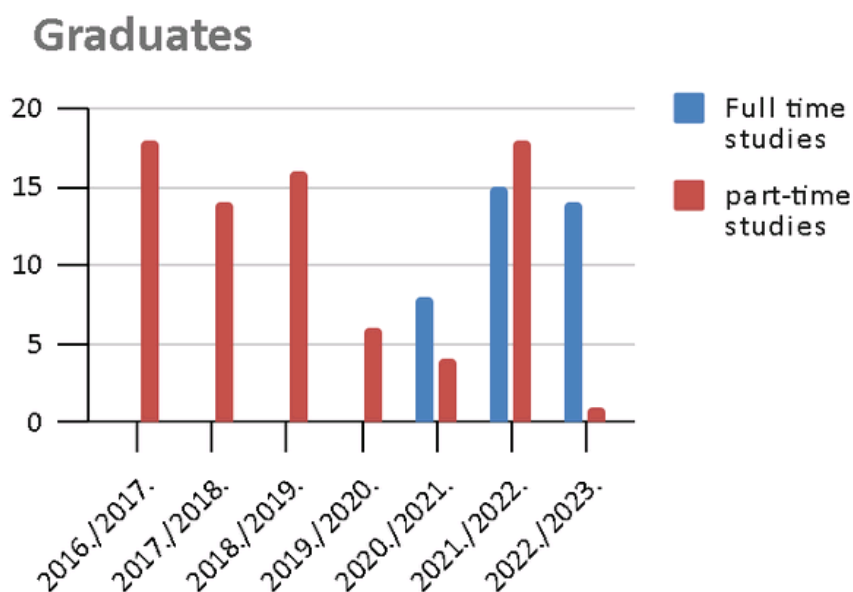
<b>Direction of studies</b>	<b>Type and form of studies</b>	<b>2019./2020.</b>	<b>2020./2021.</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>"Management, administration and real estate management"</b>	<b>full time</b>	72	102	146	148
	<b>part-time</b>	24	8	-	-
	<b>part-time absence (distance learning)</b>	30	26	22	11
<b>Social welfare</b>	<b>part-time absence</b>	29	38	26	-
	<b>In total</b>	155	174	194	159

Student dropout is not high, the main reasons for this are non-fulfillment of study obligations. Full-time students are foreign students and they are exmatriculated due to non-fulfillment of the obligations specified in the study contract: insufficient attendance at lectures, non-fulfillment of study obligations and financial obligations.

During the reporting period, the number of students with English as the language of the study program has increased. Subject to amendment. Currently, there are very few students with Latvian as the language of the study program, they are part-time correspondence (distance learning) students.

Considering that RMC is a private institution of higher education, the source of funding for all students is private funds.

The number of graduates during the reporting period within the study year has changed significantly - the number of full-time on-site study graduates has increased. On the other hand, the number of graduates in part-time studies has significantly decreased (see Figure 1.2).



**Figure 1.2.** The dynamics of the number of RMC graduates during the evaluation period

## **1.2. Description of the management structure of the College, the main institutions involved in decision-making, their composition (percentage by affiliation, e.g. academic staff, administration representatives, students) and the powers of these institutions.**

The founder of RMC is the limited liability company "Rīgas Management College". The highest management body and decision-making body of RMC in strategic, financial and economic matters is the board established by the founder.

The representatives, management bodies and decision-making bodies of RMC in matters of study and research are the college council and the college director. The council is the collegial management body and decision-making body of the college staff. The director is the highest official of the RMC who implements the general administrative and financial management of the college and is the official representative of the college in all college affairs.

The RMC council consists of ten council members: the director, one member of the board, three representatives of the academic staff, one representative of the general staff, two representatives of the student self-government, two representatives of employers or professional organizations. The council approves study programs, their self-evaluation reports on the implementation of study programs, as well as decides on the development and implementation of new study programs, approves the directions of research and scientific activity, after coordination with the board, approves the regulations on academic and administrative positions in the college and develops and approves the implementation procedure in the college rules of the internal procedure, supports and promotes the work of student self-government, as well as approves the rules of student self-government, approves the college's symbolism, decides on other issues in accordance with the current regulatory enactments.

The Students' Self-Government operates in RMC, which is the main decision-making body for representing the rights and interests of college students. The self-government represents the students of the college, defends their rights and interests, ensures that students' opinions are respected in solving issues related to the college, ensures cooperation with students of other colleges in the country, promotes the exchange of experience with students in foreign countries, and also organizes various events for students.

Two representatives of the student self-government are part of the RMC council and participate in its meetings, thus participating in the adoption of the most important documents and decisions for the college.

The college has a procedure for how each student can turn to the student self-government with proposals, criticisms, recommendations for improving the work of the college. Information can be sent to the Moodle section of the college's website under the Student Self-Government subsection, as well as to the members of the student self-governance by writing to students@college.lv or in person.

Representatives of the student council meet regularly (at least once a semester) with the college administration and discuss issues that are relevant to students and which were discussed at student self-government meetings. The administration takes into account the opinions and proposals expressed by students in improving the study process and college work.

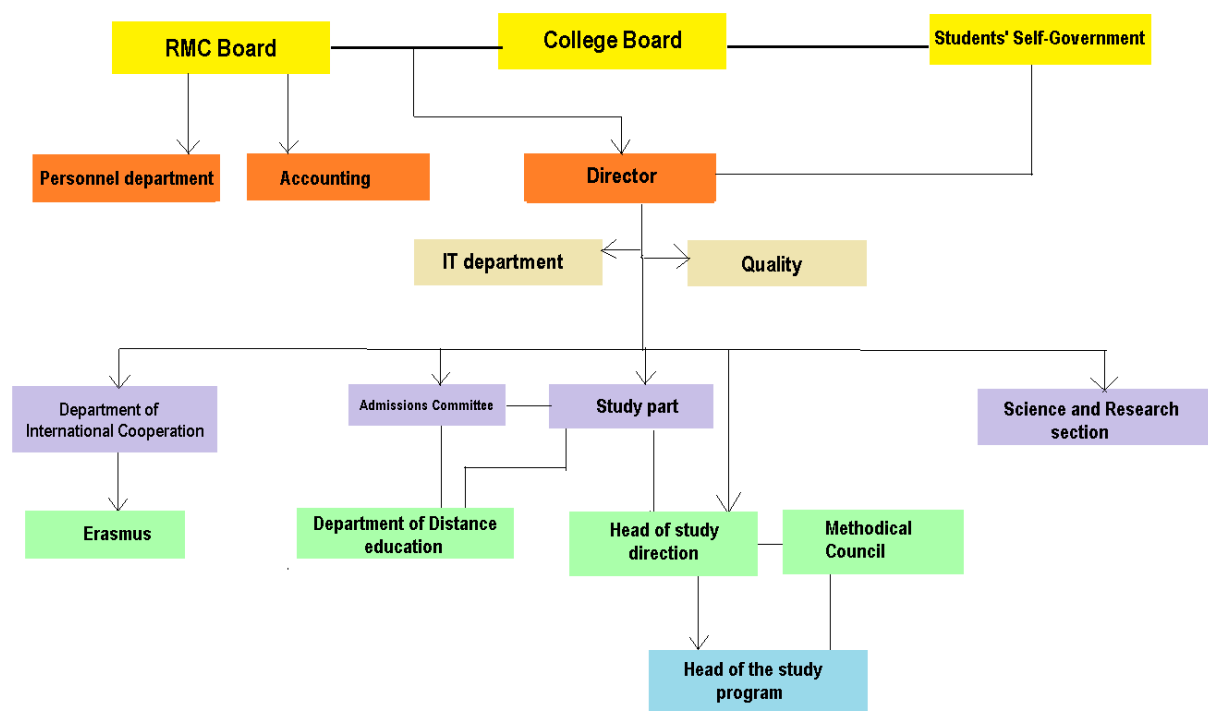


Figure 1.3. RMC management structure

### 1.3. Characteristics of the quality policy implementation mechanism and procedures for quality assurance of higher education. Characterization of the parties involved in the development and improvement of the quality assurance system and their role.

Riga Management college is an educational institution that follows requirements of external laws and regulations to secure, maintain and improve the quality of higher education system, thereby integrating and ensuring a common understanding of quality assurance within the European Higher Education Area (ESG), demonstrating its quality, increasing transparency, and building mutual trust, and, as a result, recognition of better qualification, recognition of programs and other educational offers.



Based on the requirements of external laws and regulations, RMC has developed internal regulations (statutes, regulations, instructions, etc.) that are binding on the College. Additionally, a quality management system was developed in collaboration with the College stakeholders (employees, students, employers, and others), including a quality management system policy manual, quality management system procedures and associated forms and instructions.

RMC has surveyed/identified stakeholders who directly or indirectly participate in the provision and improvement of the education quality system and are able to look at education quality processes more objectively. With the involvement of stakeholders, RMC continuously monitors, periodically obtains analytical data, identifies improvement measures and develops, and, when necessary, develops/updates procedures and other internal regulatory documents.

In compliance with the requirements of external and internal laws and regulations, RMC has defined which quality management documents are publicly available and which are available to a particular group of stakeholders. The following documents are publicly available: quality management policy manual, Statutes, regulations, instructions, and forms. Documents are available on the RMC website: <https://mcollege.eu/documents> and on the *Moodle* study site.

#### **1.4. Information on the compliance of the college's internal quality assurance system with that specified in Section 5, Part 2(1) of the Law on Universities, providing justification, incl. indicating the appropriate section of the self-assessment report where the rationale is given.**

##### **1) Established policies and procedures for quality assurance of higher education.**

Justification: Based on the requirements of external regulatory acts, RMC has developed internal regulatory acts (bylaws, rules, instructions, etc.) binding on the operation of the college. In parallel, in cooperation with the interested parties of the college (employees, students, employers and others), a quality management system was developed, which includes the policy manual of the quality management system, quality management system procedures and the forms and instructions that bind them.

More information is provided in subsection 1.3 of the self-assessment report.

##### **2) A mechanism has been developed for the creation of university/college study programs, internal approval, monitoring and periodic inspection of their operation.**

Justification: in accordance with Section 2 of the Regulations on the Head of Study (approved at the meeting of the College Council on 09.05.2023, protocol No. 1-1.5/2023/02), the head of the study area has the following duties:

1. To be responsible for the implementation and development of the study programs (hereinafter - the Program) in the field of study in accordance with the requirements specified in the regulatory documents:

1.1. manage and plan the work of the Methodological Commission of the study area;

1.2. to organize the development, updating and approval of study courses at the meeting of the Methodological Commission.

1.3. to organize the development, updating and approval of distance learning study materials at the meeting of the Methodological Commission;

1.4. organize the development, updating and approval of practice descriptions at the meeting of the Methodological Commission;

1.5. to organize the implementation of study practice in accordance with concluded practice contracts;

- 1.6. develop the annual self-evaluation report of the study area for approval by the College Council and posting on the College's website;
- 1.7. to make amendments, if necessary, to the study program in the direction of study and submit them for consideration by the College Council;
- 1.8. submit the study plan with the approved amendments to the College Council within five working days;
- 1.9. develop a self-assessment report for the study area and represent the study area in the evaluation process;
- 1.10. to organize the development of a new program in accordance with the procedures specified in regulatory documents for obtaining a license within the field of study;
- 1.11. to submit the study plan of the program for the current academic year to the methodologist of the Studies Department
- 1.12. manage the work of academic staff and guest lecturers in the field of study;
- 1.13. organize the process of teaching lessons;
- 1.14. to inform students about the requirements, content and implementation progress of the corresponding program.
- 1.15. ensure availability of program documentation in the Moodle environment;
- 1.16. recommend to the head of the College's Studies Department the staff composition of the pre-defense commission;
- 1.17. recommend to the head of the College's Study Department the composition of the study thesis defense commission staff;
- 1.18. recommend to the head of the College's Study Department the staff composition of the State Examinations Commission;
- 1.19. prepare documentation for student matriculation in the later stages of studies;
- 1.20. ensure cooperation with graduates and employers, conduct appropriate surveys once a year;
- 1.21. to organize cooperation with Latvian and foreign higher education institutions within the framework of programs in the direction of studies;
- 1.22. to submit proposals to the head of the Studies Department regarding the involvement of lecturers in the relevant program of the study field.

To control and improve the implementation of the study program, a Methodological Commission has been established in the college, which operates in accordance with the Regulations of the Methodological Commission (approved at the meeting of the College Council on 17.09.2020, protocol No. 4).

**3) Such criteria, conditions and procedures for evaluating student success have been created and made public, which make it possible to make sure that the intended study results have been achieved.**

Justification: in the "Information" - "Documents" section of the RMC website (<https://mcollege.eu>) informational material for students has been published: "News on the higher education system in the country", which explains the Latvian education system and the grades to be obtained, as well as their explanations .

On the other hand, on the study portal Moodle, both students and teachers have access to the RMC methodological instructions, renewed and approved at the meeting of the College Council on 09.05.2023. Appendix 1 of the methodological instructions "Principles and criteria explanation of the evaluation of the qualification work by the State Examinations Commission" describes in detail the characteristics of each evaluation, so that students understand how the grade for the submitted and defended work is formed.

#### **4) Internal procedures and mechanisms for ensuring the qualification and work quality of academic personnel have been established.**

Justification: at the meeting of the board of Riga Management College on 17.09.2020. the Regulation on academic and administrative positions was approved, and Chapter 3 of this regulation describes the requirements for applicants for academic and administrative positions (position compliance with various criteria), as well as the main duties of the assistant professor, necessary qualifications and/or knowledge of foreign languages.

RMC has approved the Rules of Procedure (20.09.2020), which describe the duties and rights of the employee, including the duties and rights of academic staff and guest lecturers. The rules of the work order provide information on the organization of working time and rest time, vacation, employee responsibility, the procedure for considering submissions.

#### **5) It is ensured that information is collected and analyzed on student progress, employment of graduates, student satisfaction with the study program, on the efficiency of the academic staff's work, available study funds and their costs, essential indicators of the university's operation.**

Justification: In order to ensure the effectiveness of the quality assurance system within the field of study, at the end of each study course, RMC students are given the opportunity to fill out a questionnaire about the specific study course, which also includes qualitative questions about the study course. Survey questionnaires have been created using Google Forms, and the link to the survey is available on the Moodle website in the profile of each study course.

The results of study course evaluation questionnaires help determine student satisfaction with the study course and evaluate the effectiveness of academic staff work.

At the end of each semester, graduates are also surveyed in order to find out their opinion about their studies at RMC and their future plans after their studies (for example, employment, going back to their home country, continuing their studies at another university).

Students have the opportunity to express their opinion to the college about studies, tuition fees, academic/administrative staff, etc., by filling in and submitting a completed complaint/proposal form, which is available to students on the study platform Moodle, in the subsection "Information for students". Complaints and proposals expressed by students are considered both at the meeting of the College Council and at the meeting of the student self-government.

The educational methodologist gathers information about student progress at the end of each semester and the results are discussed with the head of the study department in order to make a decision on transferring the student to the next/repeated semester or exmatriculation. Collected information about students' progress in MS Excel format is placed in Google Drive Nomenclature of Cases section 3.7. Lecture attendance and grades.

#### **6) Universities or colleges, by implementing quality assurance systems, guarantee the continuous improvement, development and operational efficiency of the field of study.**

Justification: at the RMC council meeting on 10.05.2022 the Internal Quality Assurance System was approved, where it is indicated that as soon as the study program is approved and its implementation is started, the necessary processes for surveying and improving the program are also carried out in parallel.

One of the ways in which the program is improved is by taking into account the report received at the time of program approval, which indicates the program's strengths and weaknesses and factors that need to be improved before the next licensing phase.

The second way in which the study program is improved is based on regular feedback from students, employers and other interested parties. The obtained information is processed and points to deficiencies and gaps in the study program / processes that need to be improved.

The obtained information is processed by the college director in cooperation with the program director. The information is regularly presented at the meeting of the Methodological Commission, where the necessary steps to eliminate deficiencies and shortcomings and to improve the work are discussed accordingly.

At the meeting of the RMC Council on 09.05.2023, the new development strategy for 2023–2028 was approved, which is a document confirming the planning progress of RMC, as well as a subsequent continuation of the RMK development strategy for 2021–2023.

The RMC development strategy 2023–2028 is designed as the main development planning document of the educational institution. The development and implementation of the strategy is generally the responsibility of the director of RMC, who cooperates with all levels of the organizational structure of RMC.

The course of implementation of the development strategy is reviewed and approved at the meeting of the College Council. Evaluation of the implementation of the strategy takes place once a year based on the director's report at the meeting of the RMC Council. RMC Council members jointly evaluate the implementation of RMC's development strategy in the previous academic year and provide recommendations for improvements, as well as recommend the necessary action strategies for the implementation of the plan.

At the RMC Council meeting, it is assessed whether the priority tasks for achieving strategic goals have been fulfilled, and additional tasks are given to different levels of the RMC organizational structure in case the priority tasks have not been fully fulfilled.

During the execution of the RMC development strategy, the director examines and evaluates the implementation of the RMC development strategy from aspects such as education, finance, research, cooperation with companies and other educational institutions, human resources development, innovation and sustainability.

In the development strategy of RMC, all participating structural units monitor the control of task performance, preparing information on the previous academic year and analyzing the impact of result indicators on the achievement of RMC's main performance indicators. The data prepared by all structural units of the college are collected and examined at the meeting of the college Council.

## **2. Evaluation of study direction**

### **2.1. Study direction management**

#### **2.1.1. The goals of the study direction and their compliance with the scope of the college's activities, directions of strategic development, needs of society and economic development. Evaluation of the study direction and the interconnection of the study programs included in it.**

The aim and development plan of the study direction are closely related to the development strategy of Riga Management College for 2023–2028.

The aim of the study direction is to prepare qualified, socially responsible, market-competitive business specialists who are able to organize and manage the activities of the company's structural unit or to establish and manage their own companies as businessmen. See Table 2.1 for the concreteness, specificity, measurability, reachability, relevance, acceptability, realism and time limits of the goals.

Table 2.1.

**The tasks/parameters set by RMK for achieving the goals of the study direction**

<b>Concreteness/specificity</b>	<b>Measurability</b>	<b>Reachability</b>	<b>Relevance/ Acceptability/ Realism</b>	<b>Time frame</b>
To prepare qualified business specialists	In cooperation with employers, practice providers and graduates – to determine whether the goal has been achieved (surveys, discussions)	To determine whether the RMC has all the necessary material and technical resources to achieve the goal, by conducting internal quality assessment (student and staff surveys; discussions); to take corrective and preventive measures	In the process of implementation and evaluation of the study program, to take into account all interests of the parties involved in the study process, based on democratic relations (tuition fees, availability of services, labor market requirements, etc.).	All of the above mentioned criteria are subject to one cycle of study program implementation (2 years or 2 years and 6 months)

In the Republic of Latvia, colleges implement short-cycle higher professional study programs, preparing specialists for the requirements of the labor market of the Republic of Latvia. The perspective assessment of the study direction "Management, administration and real estate management" from the perspective of the interests of the Republic of Latvia is based on (1) professional standards and (2) Latvia's sustainable development strategy until 2030 (Latvija 2030):

1) The preparation of business specialists within the study direction "Management, administration and real estate management" is based on the professional standard of a commercial specialist, which summarizes the competences, knowledge and skills necessary for the profession.

Great importance is attached not only to the knowledge, skills, abilities and competences provided for in the profession standard, but also to attitudes. The task of the college, thinking about the interests of the Republic of Latvia, is not only to prepare good professionals who manage their profession well, but also to pay a lot of attention to the growth of the personality, its attitude towards the work to be done and a socially responsible attitude towards the society as a whole. The highest profit in the national economy will come from well-educated and prepared professionals who at the same time highly value their responsibility to society and carry out their professional activities in good faith.

By preparing responsible specialists in their field, the college contributes to the strengthening of society. Respectively, in its work, the college emphasizes not only the skills and knowledge to be learned, which form competence, but also the educational work with the future professional. A person and his personality growth are the basis of college work, which is also the basis of any country, including the Republic of Latvia.

2) With this understanding, the College also thinks about the interests of the Republic of Latvia, based on "Latvija 2030".

The directions of the "Latvija 2030" strategy are used in the development plan of the study direction and the implementation of the study program:

- Latvia's higher education system will not be able to exist by accepting only students from its own country;

- the goal of the 21st century education system is to strengthen the individual's skills to continuously learn and master innovations;
- Already, a large number of student groups in universities and colleges are people of the so-called non-traditional age group, over 23 years old, so universities should switch to adult training as a stable and necessary direction of their activities;
- A higher education institution can create programs that take place entirely in the e-environment.

Taking into account the results of research in the field of business, based on the State Policy, ensuring the improvement of the content of the program "Business administration" of the direction "Management, administration and real estate management" in accordance with trends and needs in society and the development plan of the study direction, the preparation of business specialists has been supplemented with an important aspect - the field of social entrepreneurship, providing a supplement to the study program with the study course "Social Entrepreneurship and Innovations" and integrating topics related to social entrepreneurship in other study courses. This was done in accordance with the "Social Enterprise Law", which entered into force on 01.04.2018 and states that "A social enterprise is a limited liability company, which has been granted the status of a social enterprise in accordance with the procedures set out in this law and which carries out economic activities that create a beneficial social impact (for example, providing social services, building an inclusive civil society, promoting education, supporting science, environmental protection and conservation, protection of animals or provision of cultural diversity)".

Social entrepreneurship is a concept that is rapidly developing in many member states of the European Union and also in other parts of the world, and which allows solving social problems using business approaches and principles.

The experience of foreign countries indicates the potential of social enterprises and the diversity of problems to be solved, and in the Latvian situation, the creation of new enterprises, the creation of jobs and the involvement of socially disadvantaged persons in the production of goods and the provision of services is a significant development trend.

The college prepares qualified business specialists who will be able to create social impact and benefit the society and establish their own companies.

Latvia's sustainable development strategy until 2030:

[https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija\\_2030\\_6.pdf](https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija_2030_6.pdf)

**2.1.2. SWOT analysis of the field of study in relation to the stated objectives, including explanations of how the college plans to eliminate/improve weaknesses, avoid threats, exploit opportunities, etc. Evaluation of the development plan of the field of study for the next six years and the development plan development process. If the development plan has not been developed or the goals/tasks are set for a shorter period of time, provide information on the development of the development plan of the study area for the next period.**

While preparing the self-evaluation report, in the spring of 2023, the RMC self-evaluation report development working group, in cooperation with the Methodological Commission of the study area, has conducted a SWOT analysis.

*Table 2.2.*

**SWOT analysis of the study direction "Management, administration and real estate management".**

<b>Internal factors</b>	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>· Possibility to continue studies in 2nd level higher education study programs.</li> <li>· A well-developed distance learning system with all the necessary provision.</li> </ul>	<ul style="list-style-type: none"> <li>· Small number of study programs in the direction of study.</li> <li>· A small number of elected academic staff with doctoral degrees.</li> </ul>

<ul style="list-style-type: none"> <li>· The necessary material and technical base is provided.</li> <li>· Study offer in Latvian and English.</li> <li>· Professional and qualified academic staff with experience in working with foreign students is oriented towards development.</li> <li>· Instructors' ability to work using information technology, databases and innovative methods.</li> <li>· College membership in professional associations (Latvian Chamber of Commerce and Industry, Social Entrepreneurship Association).</li> <li>· Agreements have been concluded with strategic cooperation partners (Latvian Samaritans Association, Association "Patvērums "Droša māja", "Innovation Support Center", "Cooperation Platform", etc.).</li> </ul> <p>Provision of internships, also for foreign students who do not speak Latvian.</p> <ul style="list-style-type: none"> <li>· Developing cooperation with entrepreneurs, promoting the compliance of the study program with the needs of society.</li> <li>· Competitive tuition fees.</li> </ul>	<ul style="list-style-type: none"> <li>· Insufficient research activity and publication activity in the college.</li> <li>· Few continuing education events for teachers (courses, seminars) organized by the college.</li> <li>· Small number of guest speakers</li> <li>· There is no student hotel</li> <li>· Late payment of tuition fees by foreign students in later study semesters</li> </ul>
<b>External factors</b>	
<p style="text-align: center;"><b><i>Options</i></b></p> <ul style="list-style-type: none"> <li>· Foreigners' interest in studying in Latvia</li> <li>· Interest of potential students to study remotely</li> <li>· Employers' interest in qualified employees with experience</li> <li>· Citizens' interest in becoming employers and small business owners</li> <li>· The growing demand for solutions to social problems.</li> <li>· Development of social entrepreneurship in Latvia and Europe</li> <li>· The rapid development of information technology</li> </ul>	<p style="text-align: center;"><b><i>Threats</i></b></p> <ul style="list-style-type: none"> <li>· The influence of demography on the number of students in Latvia</li> <li>· Disorganization in the space of higher education, frequent changes in the requirements of regulatory legal acts.</li> <li>· Ministry of Education and Culture's policy on reducing the number of colleges and universities</li> <li>· Competition among higher education institutions</li> <li>· Possibility to study at other higher education institutions with state budget funds</li> <li>· Poor previous education and study language knowledge of potential students from abroad</li> <li>· Bureaucracy in attracting foreign students</li> <li>· Changes in employers' requirements regarding educational programs and study results</li> </ul>

**To improve the weak points, RMC has carried out and plans to carry out various activities.**

- In order to ensure the development of new study programs in the field of study "Management, administration and real estate management", RMC has surveyed potential students about their interest in various study programs. Taking into account the interest in studies in the field of tourism, RMC has conducted a study of European and Latvian tourism market trends. RMC plans to create and implement a new study program "Tourism Services Organization" during

the course of studies, after which students will obtain a short-cycle higher professional education and qualification - "Tourism Services Organizer".

- The college plans recruitment and actively recruits lecturers with PhD degrees. In 2022, two representatives of the academic staff with a doctorate degree were elected to the college. Four principally elected lecturers are studying for doctoral studies.
- The study direction development plan provides for the cooperation of students and academic staff in the research field with Latvian and foreign higher education institutions. 12.08.2019 concluded an agreement with the Business and Hotel Management School B.H.M.S in Lucerne, Switzerland and on 07.01.2020 signed an agreement on cooperation with the Croatian "Lavoslava Ružička" College of Applied Sciences in Vukovar, Croatia. These agreements also include research cooperation. On May 17, 2023, RMC organized the first international research conference on business processes – "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS", RMC guest lecturers from Cyprus International University, University of Banking and Nicosia City Unity College also participated in it , Cyprus,
- The college activates the course and seminar organization for teachers. The administration has decided to organize such courses at least once a semester, for example, on February 13, 2020, the seminar "Academic honesty and plagiarism control" was held.
- The college has activated the engagement of guest lecturers. Practitioners are mainly recruited in cooperation with employers. In this study year, the emphasis is on guest lecturers who are practitioners and related to social entrepreneurship, for example, the guest lecture "My opportunities in the labor market in Latvia" by Kaspar Kotānas, head of the Personnel Selection Department of "CV-Online", Veidemane, the internal lectures of the Industry Department of the company "Schneider Electric Grop" communications director, K. Kotāns, head of the HR department of "CV-Online", owner of a social enterprise, director of the Latvian Samaritans Association A. Bērziņš, head of the Latvian department of the international organization "Reach for Change" K. Kanepeja, etc.
- Currently, RMC fully provides students with the opportunity to live in hotels with which the college has signed contracts. In the future, as the number of students increases, it is planned to consider the possibility of providing a student hotel.
- RMC Studies department works with students, regularly informing them about tuition fees orally and in writing. At the end of 2019, a mentor was recruited to work with students from abroad, who helps with support not only in questions about the study process, but also in financial literacy, cultural differences, various household issues, etc.

### **Threat avoidance**

- Responding to the constant changes in the higher education space, RMC tries to get involved in the creation of change policy and ensuring stability in the higher education space. This mostly happens with active participation in the work of the Association of Latvian Colleges (hereinafter - LKA), of which RMC has been a member since October 2017. RMC has regularly participated in the discussion of all documents prepared by the Ministry of Interior and the Saeima commissions, preparing and submitting its opinion and proposals in writing and discussing them at the meetings of the LKA. Currently, RMC is actively involved in solving the issue of the typology of higher education institutions and the place of colleges in the education system of Latvia, in order to maintain the status of higher education institutions for colleges.

In cooperation with Alberta College, RMC has initiated the updating of the professional standard Commercial activity specialist and in cooperation with the Latvian Chamber of Commerce and Industry (hereinafter - LTRK), of which RMC has been a member since October 2017, participated in the development of this standard project. Involvement in cooperation with employers in LTRK and also in the Latvian Social Entrepreneurship



Association (hereinafter - LSUA), of which RMC has been a member since October 2017, gives the opportunity to more promptly follow the requirements of employers regarding educational programs and study results. RMC is ready to continue to be actively involved in the targeted solution of problems related to higher education in Latvia.

- At the same time, RMC is looking for unique niches in the implementation of short-cycle higher professional education in order to reduce competitive tension. Therefore, the integration of the aspect of social entrepreneurship in the study program implemented by the college is continued and the market is studied, and work has been started on the opportunity to offer potential students to learn the "Tourism Service Organization" program.
- RMC accumulates experience and purposefully introduces innovations in the attraction of students from abroad, imposing increasingly strict admission requirements and testing English language skills (tests, interviews), as well as tries to cooperate with bodies involved in the attraction of foreign students, the Higher Education Center (hereinafter - AIC) , Directorate of Citizenship and Migration Affairs (hereinafter - PMLP), etc.

### **Taking advantage of opportunities**

- RMC regularly recognizes the interest of foreign potential students in studying at RMC by going to various promotional events/exhibitions abroad. In this way, new students were attracted and the interest of foreign students to study at the college in the field of tourism was recognized. Research and attraction work is planned to be carried out regularly. Participation in exhibitions is being prepared in the future.
- RMC has also evaluated the increasing interest of students from abroad to study by distance learning. This wish is also expressed by students who, due to health or family circumstances, have to stop their full-time studies in Latvia and return to their home country. RMC regularly improves the Moodle study website in order to be able to develop the offer of distance learning studies.
- The rapid development of information technologies and the offer of new opportunities are used in the regular improvement of RMC's distance learning study provision, as well as the entire study site Moodle and RMC's communication system.
- RMC takes advantage of the growing interest of the population in recent years to become employers and to establish small companies, including micro-enterprises, paying a lot of attention during the study process to exactly this type of companies, without, of course, excluding opportunities to gain knowledge and practice in large companies, in order to become a professional employee in the larger in the company.

### **Development strategy of the study direction "Management, administration and real estate management".**

In order to implement the guidelines set by RMC management and external experts, at the RMK Council meeting on 09.05.2023. the new development strategy for 2023–2028 was approved, which is a document confirming the planning progress of RMC, as well as a subsequent continuation of RMC's development strategy for 2021–2023.

The RMC development strategy 2023–2028 is designed as the main development planning document of the educational institution. The development and implementation of the strategy is generally the responsibility of the director of RMC, who cooperates with all levels of the organizational structure of RMC.

*Table 2.3.*

### **Development plan of the study direction "Management, administration and real estate management" for 2023-2028**

<b>Direction of development</b>	<b>Tasks</b>
New study programs in the direction of studies	<ol style="list-style-type: none"> <li>1. Creation of new study programs for the development of the study direction.</li> <li>2. Further development of the study direction, forming cooperation with other higher education institutions in Latvia and abroad.</li> </ol>
Content of study programs	<ol style="list-style-type: none"> <li>1. Ensuring compliance of study programs in accordance with market requirements and actuality.</li> <li>2. Improvement of training practice tasks in accordance with the requirements of the labor market and the possibilities of practice places.</li> <li>3. Evaluation and improvement of program content after each study year.</li> </ol>
Study process	<ol style="list-style-type: none"> <li>1. At the beginning of each semester, update study course programs (improvement of study content, including information on the latest research) and ensure their timely availability in the e-environment.</li> <li>2. Promote the updating and improvement of study course materials and their placement on the study Moodle website.</li> <li>3. To ensure constant and intensive inter-subject communication.</li> <li>4. To diversify and improve study methods.</li> <li>5. Expand the use of information technology in the study process.</li> <li>6. Constantly monitor changes in external regulatory documents and ensure their coordination with internal regulatory documents.</li> <li>7. Constantly work on raising the qualifications of the academic staff.</li> <li>8. Expand the mobility of academic staff (guest lecturers; RMC lecturers teaching at other higher education institutions in Latvia).</li> <li>9. Ensuring the participation of students in the research work of RMC.</li> <li>10. Development of cooperation with other related higher education institutions in Latvia and abroad.</li> </ol>
Study environment	<ol style="list-style-type: none"> <li>1. To conclude new cooperation agreements with academic libraries in Latvia and other countries.</li> <li>2. To supplement the library funds with the latest teaching aids and reference materials.</li> <li>3. By motivating the academic staff of RMC, continue to develop new study materials and ensure their availability in the e-environment.</li> <li>4. Constantly improve the document circulation scheme with the aim of ensuring timely and high-quality receipt of information, incl. electronically.</li> <li>5. To constantly analyze the satisfaction of students and graduates with the study process and study results and use the results to improve the study process.</li> </ol>
Graduates of the study program	<ol style="list-style-type: none"> <li>1. Inform graduates of the study program about further education opportunities.</li> <li>2. Conduct surveys of graduates and their employers, involving them in the development of the field of study and improvement of the quality of the program.</li> <li>3. Provide practical support to graduates in starting their own business through cooperation with business, incl. social entrepreneurship, incubators in Latvia and abroad.</li> <li>4. Cooperate with employers in providing graduates with jobs.</li> </ol>
Study program promotion	<ol style="list-style-type: none"> <li>1. Promotion of study programs in Latvia, in cooperation with employers and graduates of the study program.</li> </ol>

	2. To ensure promotion and popularization of study programs abroad.
Cooperation with other higher education institutions; legal and natural persons	1. Strengthening cooperation with Latvian and foreign higher education institutions. 2. Promotion of student and academic staff mobility and cooperation in the research field with Latvian and foreign higher education institutions.

**2.1.3. The management structure of the study area and corresponding study programs, analysis and evaluation of its effectiveness, including the role of the head of the study area and study program leaders, responsibility and cooperation with other study program leaders, the administrative and technical staff of the university/college provided within the study area support assessment.**

Currently, the short-cycle professional higher education study program Business Administration is implemented within the field of study, where the head of the field of study also performs the functions of the director of the study program.

**In accordance with Section 2 of the Regulations on the Head of Study (approved at the meeting of the College Council on 09.05.2023, protocol No. 1-1.5/2023/02), the head of the study area has the following duties:**

1. To be responsible for the implementation and development of the study programs (hereinafter - the Program) in the field of study in accordance with the requirements specified in the regulatory documents:

- 1.1. manage and plan the work of the Methodological Commission of the study area;
- 1.2. to organize the development, updating and approval of study courses at the meeting of the Methodological Commission.
- 1.3. to organize the development, updating and approval of distance learning study materials at the meeting of the Methodological Commission;
- 1.4. organize the development, updating and approval of practice descriptions at the meeting of the Methodological Commission;
- 1.5. to organize the implementation of study practice in accordance with concluded practice contracts;
- 1.6. develop the annual self-evaluation report of the study area for approval by the College Council and posting on the College's website;
- 1.7. to make amendments, if necessary, to the study program in the direction of study and submit them for consideration by the College Council;
- 1.8. submit the study plan with the approved amendments to the College Council within five working days;
- 1.9. develop a self-assessment report for the study area and represent the study area in the evaluation process;
- 1.10. to organize the development of a new program in accordance with the procedures specified in regulatory documents for obtaining a license within the field of study;
- 1.11. to submit the study plan of the program for the current academic year to the methodologist of the Studies Department;
- 1.12. manage the work of academic staff and guest lecturers in the field of study;
- 1.13. organize the process of teaching lessons;
- 1.14. to inform students about the requirements, content and implementation progress of the corresponding program.
- 1.15. ensure availability of program documentation in the Moodle environment;
- 1.16. recommend to the head of the College's Studies Department the staff composition of the pre-defense commission;

- 1.17. recommend to the head of the College's Study Department the composition of the study thesis defense commission staff;
- 1.18. recommend to the head of the College's Study Department the staff composition of the State Examinations Commission;
- 1.19. prepare documentation for student matriculation in the later stages of studies;
- 1.20. ensure cooperation with graduates and employers, conduct appropriate surveys once a year;
- 1.21. to organize cooperation with Latvian and foreign higher education institutions within the framework of programs in the direction of studies;
- 1.22. to submit proposals to the head of the Studies Department regarding the involvement of lecturers in the relevant program of the study field.

**To control and improve the implementation of the study program, a Methodological Commission has been established in the college, which operates in accordance with the Regulations of the Methodological Commission (approved at the meeting of the College Council on 17.09.2020, protocol No. 4).**

**The main directions of the Commission's activities:**

1. Examining and approving study topics;
2. Examining and approving the topics of the qualification work;
3. Examining and approving study course descriptions/study modules;
4. Examination and approval of study materials;
5. Organization of lesson internships and analysis of results;
6. Organization of methodical seminars on current affairs;
7. Examination of the licensing/accreditation report and recommendation for approval by the College Council.

**The main tasks of the methodological commission:**

1. Analyze the work of the academic staff in the implementation of study courses and make proposals to the College management for its improvement.
2. To evaluate the descriptions of the study courses included in the study modules of the College and to approve them.
3. To evaluate and approve study methodical materials.
4. To evaluate the results of the open classes of the candidates for lecturer positions and to make a decision on recommending candidates to the College Council for election to academic positions.
5. To make proposals to the College management about the necessity of developing new study courses.
6. Discuss novelties in the use of information technology in the study process and provide recommendations to the College management

**Scientific work in the college is coordinated by the Science Council in accordance with the regulations of the Science Council (approved at the meeting of the College Council on 08.01.2019, protocol No. 1 with amendments at the meeting of the College Council on 30.08.2019, protocol No. 5).** The purpose of the activity of the Science Council is to determine the priority directions of scientific work, planning and coordinating the scientific work of academic staff and students, promoting the improvement of the scientific qualifications of lecturers, promoting international scientific cooperation, evaluating and summarizing research results.

**Study work in the college is coordinated by the Study Department, where the structure of the department consists of the head of the Study Department, heads of study areas, education methodologist. The purpose of the study part is:** to ensure the solution of the college's common

conceptual and organizational issues in the areas of study content, process organization and quality assurance.

**Tasks of the study part:**

1. To develop and improve the regulatory documents of the study process;
2. Organize the preparation of the study program licensing report;
3. Organize the preparation of the accreditation report for the study area;
4. Manage and control the work of the head of the study direction;
5. Organize professional development studies for academic staff;
6. Organize and control the study process in full-time studies, part-time face-to-face studies, part-time part-time studies, distance learning according to the created study plans.
7. Control the fulfillment of academic staff workload regulations;
8. Update students' personal files in accordance with the binding regulatory enactments;
9. To order, receive, record and store documents certifying higher education (diplomas) and related documentation.

**The work of distance learning studies** is coordinated by the Distance Learning Department in accordance with the Regulations of the Distance Learning Department of the Riga Management College (approved at the 02.11.2023 RMC Council meeting, protocol No. 1-1.5/2023/04).

**The purpose of the distance learning part** is to ensure quality short-cycle professional higher education in the form of distance learning studies, using the experience and technologies of the modern world.

**Tasks of the distance learning part:**

1. Ensuring continuous operation of the distance learning e-study system.
2. In cooperation with the Heads of Study Areas, drawing up the study plan of distance learning study groups at the beginning of each semester.
3. Providing support for students and lecturers of the distance education department in all matters related to distance education.
4. Ensuring the availability of distance learning study material.
5. Informing students and lecturers of the distance education part about innovations and changes in the distance education system and the distance education study process.
6. Maintenance and development of the distance learning e-study system.

The operation of the distance education department is ensured by the head of the distance education department, the specialist of the distance education department, the methodologist of the study department, the heads of the study areas, the methodical commissions of the study areas, lecturers. The coordinated operation of the management of all the above-mentioned study areas is ensured by the Director of the College in accordance with the Regulations of the Riga Management College (Regulations of the Cabinet of Ministers No. 131 of March 6, 2018).

In accordance with the requirements set out in Article 5, Clause 2<sup>1</sup> of the Law on Higher Education Institutions, RMC has introduced a Quality Management System policy, within the framework of which the management quality of the study direction and the study program included in it is regularly evaluated, for example, the implementation of the study program is analyzed at the meetings of the Methodological Commission, the evaluation is reflected in the minutes of the meetings) . In general, the management of the study direction and study program can be assessed as good, according to external and internal documents regulating the study process.

**2.1.4. Characterization and assessment of the student admission requirements and system, among other things, specifying who determines the student admission procedures and requirements. The possibilities of recognition of the study period, professional experience, previously obtained formal and informal education within the field of study are evaluated, concrete examples of the application of the procedures are provided.**

The student admission procedure is determined by the Admission Regulations, which were issued in accordance with the requirements of the second subparagraph of Article 46 of the Law on Higher Education Institutions of the Republic of Latvia, the regulations of the Cabinet of Ministers of the Republic of Latvia of October 10, 2006 no. 846 Regulations on the requirements, criteria and procedures for admission to study programs and the regulations of Riga Management College. These rules are clarified for each study year and approved by the College Council, as well as in accordance with the requirements of regulatory acts, they are approved by the Council of Higher Education and submitted to the Ministry of Education and Science. Admission regulations for the 2022/2023 academic year were approved at the RMC council meeting on 15.02.2022.

Every citizen of the Republic of Latvia and persons who have the right to a non-citizen passport issued by the Republic of Latvia, as well as persons who have been issued permanent residence permits or temporary residence permits, or based on an international agreement, have the right to study at the college, regardless of their gender, social and financial status, race and national origin, political opinions and religious beliefs, occupations and places of residence who meet the admission requirements and have taken the steps required in the admission process. The right of foreign citizens who have not been issued a permanent residence permit to study at the College is regulated by Article 83 of the Higher Education Law. In distance learning, foreign citizens have the right to study even without obtaining a maintenance permit until the moment when the student needs to come to Latvia.

Student recruitment and recruitment marketing is carried out by the College's Admissions department. Student admission is ensured by the College's Admissions Committee. The Admissions Committee operates in accordance with the Regulations of the Admissions Committee, its personnel composition for each study year is approved by the director by order.

Admission to the college is announced for the spring and autumn semesters, observing the deadlines set by the Cabinet for the registration and admission of applicants. Study fees and registration fees are determined by the price list approved by the College Council.

You can apply for studies by personally coming to the college and proving your identity with documents, electronically on the website, when authorizing another person who presents the power of attorney, you must also present a copy of the identity document of the person giving the power of attorney. When applying, the applicant submits all the necessary documents specified in the regulatory documents issued in Latvia in the prescribed manner.

For persons who have received their previous education abroad, after applying for studies at the College, the examination of academic degrees and diplomas, as well as documents certifying secondary education is carried out in Latvia, except for the cases specified in international agreements. Expertise is carried out by the Academic Information Center, which also legalizes educational documents issued abroad.

If the educational document has been issued in a foreign country that is a member state of the Hague Convention of October 5, 1961 On the Abolition of the Requirement for Legalization of Foreign Public Documents, the document requires a certification (apostille) by the competent institution of the issuing country. An educational document issued by other countries is legalized by the competent institution of the issuing country or at the diplomatic or consular representation of the issuing country and then at the diplomatic or consular representation of the Republic of Latvia in the relevant country or at the Consular Department of the Ministry of Foreign Affairs of the Republic of Latvia.

Persons who have obtained secondary education abroad are admitted to basic study programs based on a certificate of secondary education and an assessment of English language skills. The rating

is obtained from the rating in the subject "English" in the document confirming the acquisition of secondary education, the test completed on the college's study website and the interview with the student conducted by a college employee. Tests in English are set for a student who has expressed a desire to study in a group where lessons are taught in English. Foreign students cannot apply for part-time on-site or part-time off-site studies.

There are no additional entrance exams for Latvian citizens.

The admission process consists of a person's application, determining the results of the competition, which are confirmed by the decision of the Admission Commission, making the results of the competition public; registration for studies, matriculation.

The order on student matriculation is issued by the director of RMK, based on the opinion of the Admissions Commission, as well as after concluding the study contract.

Matriculation in the later study stages is determined by the "Rules for recognition of competences acquired outside of formal education or professional experience and study results achieved in previous education at the Riga Management College" (approved at the 02.11.2023 RMC Council meeting, protocol No. 1-1.5/2023/04), which developed in accordance with the first part of Article 15 of the University Law.

Up to now, mostly the previously acquired study courses were equated with students who come from other educational institutions for various reasons. For example, student B transferred from Alberta College because his group was disbanded due to insufficient numbers of students and the other forms of study offered did not suit him. When applying for studies, the student, along with other mandatory documents, submitted an academic statement from Alberta College, which, after completing all the required equalization procedures, allowed him to be enrolled in the 3rd semester.

Also, some foreign students, when applying for studies, submit academic certificates from previous Latvian universities (mostly RTU or Business University "Turība"), which allows the college to equate some previously studied study courses. However, only in rare cases have students been in a situation where they could be enrolled in a senior semester, as usually the number of these previously studied courses is very small. Also, students have the opportunity to attend even transferred study courses as free listeners or with the intention of improving the evaluation obtained at the previous university.

#### **2.1.5. Evaluation of the methods and procedures used in the assessment of student achievements, principles, how they are chosen, how the adequacy of the assessment methods and procedures to the achievement of the goals of the study programs and the needs of the students is analyzed.**

Study results are evaluated in accordance with the 20.03.2001 of the Cabinet of Ministers of the Republic of Latvia. to regulations no. 141 Regulations on the state standard of professional higher education. The evaluation procedure at the college is determined by the Study Regulations (approved at the RMC Council meeting on 17/09/2020, protocol No. 4) and the Study Practice Regulations (approved at the RMC Council meeting on 02.11.2023, protocol No. 1-1.5/2023/04).

The reference point for obtaining an assessment is the acquired level of knowledge, skills and competences in the relevant study module. The results are compiled in the exam and test reports, which are official documents.

Assessment of students' knowledge takes place in accordance with the Law on Professional Education, Study Regulations. The type of examination and the order of its organization are determined by the content of each study program.

The basic principles of student education evaluation are:

- the principle of summing up positive achievements – knowledge is evaluated by summing up the positive achievements in studying the study course;

- the principle of openness and clarity of requirements – in accordance with the set goals and objectives of the study program, a set of basic requirements necessary for the assessment of acquired knowledge is defined;
- the principle of the diversity of test types used in the assessment – different test types are used in the assessment of students' knowledge;
- the principle of conformity of assessment – in tests, the student must prove analytical knowledge and creative abilities, knowledge, skills and competences determined by the content of the study course.

Students are already informed about the form of the test and the study results to be obtained at the beginning of the study course, when the lecturer introduces them to the evaluation conditions in the study course. A description of each course is also available on the college's study site, Moodle.

**The exam** is a written, oral or visual performance test of students' knowledge, skills and abilities, which is also evaluated according to a 10-point system. The exam and assessment with a grade is passed if the knowledge, skills and abilities are rated no lower than 4 points.

**The test** is a written or oral test of students' knowledge, skills and abilities, which is evaluated with a grade or "passed", "failed" or passed with a mark.

The type of tests is determined by the educational program, but the form of the test (written or oral) is determined by the study course lecturer. The exam is accepted by the lecturer of the study discipline or, if necessary, by the committee. A student may take the exam no more than 2 times without a commission.

**The performance of practice tasks** is evaluated according to a 10-point system. Assessors are practice leaders in the workplace and college. Credit points are credited for the studied course and practice, if the rating received is not less than 4 on a 10-point scale - "almost mediocre".

**The qualification paper** is evaluated according to a 10-point system; the first successful rating is 4 points. Defense of the qualification thesis takes place in the college, in person at the established qualification commission. When organizing it, the following rules must be followed:

- the defense of the qualification work takes place at the meeting of the professional qualification commission;
- the composition of the commission must be at least 5 persons;
- the commission consists of specialists from industry institutions and professional associations, leaders of similar programs, as well as representatives of the college;
- no less than 50% of the composition of the commission, as well as the chairman, must be representatives of business-related institutions or professional associations;
- the composition of the commission and its chairman are approved by the college director upon the recommendation of the program director.

The short-cycle professional higher education diploma for college education is issued to graduates who have successfully fulfilled the requirements set in the educational program; have successfully passed the qualification exam and defended the qualification thesis with a grade not lower than 4 (almost average).

Retaking or taking a late test is a paid service. If the student does not participate in the test due to valid reasons (illness, family circumstances, etc.), the student has the opportunity to take the test for free. The decision to hold the test free of charge is made by the director.

If the student's work is recognized as plagiarism, it is not evaluated. For more on plagiarism control, see the Plagiarism Control and Prevention Regulations at the Riga Management College (approved at the RMC council meeting on 27.07.2022, document no. 1-4.1/2022/1a).



Students can familiarize themselves with the evaluation criteria, conditions and binding procedures in the Study Regulations, which are available to all students in the Information for students section of the RMC study website Moodle.

Evaluating the above information, it can be concluded that the procedures used in the evaluation of student achievements, which are determined by external and internal normative documents, correspond to the achievement of the goals of the study program in various ways and forms of the implementation of the study program, including full-time face-to-face and distance learning.

#### **2.1.6. Characterization and evaluation of the principles of academic honesty and the mechanisms of their observance, as well as the ways of informing the involved parties. Anti-plagiarism tools used.**

Riga Management College has approved internal regulatory documents: Code of Ethics (approved at the meeting of the Board of Management of the Faculty of Economics and Business on 02.11.2023, protocol, No. 1-1.5/2023/04) and Study Regulations (approved at the meeting of the Board of Management of the Faculty of Economics and Business on 02.11.2023, protocol no. 1-1.5/2023/04), which define the principles of academic honesty and responsible behavior and the conditions for their observance.

The study regulations provide that after plagiarism is detected in the qualification work, the student is expelled and retaking the state exam is possible only after a year. The Code of Ethics, on the other hand, stipulates the responsible performance of the duties of college students and lecturers, the non-allowance of plagiarism in the study process. An ethics commission has been established in the college college (the rules of the ethics commission were approved at the meeting of the RMC council on 02.11.2023, protocol no. 1-1.5/2023/04), whose task is to fairly and honestly evaluate the observance of academic honesty, based on objective and verified facts.

Until now, RMC students have not been expelled due to plagiarism, but in order to assess academic honesty as objectively as possible, during the study process, lecturers and the methodologist of the study department use the official plagiarism check tool: <https://www.plag.lv/> The Plag.lv system automatically compares the works uploaded in the unified computerized plagiarism control system and the available internet materials, and if the coincidence of fragments of the works reaches a certain percentage, it provides information about the fact of plagiarism.

## **2.2. Effectiveness of the internal quality assurance system**

### **2.2.1. Assessment of the effectiveness of the internal quality assurance system within the field of study, examples of specific actions that ensure the achievement of study program goals and results, continuous improvement, development and operational efficiency of the field of study and corresponding study programs.**

In order to verify the effectiveness of the quality assurance system within the field of study, after each study course, students are given the opportunity to fill out a questionnaire about the specific study course, which also includes qualitative questions about the study course. The results of the survey are analyzed, if necessary, corrective/preventive actions are determined.

As part of the internship, RMC conducts an employer survey, including qualitative questions. The results of the survey are analyzed, if necessary, corrective/preventive actions are determined. RMK also conducts graduate surveys, but their response has not always been sufficient.

As part of the study program, the study course is supervised according to the plan created by the head of the study direction.

Based on the description of the process Internal audit, RMK conducts an internal audit, during which the study organization process is also audited. After the audit, a report is prepared. If, during

the audit, non-compliance or recommendations for improving the process are found, then this is reported to the director and a decision is made on further action, the responsible person and the deadline for execution.

2022/2023 In the study year, the implementation of the Digital Marketing study course was started in the Business administration program. In 2022, the development of a new study program "Organization of tourism services" has started. The study program is developed in accordance with the standard of the tourism service organizer profession adopted on February 9, 2022.

Research on tourism development trends clearly indicates that large group travel is becoming increasingly unpopular, while travelers prefer traveling in small groups or alone. Consequently, there is a need for the creation and offer of new tourism products and specialists who can work in the creation of a tourism product and in the organization of a small tourism company are needed.

The opinions of Latvian residents who have small tourism businesses in rural regions of Latvia or who would like to create one have been clarified. They confirm the need for a Tourist Services organizer in the company. Potential applicants from India and Sri Lanka have shown great interest in studying in the tourism program.

The *tourism service organizer* has been newly included in the map of professions included in the structure of the tourism industry, developed in 2018 and supervised by the State Education Content Center. Therefore, the expert council of the tourism industry has already confirmed that such a profession is necessary. In November 2019, RMC approached the Association of Latvian Tourism Agents and Operators, which is also a member of the industry expert council, and received confirmation that RMC will be able to participate in the development of the standard for the tourism service organizer profession, which will be launched in the summer of 2020. As far as we know, so far no other higher education institution has shown interest in training a tourism service organizer.

**2.2.2. Analysis and evaluation of the study program development and review system and processes, providing examples of the study program review process, goals, regularity and involved parties, their responsibilities. If new study programs were developed during the reporting period, describe the process of their creation (including the process of approving study programs).**

In order to ensure the effectiveness of the quality assurance system within the field of study, at the end of each study course, students are given the opportunity to fill out a questionnaire about the specific study course, which also includes qualitative questions about the study course. Survey questionnaires have been created using Google Forms, and the link to the survey is available on the Moodle website in the profile of each study course.

The results of the survey are analyzed, if necessary, corrective/preventive actions are determined. As part of the practice, RMC conducts a survey of Employers, including qualitative questions. The results of the survey are analyzed, if necessary, corrective/preventive actions are determined. RMC also conducts alumni surveys, but their response is not always sufficient.

RMC uses three surveys to obtain feedback - a student survey on the evaluation of study courses, a questionnaire for the Head of Practice and a survey of college graduates. These surveys provide valuable information about the quality of the college's academic work, the work of lecturers and administration, and also help to plan the work of the college in the future.

The student survey on the evaluation of the study course is placed on the distance learning website Moodle on the home page of each course profile. Survey questionnaires have been created using Google Forms, and the link to the survey is available on the Moodle website in the profile of each study course. The survey is anonymous, it is available to all students of the study course who are registered in the relevant study course. At the beginning of the examination session, the study department encourages students to fill out questionnaires for each study course, so that it is possible to evaluate and improve the study course and the quality of education. The educational methodologist is responsible for posting the survey on the Moodle website. At the end of the test session, the data obtained in the surveys are collected and analyzed.

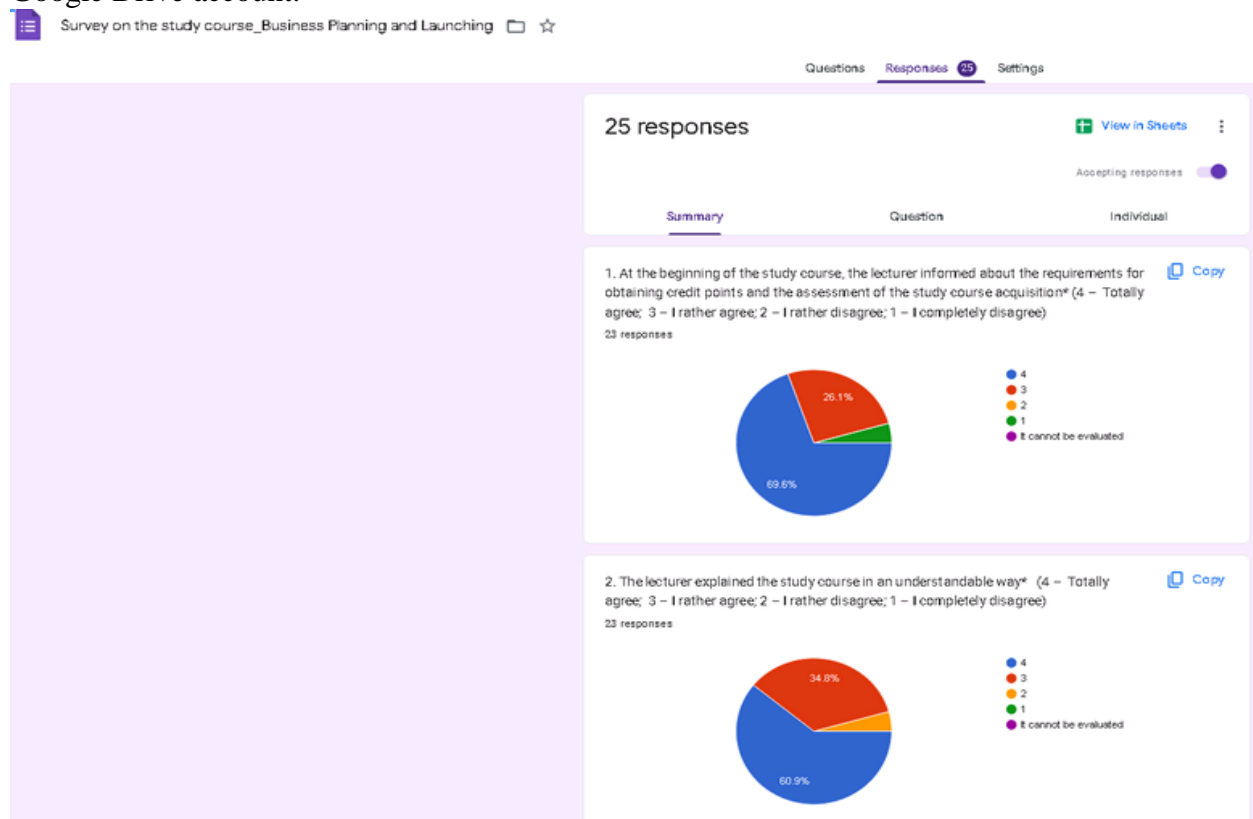
RMC students must do an internship, the conditions of which are informed by the internship manager of the relevant study program. At the end of the internship, the managers of the internship in the company fill out the questionnaire of the internship manager, which the student submits to his internship manager - the employer in printed format. The questionnaires are completed by the employer, confirming the honesty of the answers and the questionnaires with a signature. Students submit the completed questionnaires in the study section. Submitting the questionnaire is a mandatory condition for completing the practice and obtaining the assessment. After each internship, the Study Department evaluates the surveys, discussing and analyzing the answers given by the managers of the internships. If necessary, the possibility of implementing improvements or changes in the internship program is evaluated.

All RMC graduates must complete the Graduate Survey. The survey is conducted electronically, its form is prepared in the college's Microsoft Office 365 account service Forms (Google Forms) and sent to the e-mail addresses of graduates. The survey is conducted anonymously. The results of all surveys are compiled and submitted to the college administration.

The RMC education methodologist collects the data of all conducted surveys (Study Course Evaluation Survey, Internship Manager Survey and College Graduate Survey).

Study course evaluation surveys or student questionnaire responses are collected after each semester of the academic year in a .xlsx or .csv file. After the survey is closed, all submitted responses are saved to the college's Google Drive account. The file with the survey results is available to the college administration in the file storage of the Office 365 account; the summary is sent individually to the lecturers by e-mail.

Using the data visualization option of Google Forms (as an example, see Figure 2.1.), the methodologist of the education department saves and uploads the collected data to the college's Google Drive account.



**Figure 2.1.** Visualization of the results of the survey on the study course "Business planning and launching".

The visualization of the survey data allows viewing all survey questions in all study semesters, thus allowing comparison of data in different sections. Visualization is used in planning the work of each study semester, improving the work of lecturers and the content of the study course.

Visualization is available to RMC administration and lecturers. At the end of the test session of each semester of study, the educational methodologist submits a summary of the data of the relevant semester to the director of RMC.

**The internship manager's questionnaire** is completed after each internship. Questionnaire data from written questionnaires are collected electronically in .xlsx or .csv by study years. The file with the data is available to the college administration in the file storage of the Office 365 account. The educational methodologist submits a summary of data for the relevant study year to the director of RMC. The summary is sent to teachers individually by e-mail.

**The graduate survey** takes place after each graduation, interviewing the graduates of the respective study year. Responses are compiled electronically in an .xlsx file that is placed in the college's Office 365 account environment. In order to make a comparison by study years, all answers are collected in one file. The file with the data is available to the college administration in the file storage of the Office 365 account. The educational methodologist submits a summary of graduation data for the relevant study year to the director of RMC.

The student self-government receives feedback on the results of the surveys and the measures taken to improve the study process as a result of them in joint meetings with the administration.

The RMC education methodologist collects the data of all the surveys conducted in the college in a visually transparent way, while the analysis allows to follow the dynamics of student answers, draw conclusions and provide suggestions for future work planning. All surveys have a comment section, allowing students, internship managers and alumni to express their opinion about the work of the college also in the form of open answers.

The results of the surveys and data comparisons are presented to the college management, whose data is used in organizing the next semesters and study years. If necessary, the college management conducts individual discussions with lecturers, with the aim of improving the content and teaching of the study course.

## **Examples of survey results analysis and college performance improvements**

Guided by the survey results at the end of each academic semester and study year, the college administration and methodical commissions make changes in study planning and organizational work. An important indicator is students' comments and answers to open questions.

- 2022/2023 Necessary improvements and solutions found in the spring semester of the academic year:

1) Observation: some students who have never studied French express their wish to abandon the "Applied Language I (French)" course included in the study plan, because the course requires at least an A2 or B1 level of language knowledge.

Action of the college administration: a decision is made to allow the student to withdraw from the French language course, instead the student must take an additional (reinforced) course - "Business Planning and launching" in order to equalize the number of inadmissible credit points.

2) Finding: full-time full-time students of business management, who are mostly foreigners, express dissatisfaction with the too early start time of lectures, which is difficult to combine with late work shifts and acclimatization problems.

Action of the college administration: the methodologist of the study department rearranges the list of classes, moving the start of lectures from 9.00 to 9.30. Also, as far as possible, the beginning of lectures on individual days is determined from 11.10.

Taking into account the decreasing number of positive answers in several questions of the survey questionnaire (in the question "Does the lecturer care about the prestige of the college" in the spring semester of the 2018/2019 academic year, Yes answers dropped from 93% to 79% compared to the previous semester; "Opportunity to receive consultations, communication with lecturers" in the

spring semester of the 2018/2019 academic year, a satisfactory increase in responses from 0% to 14% compared to the previous semester), a decision is made on the need to update the code of ethics of the college. College council meetings 11.03.2019. The approved version of the Code of Ethics includes basic requirements for lecturers: "To observe a respectful culture of mutual relations, to ensure objective information, its timely circulation and, if necessary, its confidentiality; as well as "Be aware of your special place and responsibility, be a role model in observing moral norms" etc.

#### **Excerpts from student feedback in survey questionnaires:**

*Concise, thoughtful, wide range of materials.*

*A very interesting and comprehensive subject.*

*A very good lecturer who knows how to teach interestingly. I liked the practical work we did in the lectures - we discussed, etc.*

*Thank you for your interest in us.*

*Thanks to the teacher! I highly appreciate the fact that the practice report is divided into weeks (diaries). Therefore, upon receiving the assessment for the given week, there are opportunities to supplement and eliminate deficiencies by submitting the final internship report.*

*Thank you, by studying this subject I have made important decisions regarding my future role in my workplace.*

#### **2.2.3. Description of the procedure and/or system for submitting student complaints and proposals (except for conducting student surveys). Whether and in what way the students have access to information about the possibilities to submit complaints and proposals, how the results of the examination of complaints and proposals and the improvements made in the course of study or in the corresponding study programs are communicated.**

Riga Management College has developed and approved the Internal Rules for students (approved at the meeting of the College Council on 09.05.2023, protocol No. 1-1.5/2023/02), which on 3.13. The rights of students and the procedure for submitting complaints/suggestions are defined in paragraph RMC has also approved the procedure for consideration of Recommendations/complaints (approved at the meeting of the College Council on 02.11.2023, protocol No. 1-1.5/2023/04).

Students have the opportunity to submit complaints and proposals by filling out the complaints/proposals form posted on the Moodle study site and uploading it in the "Suggestions/complaints review" section, or submit them in free form in the study department or in the student self-government by writing to students@college.lv. Students use the Moodle study environment to submit proposals. Student proposals and complaints are also considered if RMC receives a message to the official e-mail: info@managementcollege.eu. Mostly questions and proposals are about difficulties in using the study environment. After analyzing the proposals, the head of the distance learning department has created several instructions for using the distance learning website, for example, Communication procedures at the college, Instruction for students in using the distance learning website "How to study on the RMC distance learning website?", "Guidelines and useful resources".

Since RMC has relatively few students and a very open communication environment for students, full-time students choose to solve their interesting or problematic questions by discussing with a teacher, a methodologist of the study department or a mentor/study manager. The issues to be resolved were, for example, the time of scheduled lectures and exams, academic debts, renewal of residence permits, etc. At their request, the college tries to schedule lectures for foreign students mostly from 11.10. Exams are rescheduled for a later time, in the afternoon/evening, for working students studying via distance learning, in coordination with the instructor.

Students also have the opportunity to submit an appeal for the received assessment. This procedure is determined by Article 7.13 of the Study Regulations. point: Tests and evaluation of students' knowledge. There have been no appeals since the previous assessment.

Students are informed about the results of the review of complaints and proposals and the improvements made by e-mail or using the communication options of Moodle (in the "Information for students" section, in the notification subsection or by sending a message to the student through Moodle).

**2.2.4. Information about the statistical data collection mechanism established by the college. What data and how regularly are collected, how the obtained information is used to improve the study direction. Mechanism for obtaining and providing feedback, including work with students, graduates and employers.**

Statistical data is collected by the Department of Studies, Admissions Department, accounting (outsourced service). Part of the compilations are made for data submission to external institutions (for example, the Central Statistics Office, the Ministry of Education and Science, the State Education Informatization System, the State Education Development Agency, the State Security Service, the State Border Guard). However, these data are also useful for the analysis and planning of the college's work, for example, for the analysis of the dynamics of the number of students, the analysis of the attraction of foreign students, from which the college draws conclusions about the attraction of new cooperation partners, the collection of financial data is used for the evaluation of profitability and financial planning, etc.

Part of the statistics is formed from the study of the satisfaction of students, graduates and employers, which is provided with the help of surveys. This study is also provided for in the RMC Quality Management System policy manual. Regarding the mechanism of filling out and collecting the questionnaires and the use of the obtained information for the improvement of the study direction, see subsection 2.2.2.

The regularly collected data, the institution to be submitted and the deadlines can be viewed in the table for the information to be provided to different institutions, see table 2.4.

*Table 2.4.*

**Types of statistical data to be submitted**

<b>Type of information</b>	<b>Institution where data are to be submitted</b>	<b>Deadlines for submission</b>
Information on RMC student status	State Education Information System	Once a semester
College report	Central Statistical Bureau	Once a year, October 15
Report on circulation of diplomas and diploma forms	Ministry of Education and Science	Once a year, January 1
Information on persons and agencies that attract RMC students to study abroad	State Security Service	Once a semester
Information on changes in student status	State Security Service	As required
Information on third-country nationals studying at the RMC	State Border Guard	Upon request
Information on the revenue and expenditure of the institution for the previous year in accordance with the Cabinet of Ministers	Ministry of Education and Science	By April 1 of each year

Regulation No 348 of May 2, 2006 Procedures by which Institutions of Higher Education and Colleges submit information on their activities to the Ministry of Education and Science.		
Annual student surveys	RMC Board, Director	Twice a year (February and June)
Graduate survey	RMC Board, Director	Twice a year (February and June)
Employer survey	RMC Board, Director	Regularly for post-graduate practices

**2.2.5. Websites (e.g. homepage) where information about the field of study and the corresponding study programs (in all languages in which the study programs are implemented) are published, responsible for the compliance of the information available on the website with the information available in the official registers (VIIS and E-platform).**

Information about RMC study directions and corresponding study programs is published on the RMC website:

- <https://mcollege.eu/> (Latvian),
- <https://mcollege.eu/how-to-apply> (English)

The persons responsible for the compliance of the information available on the website with the information available in the official registers are the acting director and the head of the study department.

## **2.3. Resources and provision of the study direction**

### **2.3.1. Information about the college's system for determining and redistributing the financial security necessary for the implementation of the study direction and corresponding study programs. Data on the available funding for research and/or artistic creativity, its sources and their use for the development of the field of study and corresponding study programs.**

Board of the College (hereinafter – the Board) is the supreme governing body and decision-making body of Riga Management College (hereinafter – RMC) in strategic, financial and economic matters. The Board has all the rights and obligations set out in the College Statute.

Director is the chief executive officer of the College who is responsible for the general administrative and financial management of the College and submits to the Board for approval the budget for the calendar year on which the study and research process is based.

Necessary amount of financing for a particular study direction is made up of study programs and study base financing corresponding to the number of students, which consists of such items as salaries, taxes, utilities, infrastructure maintenance costs, inventory, representation expenses, advertising.

Amount of the study base funding for the study direction is determined on the basis of the estimated number of students in a particular academic year and the basic costs of the study place.

Annex in **Other Annexes** summarises the information on available funding for the provision of the study programme, their comparison with previous years and the projected intake of the following academic year, 2022./2023. On the basis of this analysis, the college management has decided to raise tuition fees for local students in the Latvian language flow, as well as to offer both local students and EU citizens studies in English for a competitive price.

Sources of financing of the RMC study direction are: tuition fee, income from the economic activity of the College, funds of the founders.

College internal normative document [Regulation for Academic Staff Remuneration](#) ("*Noteikumi par akadēmiskā personāla darba samaksu*", developed in accordance with Regulation No. 445 of Cabinet of Ministers of July 5, 2016, *Regulations on Teaching Staff Remuneration*, Higher Education Law, Education Law, [Statute of Riga Management College](#) and other applicable laws and regulations applicable in the Republic of Latvia) defines the criteria for determining the remuneration of academic staff and the amount of remuneration approved on 06/06/2017 with Director order No 1-10/3 with amendments on 17/09/2020 at the RMC Council meeting, Protocol No. 4,

Tuition fee is approved by the RMC Council and subsequently approved by the Board on the basis of Article 22 of Statute of RMC. The approved tuition fee is entered in the normative document – pricelist.

Student's tuition payment plan is drawn up when concluding a study agreement, which stipulates the payment procedure. Where a customized payment schedule is required, it is applied on the basis of a written application by the student and approved by the Director and Board. Also, in cases where it is possible to apply a tuition fee discount for student's investment in student self-government or other study-related activities, the application is reviewed by the Director of College and approved by the Board.

College has developed the [Regulation of the Credit Granting Commission](#) ("*Kredīta piešķiršanas komisijas nolikums*", approved on 30/08/2019, Protocol No 5), on the basis of which the student can apply for the state-guaranteed study loan.

According to Article 1.2 of the [Regulations on Financing of Scientific Research Activities of Students](#) ("*Noteikumiem par studentu zinātniski pētnieciskās darbības finansēšanas kārtības*", approved on the Council meeting on 08/01/2019, Protocol No 1): "The maximum amount of funding available for activities of students in scientific research work is up to 150,00 EUR (one hundred fifty euro 00 cents) per student per year".

Based on the Article 5.9 of the [Student Scientific Writing Contest](#) ("*Studentu zinātnisko rakstu konkursa nolikums*") Riga Management College contributes financially to the organization of the event and the cost of the prize.

In accordance with Articles 2.3, 12, 13, 14, 15 of the [Regulation on Remuneration of Academic Staff](#), ("*Noteikumi par akadēmiskā personāla darba samaksu*") RMC financially supports the following lecturer activities – project development, participation in a conference with a report, publication in an internationally reviewed collection of works, work in the editorial board.

Other research activities, such as the granting of creative leave, College's scientific cooperation with Latvian and foreign educational institutions, etc., are also being supported, in accordance with the criteria set out in the [Statute of Scientific Council](#) ("*Zinātnes padomes nolikums*").

Table 2.5.

### Costs of study place for one student and their assessment

Cost calculation of the Business Management study program per 1 student in 2022

Name	Normative	Calculated costs
N1	Salary per one study place per year	Euro 531.54
N2	Employer's social security contributions 24.09%	Euro 128.05
N3	Mission and business travel costs	Euro 9.11
N4	Payment for services	Euro 84.45



N5	Materials, energy, water and equipment	Euro 5,65
N6	Improvement of training program	Euro 102.7
N7	Equipment and modernization costs	Euro 24.28
	<b>VZ – one study place per year (N1 + N2 + N3 + N4 + N5 + N6 + N7)</b>	<b>Euro 885.78</b>

The percentage distribution of the costs of the study direction, the items included in it are similar to the calculations of the base costs of the study place, they ensure the optimal use of resources in the intended study process. The percentage distribution of funding reflects the optimal use of existing resources to achieve the set goals to ensure the study process.

*Table 2.6.*

**The percentage distribution of the costs of the field of study in 2022**

No	Name of the cost position	Percentage distribution
N1	Salary per study place per year	60.01%
N2	Employer's social security contributions 24.09%	14.46%
N3	Business trip and official travel expenses	1,03%
N4	Service charges	9,53%
N5	Materials, energy, water and inventory	0.64%
N6	Curriculum development	11.59%
N7	Equipment and modernization costs	2.74%
	<b>TOTAL</b>	<b>100%</b>

**2.3.2. Information about the infrastructure and material and technical provision necessary for the implementation of the study direction and corresponding study programs. Is the necessary provision available at the college, its availability for students and teaching staff.**

Sufficient resources and material and technical resources are available to the RMC for the study process. The study process takes place at Lomonosova Street 1, K-4 and Lomonosova Street 4, Riga, on the basis of a cooperation and space lease agreement (No 04/SNL signed on September 01, 2017) with the Baltic International Academy. Agreements stipulate the procedure and accessibility of classrooms and computer rooms for RMC faculty and students, as well as the lease of administrative premises. The College has no branches.

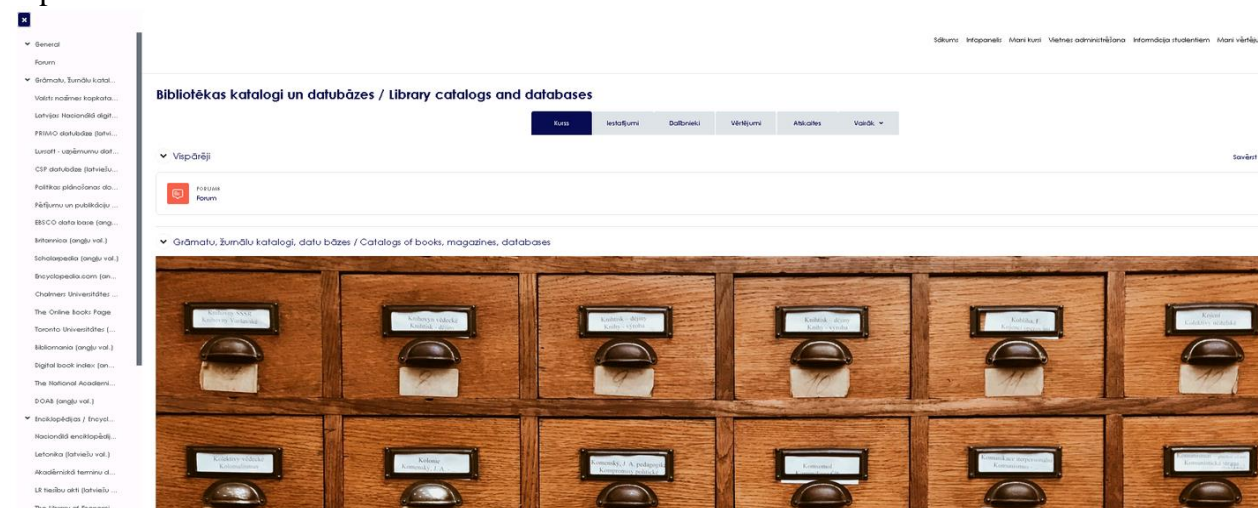
Additional agreement No 1 was signed on October 11, 2019, which stipulates the cooperation that the lessor provides RMC with access to lecture rooms and computer classes, having previously coordinated the lecture load at the beginning of each semester. The agreement also stipulates the procedure of payment in cases where joint study activities are carried out in the framework of the implementation of study program subjects implemented by both parties. The said Agreement confirms that Agreement No. 04/SNL is in effect until September 30, 2026.

Based on the contract No 04/SNL, RMC students have access to the resources of accredited library of Baltic International Academy (Certificate No 8) located at Lomonosova Street 1 k-4, Riga, which includes industry-specific books in both Latvian and English, which can be selected both in person and in the electronic book catalog. Students have access to a separate list of recent books the library has purchased and access to an electronic database (link to the website where they are listed at <https://bsa.edu.lv/index.php/lv/akademisko-datu-bazu-un-mekletajprogrammu-saraksts>).

On the RMC study site *Moodle*, on the other hand, are collected open source information in both Latvian and English language that contain scientifically sound sources – books, magazines, research articles, dictionaries, encyclopedias, and more. For students, the library section provides all the information they need to directly access the specified source that has a cooperation agreement with College, thereby simplifying access to scientific sources for developing their study papers and learning the subject. (See Image 1).

On April 14, 2023, Riga Management College signed a memorandum of cooperation with the Academic Library of the University of Latvia. At the moment, in the Academic Library of LU, RMC students have access to computers with Internet connection and access to authoritative on-line and CD-ROM databases, as well as unique local databases developed by the library itself. More information about the library is available here: <https://www.acadlib.lu.lv/>

Since 2018 the RMC has a new website <https://mcollege.eu/>, where all the actual information is posted.



**Figure 2.2.** Moodle section "Library catalogs and databases"

*Source: RMK Moodle study portal, Image screenshot taken on 30.08.2023.*

Students have access to a computer room located at 1 k-4 Lomonosova Street, where the library staff can answer questions about how to obtain the necessary sources. Also both College students and teaching staff have access to the computer-equipped workstations on College's administrative premises. Wireless (Wi-Fi) Internet is available in all study rooms. All classrooms are equipped with computer equipment that allows leading classes using multimedia projectors. Students have access to copy, scan and print services (both black and white and color) based on the price list developed by the College. For students' convenience, there are lounges and a library, as well as coffee machines and hot lunch services.

Even before foreign students in Latvia, RMC offers them possible accommodation based on cooperation agreements on the provision of hostel services. Several have been concluded – with SIA *Krustkalnu projekts*, contract No.V-03/2017; SIA *Bulduru dārzkopības vidusskola*, contract No 8-2/77; *1Home Group AS*, contract signed on 09/01/2020.

**2.3.3. Information about the system and procedures that are applied to the development and acquisition of methodological and informational support: Description and evaluation of the accessibility of the library and databases to students (including in the digital environment) and compliance with the needs of the study area, including information about the suitability of the library's working hours to the needs of students, the number/area of rooms, suitability for permanent study and research work, the services offered by the library, the available literature for the implementation of the study direction, the databases available to students in the relevant field, their usage statistics, the procedure for replenishing the library's collections and the procedure and options for subscribing to databases.**

In order to ensure the study process, close co-operation with the teaching staff of the study program is established and maintained, thus facilitating the identification and compilation of the latest literature. Databases of well-known scientific substantiation are used as the basis for the identification and evaluation of literature, also attention is being paid to the year of publication of the source. Teachers of study subjects are invited to look at the latest literature and inform students about its availability. When students are developing their individual works, sources cited in the references must be from scientifically based databases with a publication year no earlier than 2018 (literature published no earlier than 5 years ago).

In order to promote student and teacher information literacy, training seminars and educational excursions are organized in cooperation with the National Library of Latvia (NLL) to explain and train skills in working with scientific databases and how to register for an NLL reader/visitor card.

In order to ensure the study process, information on the student access to the scientific literature, which would facilitate the availability of high-quality up-to-date information for the study subject, is collected. Information on recent books, free access databases is regularly collected, and students are invited to attend informational seminars on information literacy, both offered by the College and organized in cooperation with the National Library of Latvia.

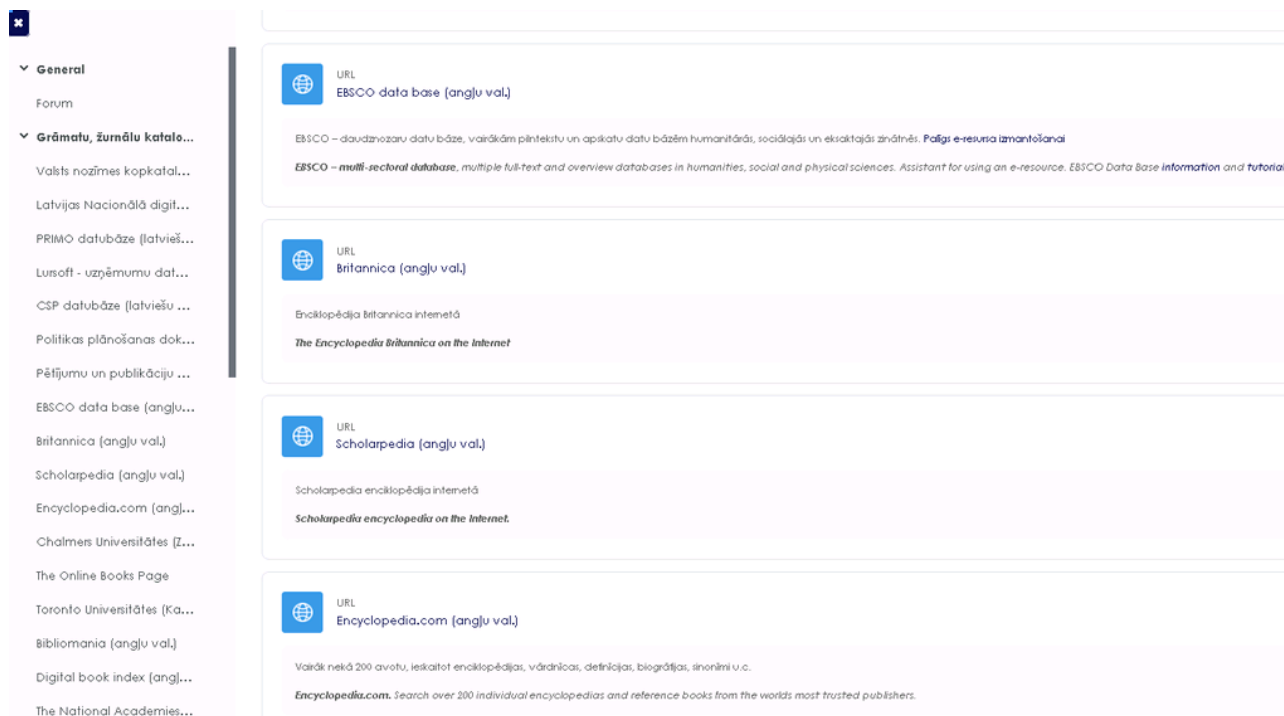
Students have access to personal consultations with the subject teacher, the library staff, and the opportunity to contact a study methodologist to help find a solution regarding access to the information.

Students have access to library usage rules that include both the rules for receiving and returning books. The library is well-organised in compliance with the regulatory requirements, a reading room has been detached for the comfort of the students, it is large enough to ensure the development of independent works, while a computer room is a separate room with equipped workplaces and Internet connection. The working time is determined according to the forms of students' studies – a full-time student can visit the library in working days from 9:00–18:00, while part-time students have the opportunity to visit the library on Saturdays from 10:00–17:00. On the other hand, books are available 24/7, there is an agreement with the building's guard that books taken can be handed over at any convenient time.

Printed books are available in accordance with the study programme – "Business administration" – which are regularly updated in Latvian and English, in cooperation with the academic staff.

Digital databases and e-books databases are summarised and easily accessible to students in the e-environment. They are available 24 hours a day, an Internet connection is required, which can be received at the site of the study and in the library premises.

In order to provide studies in the distance learning environment, lecturers shall adapt the study course to the sources of literature from digitally accessible materials, which include e-books and databases. In the e-environment of the college, the library summarises all available e-resources, as well as the lecturer can provide an advisory explanation to the student to promote digital information skills.



**Figure 2.3.** Moodle section "Library catalogs and databases"

*Source: RMK Moodle study portal, screenshot taken on 30.08.2023.*

Explanatory measures have been taken for students on the use of e-environment and information literacy. The order in which students can turn to for help in case of difficulties in searching for information is explained, as well as the contact persons in case of confusion are specified - the lecturer of the study subject, the head of the study program, the head of the study department, the study methodologist.

### **2.3.4. Characterization and assessment of information and communication technology solutions used in the study process (eg MOODLE). Tools especially suitable for distance learning of the study program corresponding to the field of study.**

During the study process, RMC students and lecturers have access to two study portals - [Moodle](#) and ["My RMC"](#). In the Moodle study platform, both full-time face-to-face and distance learning students have access to all the necessary study materials and other information for learning a study course, which the instructor places in the profile of each course. The Moodle portal is available in Latvian and English.

Other binding documents are also placed under each course profile, such as study course description, Internship Regulations, Methodological instructions for the development of scientific and practical works, etc. In the profile of each course, students also have access to a link to online lectures, a news/announcement folder where the instructor or the study section posts important information for students, as well as a link to the course evaluation survey, which each student must fill out as soon as the course is over.

In the Moodle course profile, the student can submit homework or practical assignments that the instructors allow to be submitted in electronic format. Also, in some courses it is possible to complete self-tests, which the instructor can easily create in Moodle by selecting the appropriate function of this platform. The course profile contains not only information about the instructor, but also contact information (e-mail), which students can use in case of questions/uncertainties related to the study of the course.

In the "Information for students" section of Moodle, there is information about the current information for the specific academic year - study plan for each group/semester, study calendar, as

well as rules and regulations (Regulations of Internal Procedures for students, Regulations of Student Self-Government, RMK price list, personal data protection rules, as well as regulations on the procedure for consideration of recommendations/complaints).

In this section "Information for students" a suggestion/complaint folder has been created which students can use to express their opinion and send it to the college management.

The Moodle section "Assistance for lecturers" is available for lecturers, it has several subsections where lecturers can get the most up-to-date information and familiarize themselves with the rules of the internal procedure. The lecture attendance register is also available in this section, where the lecturers note the students' attendance during each lecture.

The head of the distance learning department and the methodologist of the study department are responsible for updating, updating and posting information on the Moodle portal. If students or lecturers need technical support related to Moodle, then the head of the distance learning department and the methodologist of the study department provide consultations in solving problems.

On the second study portal "[My RMC](#)", students and teachers can view the schedule of lectures by connecting to their profile. The lecture schedule is easy to use for both instructors and students, as the instructor can view only the lectures he/she leads without looking for them in the general list, while the student can select his/her group and view only the lectures scheduled for his/her group.

In this study portal, students have access to the "My profile" section, where the most important study information can be viewed - study group, semester, academic year, financial and academic debts, completed courses and final grades. From the "My RMC" portal, it is possible to be redirected to the Moodle portal by clicking on the "Moodle" section. The "My RMC" portal is available in both English and Latvian.

Distance learning students do not use the "My RMC" portal, because they do not have lectures and do not need a lecture schedule. The student can also view the most important information about the study data in the Moodle profile, where the group number, semester, study plan, study courses and other information are indicated.

The Moodle environment for distance learning students is designed so that the student can independently download and learn course materials and submit them under each course profile. Student consultations with lecturers are organized by communicating by e-mail.

### **2.3.5. Information about the recruitment and/or employment processes of teaching staff (including the announcement of vacancies, recruitment, election procedure, etc.), their openness.**

Selection of the academic staff is carried out in accordance with the RMC [Regulation on Academic and Administrative Positions](#) (approved on 17.09.2020 at the RMC Council meeting, Protocol No 4).

On the proposal of Study Department, Director announces a competition for academic positions which expire in the relevant semester, as well as for vacant full-time or part-time academic positions. Competition is announced at least one month before the elections, by means of a notice in electronic media and using internal competitions.

According to Article 4.2 of the Statute, applicant submits the necessary documents to the Director of College not later than one month after the date of announcement of the competition. College Board decides, by a simple majority of votes in secret ballot, whether or not to elect applicant to the post, after having reviewed his file and after having consulted with all the applicants for the post concerned. Head of the Council submits to the Director the final decision of meeting within three working days of the election.

Regulatory documents on the recruitment of teaching staff and employment processes are available to all interested persons in the RMC study website *Moodle*, section "*Palīdzība docētājiem / Assistance for Lecturers*", as well as in [The regulations of Riga Management College](#).

**2.3.6. Uniform procedure for ensuring the qualification and work quality of academic staff and its evaluation. The opportunities for qualification improvement offered to all teaching staff (including information on the involvement of teaching staff in activities, the motivation of teaching staff involvement, etc.), examples are given and how the added value of the used opportunities is evaluated for the implementation of the study process and the quality of studies.**

In accordance with the requirements of Article 5 (2) of the Law on Higher Education Institutions, RMC has introduced a [\*Quality Management System Policy\*](#) which also lays down procedures for evaluating the work of the academic staff, such as hospitation procedure, student surveys after study courses.

Both the academic staff elected by RMC and visiting lecturers are subject to the analysis of the academic staff. Initially, academic staff is evaluated prior to entering into a contractual relationship – Curriculum Vitae (CV) analysis and interviews with the head of study direction and Director of the College to assess the professional abilities of potential lecturer. After concluding the contract and being elected to the College's academic staff, the quality of teaching is evaluated through a hospitation procedure. In case if the teaching quality is not adequate, the necessary improvements in professional performance are discussed. At the end of semester/session, after the examinations, a student survey is conducted in which students give their evaluation of the lecturers' work, as well as information about the results of the lecturer-led study work. (See Section 2.2.2 for more information on the use of questionnaires and their results in the study process). All the information obtained is analyzed and, based on the results, Director of the College and head of the study direction evaluate the performance of lecturers and decide on further actions.

In accordance with Article 16 of the Regulation No 569 of Cabinet of Ministers of September 11, 2018 *Regulations on Education Required for Teachers and Procedures for Improvement of Professional Qualifications and Teacher Professional Competence*, the College has developed a plan for academic staff to develop their professional competencies.

Teaching staff regularly attend professional development seminars. During the reporting period, such trainings organized by RMC were attended, such as the *Professional development program for lecturers of higher education institutions* (31.05.2022), the webinar "*Why is it worth getting higher education 100% remotely?*" (20.01.2023), webinar "*Introduction to European Union project management*" (25.04.2023).

It is possible for college lecturers to take part in training conducted by the college responsible for the Moodle study site, on the innovations offered by Moodle, as well as on the innovations in the use of other information technology tools, such as copying courses, setting assignments, posting course evaluations, using Office 365, college job sites Using "My RMC". The college also organizes conferences with the participation of guest speakers, for example, the I International Research Conference on Entrepreneurial Processes "*ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS*" (17.05.2023).

The academic staff involved in the implementation of the study program is highly qualified and competent in order to ensure the acquisition of the necessary research skills, theoretical knowledge, skills and competencies. The qualification of the teaching staff complies with the criteria specified in Sections 32, 36, 38, 40 of the Law on Higher Education Institutions and the requirements specified in Paragraph 16 of the Cabinet Regulation No. 569 of 11 September 2018 "Regulations on the Education of Teachers and Professional Qualifications and Procedures for Improving Lecturer's Professional Competence" are observed.

### **2.3.7. Information on the number of teaching staff involved in the implementation of study programs corresponding to the field of study, analysis and assessment of the academic, administrative (if applicable) and research workload of teaching staff.**

16 lecturers are involved in the implementation of the Business Administration study program, 3 of them have a doctor's degree, 13 lecturers have a master's degree in the relevant specialty.

The academic staff for the study program is selected according to scientific research directions and study courses.

The academic and research workload of the teaching staff is determined in accordance with the regulations of the Cabinet of Ministers of July 5, 2016, the Regulations on the salary of teachers and the Regulations of the Riga Management College on the salary of academic personnel (approved on 06.06.2017, the director's order No. 1-10/3 with amendments on 17.09.2020 at the meeting of the RMK Council, protocol No. 4).

In addition to the study courses, study tours to companies are organized for students to improve their professional competences, for example, they visited SIA "Vilmārs noma", SIA "Education Bridge", etc.

While managing students' research works, study and qualification works, the academic staff also involves students in research work, for example, the I International Research Conference on Entrepreneurial Processes - "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS", which was organized by Riga Management College on 17.05.2023 and in which lecturers and students with publications.

The teaching staff of the college participates in Latvian and international scientific conferences, the acquired information and experience are used to update study courses, where the aforementioned activities are supported in accordance with the college's Regulations on the remuneration of academic staff. (approved on 06.06.2017 with amendments at the meeting of the RMC Council on 17.09.2020, protocol No. 4).

For information about the teaching staff involved in the study, their degree/qualification, election status in the college, study programs and study courses in which they participate and proof of knowledge of the national language and foreign language, see Appendix of the self-assessment report. Basic information about the teaching staff involved in the implementation of the study, see also the self-assessment Curriculum Vitae of the report.

In the outgoing teaching staff mobility, there were three activities of teaching staff during the reporting period. In June 2021, as part of the Erasmus+ project, teacher Jelena Lozbineva went to the Atlantique language courses in Biarritz, France, where she improved her knowledge of the French language in language courses.

As part of the Erasmus+ project, in August 2021, teacher and head of studies Inese Veinberga went to Atlantique language courses in Biarritz, France, where the main goal of the mobility was staff training. On the other hand, in September 2021, the teacher Jeļena Lozbineva went to the Vilnius College (Vilnius kolegija) in Lithuania as part of the Erasmus+ project, where the teacher gained experience in the implementation of similar Erasmus+ projects and new contacts were established with the teachers of this college and the mutual cooperation between the colleges was promoted.

There have been two international activities in the incoming mobility of teaching staff. In the spring of 2023, guest lectures (both online and in person) were given to students by Mg.oec. Phd candidate Galina Beryozkina from City Unity College Nicosia (Engomi, Cyprus). On the other hand, since 2021, several guest lectures (both online and face-to-face) are taught by Zhanete Garanti, Phd, from Cyprus International University in Nicosia.

In the context of faculty mobility, the main difficulty the college faces is attracting foreign lecturers. This can be explained by the lecturers' low interest in teaching lower-level study programs to students in a little-known higher education institution, as European colleges usually also have bachelor's and master's level study programs. The college works a lot to promote positive publicity - it is looking for opportunities to conclude cooperation agreements with various universities, for example, since April 2021, RMC has concluded a cooperation agreement with the aforementioned educational institution - City Vinity College Nicosia (Cyprus).

### **2.3.8. Evaluation of the support available to students, including support in the study process, career and psychological support, especially indicating the support intended for specific groups of students (for example, students from foreign countries, part-time students, students studying in the form of distance learning studies, students with special needs, etc.).**

The support available to students is assessed as good and purposefully organized. Its planning and implementation takes place in close cooperation with the student self-government, exploring the needs of students, listening to their recommendations and agreeing on solutions. The College has a procedure for students to become involved in the development of College's work and study process.

With the academic year 2019/2020, all students have access to psychological support. A cooperation agreement has been signed with Riga Stradins University Department of Sociology and Psychology to provide RMC students with assistance in reducing emotional, cognitive and communication difficulties, as well as promoting positive self-development. Such a need arises under conditions of increased stress for students who need to pass all the tests specified in the study process. Foreign students also need this kind of help to address the challenges of acclimatization, while part-time extramural students in *Business Administration* program are predominantly working, aged 30-40, meaning they have family, children, lack of time, and often social issues.

In addition to psychological support, mentor support has been provided to facilitate the integration of foreign students. As a mentor College employs Qamber Ali Awan, who also has studied as a foreigner in Bachelor and Magister studies in Latvia and is now a doctoral student at Superior Institute of Management (ISM-IAE) University of Versailles Saint Quentin Yvelines France. He has a good understanding of the problems of foreign students and provides support in the study process, in solving issues necessary for student life and other matters.

In order to promote Latvian language learning, starting from February 2020, students from abroad are offered classes in two Latvian conversational clubs in cooperation with the society "Droša māja" (*Safe House*): for those who have just arrived and for students of later semesters. Free club visits are scheduled twice a week for two academic hours over a four-month period. The College also cooperates with the society *Safe House* on other issues related to the integration of foreigners, for example, the Director of College participates in monthly meetings of the *Intersectoral Dialogue Platform* with representatives from various integration organizations, including the Ministry of the Interior, thus identifying on problematic issues regarding foreign students, focusing on possible solutions; these solutions then are implemented in College. The last issue was the improvement of the quality of integration courses. MC with the help of the society *Safe House* has found a new cooperation partner in the course implementation. Within the framework of cooperation with the *Information Center for Foreigners* of the society *Safe House*, incoming students can receive free translations, legal assistance and support in solving other social issues.

Significant informative support for both full-time and part-time students is provided by the methodologist of RMC Study Department. Information is provided both in person, by telephone and by correspondence. Each semester, each student group has a *Whatsapp* group for operational communication. This method of communication with the methodologists is also most popular among students. The questions are mainly related to the study work and are promptly clarified.

Part-time extramural (distance learning) students are mainly supported by the distance learning unit via the *Moodle* study site. Distance Learning Unit also regularly monitors the lecturer



communication with the student to ensure an expeditious communication process, but there are cases when student addresses the Methodist in the Department and receives support. Psychological and mentoring support is also available to distance students as needed.

RMC uses the facilities of the Baltic International Academy for study process. The facilities are suitable for students with reduced mobility. Currently there are no such students in RMC, but in 2018 a student with physical disability graduated from the College.

In order to support students' careers, RMC has become a member of the Latvian Chamber of Commerce and Industry and the Latvian Association of Social Entrepreneurship. Thanks to this collaboration, the College organizes guest lectures with field practitioners, founders of successful start-ups or employees, whose lectures are both practical and inspiring for starting a business. Since one of the strategically important tasks of MC is developing the idea of social entrepreneurship, guest lectures have been led by M. Ūlande, president of the Latvian Social Business Association; founder of social business in Latvia, owner of a social enterprise, Director of the Latvian Samaritan Association A. Berzins; head of the Latvian branch of international organization *Reach for Change* K. Kaņepēja who introduced the activities and opportunities offered by the virtual social business incubator. Other practitioners who have visited the College with guest lectures are, for example, I. Veidemane, Director of internal communications of the Industry Department for the *Schneider Electric Group*; K. Kotāns, head of Personnel Selection at *CV-Online*, etc.

College students also have the opportunity to go to companies and get acquainted with their operations not only during student internships, but also on excursions to companies, for example, companies SIA "Vilmārs noma", SIA "Education Bridge" etc. were visited.

Students are also supported through entertainment events organized by the Student Self-Government, which ensure student unity and integration of foreign students into Latvian society, as well as better familiarization with Latvia and its history, for example a guided tour of Old Riga, a tour of the Riga Zoo, a study tour of science center "Vizium" in Ventspils, a study tour to the Academic Library of the University of Latvia, a study tour to the National Library of Latvia, a New Year's event in a Latvian environment organized by the RMC Student Self-Government.

## **2.4. Scientific research and artistic creativity**

### **2.4.1. Characterization and evaluation of the scientific and/or applied research and/or artistic creativity of the field of study, compliance with the goals of the university/college and the field of study and the level of development of scientific and/or artistic creativity (describe separately the significance of doctoral study programs, if applicable).**

According to the RMC Development Strategy for 2023–2028 and the goals set in the study direction *Management, Administration and Real Estate Management*, the scientific research work of the College is directed by the Scientific Council. Aim of Council activity – determination of priority directions of scientific work, planning and co-ordination of scientific work of academic staff and students, promotion of improvement of scientific qualification of lecturers, promotion of international scientific co-operation, evaluation and summarization of research results.

In accordance with the [Regulations on Remuneration of Academic Staff](#) (approved on 06/06/2017, Director's order No. 1-10/3 with amendments on 17/09/2020, Protocol No. 1), financial support is provided to the lecturers' scientific research activities, e.g., publications in international peer-reviewed collections, participation in a conference with a report, etc.

In accordance with the Article 1.5 of [Regulation on Financing of Students' Scientific Research Activities](#) (approved on 08/01/2019 at the Council meeting, Protocol No.1), Scientific Council coordinates the planning, allocation, and expediency of funding for student research work quality support activities.

According to the regulations of the Student Scientific Articles Competition (approved on 30.10.2018, at the meeting of the RMC council, protocol No.5), RMC organizes the aforementioned competition every academic year, for example in 2022/2023 during the study year, RMC organized the I International Research Conference on Entrepreneurial Processes "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT – CHALLENGES. PERSPECTIVES. SOLUTIONS", where RMC students with the best presented research papers were invited to present.

RMC has concluded cooperation agreements on scientific research work with the following higher education institutions:

1. College of the State Agency for Social Integration;
2. Baltijas Starptautiskā Akadēmija Ltd.;
3. ISMA University for Applied Sciences;
4. College of Applied Sciences "Lavoslav Ružicka" in Croatia.
5. Business & Hotel Management School B.H.M.S. in Lucerne, Switzerland.

#### **2.4.2. Connecting scientific and/or applied research and/or artistic creativity with the study process, including the characterization and assessment of the use of results in the study process. How the involvement of students in scientific and/or applied research and/or artistic creativity is ensured and promoted.**

Aim of the short cycle professional higher education is to ensure the in-depth acquisition of knowledge in the particular branch of national economy; therefore, the focus of the study process in the College is on professional preparedness. Latvian National Development Plan for 2021–2027 emphasizes the need to ensure that vocational education corresponds to the labor market trends.

Demand for the labor market is significantly influenced not only by the economic development trends in Latvia, but also by the transformation of global economy, resulting in a demand for employees who understand and are able to solve difficult and complicated problems. Thus, in student research work, College Administration motivates teaching staff to engage students not only in one area of science that has its own conservative traditions, but in interdisciplinary research that requires a complex view and is problem-oriented.

By acquiring knowledge in the study modules, students are motivated to study in-depth the interrelation of various processes taking place in society in the interaction of several sub-branches of science. This type of study module acquisition provides a multidimensional understanding of today's business environment, customer needs, changing consumer behavior paradigms, innovation trends, and more.

To stimulate student interest in research, College teaching staff regularly introduces students to the topics of their research projects and engages students in research that enables them to take part in a research phase of a complex problem. Teaching staff involved in research projects also engage students in science communication events, which enable students to develop and conduct a variety of science events at the College (popularizing innovations across different disciplines) as part of their individual assignments in study modules.

Significant attention is devoted to the formulation of study and qualification paper topics, giving priority to problem-oriented research work in cross-disciplinary cross-section, covering research of urgent issues in the fields of economics, communication science and management science.

#### **Basics of student scientific research work are acquired:**

- 1) within the study course *Research Methods*;
- 2) participating in the Student Scientific Writing Contest;
- 3) developing study and qualification papers in accordance with the goals set for the study direction;
- 4) elements of research work are used in the study process for the preparation and development of study papers, practical work, business plans according to the level of studies;

5) every student can participate in the defense of study papers and qualification papers, thus the student is introduced to the research and gets practical experience in the process of defending and writing the paper.

The most up-to-date student research during development of study and qualification papers:

- Improvement of the management organization in the company "Neo Logistics" SIA
- Development of the marketing strategy for Stonex India Pvt. Ltd.
- Effect of sales promotions on customers buying behavior; a case study of Guinness Cameroon S.A.
- The impact of social media marketing in developing the business brand image, a study on "Procter & gamble", India

#### **2.4.3. Characterization and assessment of international cooperation in scientific and/or applied research and/or artistic creativity, also indicating joint projects, researches, etc. Specify the study programs that are obtained from this cooperation. Future plans for the development of international cooperation in scientific research and/or artistic creativity.**

Riga Management College has signed an agreement on cooperation in scientific research work with the College of Applied Sciences "Lavoslav Ružicka" in Croatia and the Hotel Business School B.H.M.S (Business & Hotel Management School) in Switzerland. Cooperation agreements also include a scientific research aspect. There is a discussion with the teaching staff of this university about the identification of opportunities for cooperation in connection with scientific research.

#### **2.4.4. How the involvement of teaching staff in scientific and/or applied research and/or artistic creation is ensured and promoted. Characterization and evaluation of academic personnel in the field of scientific and/or applied research and/or artistic creativity in the field corresponding to the field of study, giving examples.**

In accordance with the Development Strategy of the Riga Management College for 2023–2028 and the goals set in the study direction “Management, Administration and Real Estate Management”, the scientific research work of the College is managed by the Science Council. The aim of the Council is to determine the priority directions of scientific work, to plan and coordinate the scientific work of academic staff and students, to promote the improvement of lecturers' scientific qualifications, to promote international scientific cooperation, to evaluate and summarize research results.

In accordance with the [“Regulations on the Remuneration of Academic Staff”](#) (approved on 06.06.2017 with amendments at the meeting of the RMC Council on 17.09.2020, protocol No. 4) the research activities of lecturers are financially supported, for example, publications in international peer-reviewed collections, participation in a conference with a report, and other activities.

The Riga Management College has concluded cooperation agreements on scientific and research work with the following higher education institutions:

- College of the State Agency for Social Integration;
- Baltic International Academy Ltd.
- ISMA University of Applied Sciences Ltd.

When advising in student research work, term papers and qualification papers, the academic staff engages students in research. The teaching staff of the College participates in Latvian and international scientific conferences, using the obtained information and experience to update the study courses.

#### **2.4.5. A brief description and evaluation of the forms of innovation (e.g. product innovation, process innovation, marketing innovation, organizational innovation) applied in the operation of the college, mainly in the direction of study, giving examples and assessing their impact on the study process.**

Various product innovations, marketing innovations, organizational innovations are applied in RMC activities. Since the academic year 2017/2018, there is an innovation in the study process improvement that lecturers who teach full-time students place in the study site *Moodle* study course descriptions, materials for each lecture (presentations, videos, short lecture content, work pages, etc.) that help students to master the topic. Students acknowledge that the materials on site *Moodle* make the study process much easier, as there is no need to produce so many lecture notes, and materials make preparation for study exams easier.

RMC, in cooperation with the student self-government, has organized various study tours with the aim of introducing foreign students not only to the local culture and environment, but also to the latest technologies in Europe that can be applied in business management and other fields. For example, 27.03.2023 a study tour to the science center "Vizium" in Ventspils was organized. The students had the opportunity to learn about the latest innovations in modern science and to learn about the exciting role that Ventspils plays in the Latvian economy as a vitally important port city for transit trade. In the "Vizium" science center, students had the opportunity to view more than 80 interactive and educational exhibits, as well as to try out interactive, creative workshops and watch a science show with various experiments, getting to know science in this exciting way and learning more about topics such as physics, mathematics, modern technologies and programming, healthy lifestyle, human and self-discovery, geography, etc.

One of the innovations of the Riga Management College for diversifying methods in learning entrepreneurship is participation in various international projects. In 2021, lecturers J. Lozbineva and I. Veinberga participated in the Erasmus+ project "Staff teaching/training mobility", while two RMC students went on internship mobility in the framework of the Erasmus+ project in 2021. The project was focused on generating business ideas, the opportunity to acquire new competences, as well as promoting communication between students from different countries.

The innovation of the college is also the involvement of lecturers in other Erasmus+ projects in areas relevant to the college, which bring benefits to the professional growth of lecturers, especially in methodology, and the transfer of new knowledge, skills and competences to students. Teacher E. Sīpola has been actively involved in several Erasmus+ projects with an entrepreneurial and social entrepreneurship orientation, the last of which was in April 2023: "Erasmus+ staff mobility (Istanbul Topkapi University)".

E. Sīpola has also participated in projects promoting positive intercultural contact. E. Sīpola uses the acquired knowledge regularly, teaching RMC students, as well as working in the methodological commission of the RMC study direction, as well as in everyday communication with other teaching staff.

RMC also uses innovative methods for the integration of foreign students, attracting a competent mentor with a mentality similar to foreign students, organizing various free integration classes, as well as providing, in addition to the mandatory study, the learning of the Latvian language.

## **2.5. Cooperation and internationalization**

**2.5.1. As part of the study direction, the cooperation with various Latvian institutions (universities/colleges, employers, employers' organizations, municipalities, non-governmental organizations, scientific institutes, etc.) ensures the achievement of the direction's goals and study results. According to what criteria are chosen the cooperation partners corresponding to the study direction and study programs, describe the ways of cooperation, how the cooperation is organized, additionally specifying the mechanism for attracting partners.**

In the development strategy of RMC for 2023–2028, it is envisaged that internationalization is one of the main directions of RMC's activity, and both international cooperation for the promotion of knowledge transfer and cooperation with employers are defined as strategic goals.

Since 2017, the founders, administration, teaching staff and students of RMC have worked purposefully to develop successful cooperation with various institutions - universities, colleges, employers, employers' organizations, municipalities, non-governmental organizations in various fields of activity.

Cooperation with colleges, both among the administration and students, is facilitated by RMC's membership in the Association of Latvian Colleges. The biggest contribution of this cooperation is in the formation of higher education policy, which is aimed at the development and strengthening of the prestige of colleges in Latvia, as well as the constant improvement of the quality of short-cycle higher professional education.

RMC has established a successful cooperation with the Baltic International Academy (BSA), whose premises are used by RMC for administration and study work. An agreement has also been concluded for the use of BSA library premises (Lomonosova street 1), which RMC students can use during their studies.

In order to promote the improvement of the quality of RMC's education, RMC organizes seminars and conferences, where the acquired knowledge is brought to life in the improvement of RMC's institutional and study work. In 2022, a professional development program for lecturers of higher education institutions was organized, where representatives of various Latvian higher education institutions participated. In 2023, a webinar "Why it's worth getting higher education 100% remotely" was organized, intended for all interested parties.

On the other hand, college students, lecturers, members of the Association of Latvian Colleges, etc., were invited to participate in the webinar "Introduction to European Union Project Management" held in 2023. In 2023, the 1st international research conference (IRCEP 2023) on business processes "ENTREPRENEURSHIP AND BUSINESS MANAGEMENT - CHALLENGES. PERSPECTIVES. SOLUTIONS" was held, where academics, industry experts and students shared their research results and opinions on important business and economic issues, as well as all IRCEP 2023 participants were invited to join the discussion and share their assessment of challenges, perspectives and possible solutions.

Cooperation with employers is basically formed by RMC, choosing to communicate through employers' organizations. Employers are involved in the management of RMC, the work of the College Council, as well as going through the entire study process: in the development, assessment and improvement cycles of study courses and study programs, in the assessment and improvement of college work, as well as being involved in state examination commissions.

RMC also establishes contacts with entrepreneurs through the Latvian Chamber of Commerce and Industry, of which RMC has been a member since October 2017. College employees and lecturers have attended LTRK seminars on various issues related to entrepreneurship and innovation, participated in the working group initiated by the Chamber for the restoration of the commercial specialist standard, RMC participated in the LTRK discount program for a Member-to-Member.

In 2019, RMC established cooperation with the Association of Latvian Tourism Agents and Operators on the creation of a new program in which tourism service organizers will be prepared. In the summer of 2020, the association started the development of the standard for this profession. RMC has already studied the tourism market trends and the opinions of potential students abroad and in Latvia and plans to start preparing such specialists for business in tourism.

A very important aspect of cooperation with companies and organizations is the provision of internships for students. Student practice is an integral part of the professional study program. RMC provides study internships by offering internships according to concluded contracts or allowing students to choose internships themselves. The feedback that the college receives from the questionnaires filled by the employers after the student internships is important. Recommendations after collecting the questionnaires are one of the most important working materials in the further improvement of studies. In total, cooperation agreements and agreements on internships have been concluded with 30 different companies in Latvia.

### **2.5.2. The system or mechanisms used to attract foreign students and faculty. Assessment of the mobility of incoming and outgoing teaching staff and students during the reporting period, dynamics of mobility, difficulties faced by the university/college in the mobility of teaching staff.**

Internationalization is an essential activity direction of RMC. RMC's activity in this field was developed until 2021 with Erasmus+ mobility, as well as by attracting foreign students for full-time studies at RMC. Until 2019, there were only outgoing mobilities for students and teaching staff. Since 2019, RMC has received a large number of foreign students, and RMC plans and strives to further develop systems and mechanisms to successfully find and attract foreign students and teaching staff.

Until now, RMC has concluded agreements with Business and Hotel Management School B.H.M.S (Business&Hotel Management School) in Switzerland and College of Applied Sciences "Lavoslav Ružicka" in Croatia. RMC graduates can continue their studies in one of the study programs offered by these schools.

Foreign teaching staff are recruited using internal resources, as, for example, as a result of successful prior cooperation of RMC lecturers, lecturers from Cypriot universities were recruited in 2022 and 2023: Dr. oec Žanete Garanti from Cyprus International University (Cyprus International University, Nicosia, Cyprus) , Mg.oec Galina Beryozkina from City Unity College Nicosia, Engomi, Cyprus).

With the support of cooperation partner "Education Bridge" SIA, RMC also uses the search for partners at European higher education presentation events and elsewhere in the world to attract students and teaching staff.

Foreign students are attracted to study at RMC in a targeted manner. In 2018, RMC started accepting foreign students and since then the number of students has increased significantly every year: 2020/2021. 102 full-time full-time (foreign) students studied at RMC in the academic year, 2021/2022. 146 full-time full-time (foreign) students studied in the academic year and 2022/2023. 148 full-time full-time (foreign) students studied in the academic year. In total, 80 students from abroad, mostly from Cameroon, Sri Lanka, India, etc., are currently studying in the accredited course of study. countries.

RMC's Admissions department attracts foreign students and cooperation partners through cooperation with the company SIA Education Bridge, with which a cooperation agreement has been concluded on the provision of recruitment services, through cooperation with student recruitment agencies of various countries, as well as by advertising studies on RMC's account on the social network Facebook in English (<https://www.facebook.com/mcollege.eu>).

# **Annexes**

## List of the main internal regulatory acts and regulations of RMC

Document registration number	Document registration date	Document title
1-4.1/2018/9	30/10/2018	Studentu zinātnisko rakstu konkursa nolikums
1-4.1/2019/1a	08/01/2019	Noteikumi par studentu zinātniski pētnieciskās darbības finansēšanas kārtību
1-4.1/2019/2	08/01/2019	Zinātnes Padomes nolikums
1-4.1/2019/4	11/03/2019	Uzņemšanas komisijas nolikums
1-4.1/2019/5/3	30/08/2019	Vadības koledžas Uzņemšanas daļas nolikums
1-4.1/2019/5/4	30/08/2019	Kredīta piešķiršanas komisijas nolikums
1-4.1/2020/002a	15/09/2020	Nolikums par Rīgas Menedžmenta koledžas klausītāja statusu
1-4.1/2020/002b	15/09/2020	Regulation on the status of a listener of Riga Management College
1-4.1/2020/005	17/09/2020	Attīstības daļas nolikums
1-4.1/2020/01	17/09/2020	Darba kārtības noteikumi
1-4.1/2020/02	17/09/2020	Studiju daļas nolikums
1-4.1/2020/03	17/09/2020	Studējošo pašpārvaldes nolikums
1-4.1/2020/03a	17/09/2020	Student self-government regulations
1-4.1/2020/05	17/09/2020	ERASMUS + mācību mobilitātes augstākajā izglītībā īstenošanas kārtība Rīgas Menedžmenta Koledžā
1-4.1/2020/06	17/09/2020	Noteikumi par akadēmiskā personāla darba samaksu
1-4.1/2020/07	17/09/2020	Nolikums par akadēmiskajiem un administratīvajiem amatiem
1-4.1/2020/11	17/09/2020	Metodiskās komisijas nolikums
1-4.1/2021/1a	15/02/2022	Cenrādis 2022_LV
1-4.1/2021/1b	15/02/2022	Cenrādis 2022_ENG
1-4.1/2022/2a	10/05/2022	Iekšējā kvalitātes nodrošināšanas sistēma
1-4.1/2022/2b	10/05/2022	Internal quality assurance system
1-4.1/2022/3a	27/07/2022	Plaģiātisma kontroles un novēršanas noteikumi Rīgas Menedžmenta koledžā
1-4.1/2022/3b	27/07/2022	Plagiarism control and prevention rules at Riga Management College
	23/12/2022	Lietu nomenklatūra 2023. gadam
1-4/2023/01	09/05/2023	Uzņemšanas noteikumi 2023./2024.akadēmiskajam gadam_LV
1-4/2023/02	09/05/2023	Admission Regulations for Study Year 2023/2024_ENG
1-4/2023/05	09/05/2023	Metodiskie norādījumi patstāvīgo un pētniecisko studiju darbu izstrādāšanai un aizstāvēšanai_LV
1-4/2023/06	09/05/2023	Methodological guidelines for writing and defending independent and research papers_ENG



1-4/2023/07	09/05/2023	Rīgas Menedžmenta koledžas Attīstības stratēģija 2023.–2028. gadam
1-4/2023/07a	09/05/2023	Development strategy of Riga Management College for a year 2023-2028
1-4/2023/08	09/05/2023	Iekšējās kārtības noteikumi studējošajiem
1-4/2023/09	09/05/2023	Internal Regulations for Students
1-4/2023/10	09/05/2023	Personu datu apstrādes aizsardzības noteikumi LV
1-4/2023/11	09/05/2023	Personal data security regulation ENG
1-4/2023/12	09/05/2023	Nolikums par studiju virziena vadītāju
1-4/2023/13	09/05/2023	Studiju programmu izstrādāšanas, apstiprināšanas un grozījumi noteikumi Rīgas Menedžmenta koledžā
1-4/2023/14a	02/11/2023	Uzņemšanas noteikumi 2024./2025.ak.gadam_LV
1-4/2023/14b	02/11/2023	Uzņemšanas noteikumi 2024./2025.ak.gadam_ENG_Admission Regulations of Riga Management College for Study Year 2024/2025
1-4/2023/15a	02/11/2023	Rīgas Menedžmenta koledžas padomes darbības nolikums
1-4/2023/15b	02/11/2023	Regulations of the Council of Riga Management College
1-4/2023/16a	02/11/2023	Ieteikumu / sūdzību izskatīšanas kārtība
1-4/2023/16b	02/11/2023	Suggestions/complaints examination procedure
1-4/2023/17a	02/11/2023	Studiju nolikums
1-4/2023/17b	02/11/2023	Studiju nolikums ENG
1-4/2023/18a	02/11/2023	Ārpus formālās izglītības apgūto vai profesionālajā pieredzē iegūto kompetenču un iepriekšējā izglītībā sasniegtu studiju rezultātu atzīšanas Rīgas Menedžmenta koledžā noteikumi.
1-4/2023/18b	02/11/2023	Rules for recognition of competences acquired outside of formal education or professional experience and study results achieved in previous education at the Riga Management College.
1-4/2023/19a	02/11/2023	Rīgas Menedžmenta Koledžas Ētikas kodekss
1-4/2023/19b	02/11/2023	Code of Ethics of Riga Management College
1-4/2023/20a	02/11/2023	Ētikas komisijas nolikums
1-4/2023/20b	02/11/2023	Regulations of the Ethics Commission
1-4/2023/21a	02/11/2023	Rīgas Menedžmenta Koledžas Tālmācības daļas nolikums
1-4/2023/21b	02/11/2023	Regulations of the Distance Learning Department of the Riga Management College
1-4/2023/22a	02/11/2023	Nolikums par studiju praksi
1-4/2023/22b	02/11/2023	Regulations regarding practice placement
1-4/2023/23a	02/11/2023	Privātuma politika
1-4/2023/23b	02/11/2023	Privacy Policy
1-4/2023/24a	02/11/2023	RMK Internacionalizācijas stratēģija 2023.–2028. gadam
1-4/2023/24b	02/11/2023	Internationalization Policy of RMC

1-4/2023/25a	02/11/2023	Akadēmiskā personāla attīstības plāns 2024–2029. gadam
1-4/2023/25b	02/11/2023	Personnel development plan for 2024-2029