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	STRATEGY OF STUDY DIRECTION “MANAGEMENT, ADMINISTRATION AND REAL ESTATE MANAGEMENT” YEAR 2018-2024		APPROVED WITH AMENDMENTS at the College of Business Administration Council meeting 10.02.2020. Protocol Nr. VAD 4- 02/10.02.2020

1. Study direction

Six study programs are implemented within the framework of the study direction “Management, administration and real estate management” by College of Business Administration (further called CBA) (see Table 1).

Table 1. Programs included in the study direction “Management, administration and real estate management”

No	Level and name of study program (short name)	Qualification acquired	CP	Code
1.	First level professional higher education program “Marketing and Trade” (<i>Commercial Activity</i>)	Marketing /or/ trade specialist	88	41 345
2.	First level professional higher education program “Personnel Psychology and Human Resources Management”	Personnel Specialist	88	41 345
3.	First level professional higher education program “Office management” (<i>Organization and Management of Institutional Work</i>)	Office administrator	88	41 345
4.	First level professional higher education program “Management of Micro, Small and Medium Enterprises”	Business Activity Specialist	88	41 345
5.	First level professional higher education program “Accounting and Finance Planning”	Accountant	88	41 345
6.	First level professional higher education program “Business logistics”	Logistics Specialist	88	41 345

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The goal and development strategy of the study direction is harmonized with CBA development and operation long-term strategy for years 2018-2024 that has been developed taking into account educational legislation, as well as the education and science development policy guidelines set in European and Latvian planning documents.


2. Main goal

2.1. **Direction main goal 2024** – to develop and implement high quality content and learning process in the field of Business Activity studies, so that this direction becomes the first choice for people wishing to acquire first level professional higher education at distance learning in programs of the study direction, as well as to encourage Latvian people living abroad to return and integrate into local labour market.

2.2. Strategic priorities are as follows:


- Improvement of the content of study programs according to the labour market and the criteria of modern quality education.
- Development of program lecturers. Improvement of pedagogical competence according to opportunities provided by 21st century technologies.
- Regular involvement of employers in the development of content of the education programs, training of competitive labour market participants, ensuring the development of professional competences.
- Promoting of applied research.
- Improvement relations with students and graduates.
- Promoting of international cooperation.

2.3. The measures to be carried out and the plan for their implementation are disclosed in detail in the study direction strategy.

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3. Strategic priorities

- 3.1. Improvement of the content of study programs according to the labour market and the criteria of modern quality education.** To review annually the compliance of the content of the study programs with the requirements of regulatory enactments, recommendations of Ministry of Education and Science of Latvian Republic, market needs and opportunities provided by technology. To constantly improve the content and learning methodology of the study courses for more effective learning of students' knowledge, skills and competences.
- 3.2. Development of program lecturers. Improvement of pedagogical competence according to opportunities provided by 21st century technology.** To improve the pedagogical excellence of the teaching staff by developing the competences necessary for the high quality performing of distance learning. To support the acquisition of competencies by organizing opportunities for teaching staff to gain experience in cooperation with foreign higher education institutions.
- 3.3. Regular involvement of employers in the development of content of the education programs, training of competitive labour market participants, ensuring the development of professional competences.** To organize seminars, conferences, workshops on a regular basis, where meetings among teaching staff and entrepreneurs would bring added value to the development of both program content and business. To organize the implementation of internship and graduate qualification work with the purpose of conducting analysis of companies, to offer specific solutions and action plans to solve business situations in companies. Establish and maintain ongoing relationships with both employers and entrepreneurs who share experience with program teaching staff and students.

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3.4. **Promoting of applied research.** To promote cooperation (internships, graduate qualification works, funded projects) among students, teaching staff and employers in the implementation of applied research for the development of successful entrepreneurship. To popularize good practice of research results in conferences, forums and publications of students and teaching staff.


3.5. **Improvement of relations with students and graduates.** To organize experience exchange meetings among students and graduates in various educational and scientific, cultural, sports and other events. To consider the interests of the students of all study programs to improve the study process in cooperation with the Student Council.

3.6. **Promoting of international cooperation.** To establish long-term cooperation with study program managers of similar profile higher education institutions, to promote exchange visits among visiting lecturers and students as well as to work on joint collaborative projects in the field of applied research within the framework of study programs.

4. Implementing measures. Plan of implementation

4.1. Implementing measures for strategic priority “**Improvement of the content of study program according to the labour market and the criteria of modern quality education**” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Compliance of the study direction with the principles of the Quality Management System	Yearly	Deputy director of study process, manager of study direction


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Mapping of study courses and aligning study outcomes with current labour market requirements and global educational goals (standards and requirements).	February 2018, yearly updates	Deputy director of study process, manager of study direction
Updating and development of learning aids of study program	Yearly	Manager of Study support center, lecturers of study program
Development and support of methodological framework of e-learning environment	As of January, 2018	Deputy director of study process, manager of Study support center, lecturers of study program
Improvement of the technical provision of the study process.	Yearly	Director
Enlargement of CBA Library with the recent literature, in accordance with the content of study program development	Yearly	Deputy director of study process, manager of study direction
Provisioning of study program with connection to binding databases	Yearly	Deputy director of study process, manager of study direction

4.2. Implementing measures for strategic priority “**Development of program lecturers.**

Improvement of pedagogical competence according to opportunities provided by 21st century technology” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Elaboration of the plan for the development of the professional competences of the lecturers	Yearly	Deputy director of study process, manager of study direction
Organization and realisation of methodological seminars for lecturers	Every other month, starting in February 2018	Deputy director of study process, manager of study direction, program directors, methodologists
Involvement of lecturers in research projects and conferences	Yearly	Deputy director of study process, manager of

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		study direction, program directors
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4.3. Implementing measures for strategic priority “**Regular involvement of employers in the development of content of the education programs, training of competitive labour market participants, ensuring the development of professional competences.**” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Concluding new cooperation agreements with employers	If necessary	Program directors
Joining to and active membership in professional organizations	Yearly	Director, program directors
Arranging and realisation of study field trips to companies, meetings with entrepreneurs	Yearly	Manager of study direction, program directors
Involvement of industry specialists, experts, experienced professionals in the study process by organizing at least three guest lectures per semester	Yearly	Manager of study direction, program directors
Realisation of guest events in the form of e-studies – at least three guest lectures per semester	Yearly	Manager of study direction, program directors

4.4. Implementing measures for strategic priority “**Promoting of applied research**” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Participation in scientific research, involving partner organizations	Yearly	Manager of study direction, program directors, teaching staff
Preparation of international publications on topical issues relevant to the study program	Every third year	Manager of study direction, program directors,

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Participation in local and international conferences and forums	Yearly	Manager of study direction, program directors, teaching staff
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4.5. Implementing measures for strategic priority “**Improvement of relations with students and graduates**” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Organization and realisation of experience exchange meetings among students and graduates	Yearly	Manager of study direction, program directors, Student Council
Organising and conducting of on-site or online meetings with students	If necessary	Manager of study direction, program directors, Student Council
Organising and conducting of inquiries of students	Yearly	Deputy director of study process, manager of Study support center, manager of study direction
Organising and conducting of inquiries of graduates	Yearly	Deputy director of study process, manager of Study support center, manager of study direction

4.6. Implementing measures for strategic priority “**Promoting of international cooperation**” and plan of implementation:

<i>Measures</i>	<i>Terms of implementation</i>	<i>Staff responsible for implementation</i>
Organization of guest lectures involving foreign specialists as well as specialists with foreign experience	Yearly	Manager of study direction, program directors

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Implementation of international mobility of students	Yearly	Manager of study direction, program directors
Implementation of international mobility of lecturers	Yearly	Manager of study direction, program directors, coordinator of international relations
Organization and realisation of exchange visits and giving lectures in similar programs at foreign higher education institutions	Yearly	Deputy director of study process, manager of study direction, program directors, coordinator of international relations

5. Performance indicators

- 5.1. Successful accreditation for 6 years of study direction “Management, administration and real estate management” with programs included into it.
- 5.2. Increase in the number of students enrolled into programs according to the CBA capacity and goals set – at least 10% per calendar year.
- 5.3. Stable rate of students` satisfaction above 3.6 and more in 4-point scale.
- 5.4. Stable rate of graduates` satisfaction above 3.6 and more in 4-point scale.
- 5.5. Stable rate of employers` satisfaction above 3.6 and more in 4-point scale.
- 5.6. Re-emigration of BVK students with Latvian citizenship residing abroad: 2% of graduated foreign students return to Latvia.