



RIGA TECHNICAL  
UNIVERSITY

Faculty of Engineering  
Economics and Management

**PRME** Principles for Responsible  
Management Education



RIGA TECHNICAL  
UNIVERSITY

**Modern. International. Entrepreneurial.**

The Oldest Technical University in the Baltic States



# Riga Technical University Faculty of Engineering Economics and Management

Sharing Information on Progress Report

## 2015-2017

Riga, Latvia

## A word from the Vice Dean for Academic Affairs

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With our 2016 Sharing Information on Progress report, Faculty of Engineering Economics and Management of the Riga Technical University confirms its commitment to the Principles of Responsible Management Education.

A professional of the 21st century is **a cross disciplinary specialist**. The studies at the FEEM have a clear interdisciplinary character. The study process is oriented towards learning by doing or learning by developing and establishment of an integrated theoretical knowledge base, students develop competencies in new product design and technology transfer, develop their business ideas, raise start-up financing and establish spin-off enterprises.

The study programs of FEEM develop competencies that make up business processes in any modern organization, contributing to an increase in customer satisfaction which in the long term ensures successful, effective and efficient operation of the organization, thus creating conditions in which the processes, products and services satisfy customers' requirements and needs, are safe to use, create value for society and the environment.

FEEM graduates are able to identify the multilateral interests of the organization's management, customers, owners and society, are able to analyze, evaluate, develop, distribute and implement modern and ethical management and development methods to facilitate ongoing improvement of the organization's operational efficiency.

We are proud of **our creative, active, knowledge-oriented students and graduates** who are well-known in Latvia and outside its borders and who often become full-time or guest lecturers, at the same time being practitioners in their professional sphere. They have worked as highly qualified specialists and competitive leaders in business, government and EU institutions during the last 50 years. For FEEM it is important to provide students with the knowledge and skills that can prepare them for their future careers.

In 2008 FEEM became a member of the UN initiative **Principles for Responsible Management Education (PRME)**, paying particular attention to the principles of responsible education and integrating them in the aims, values, methods, study process, science and research, and partnerships and social dialogue. We are constantly improving the academic environment to meet the global challenges. FEEM puts forward the mission of PRME to transform management education, research and thought leadership globally by providing the Principles for Responsible Management Education framework, developing learning communities and promoting awareness about the United Nations' Sustainable Development Goals.

Together, students, academic and administrative staff, we are a wholesome and powerful team. Only by acting together, performing our duties in good faith, responsibly and with due diligence, we can achieve and fulfil all the FEEM goals and objectives.



**Professor Inga Lapiņa**

Vice Dean for Academic Affairs

## Riga, Latvia

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Riga, capital of Latvia, founded in 1201, has always been the political, economic, and cultural centre. Nowadays, around one third of Latvia's approximately 2 million-population lives and works there.

The Historical Centre of Riga is listed by UNESCO as one of the world's most important cultural and architectural sites. Riga has hosted a NATO summit, a World Ice Hockey Championship, a Eurovision Song Contest, and many other large-scale international events: in 2014, Riga was the European Capital of Culture; in 2015, Riga was home to the Latvian Presidency of the Council of the European Union. Riga International Airport is one of the fastest-growing travel hubs in Europe and provides direct flights to 83 destinations.

Traditionally, Latvia has had one of the highest ratios of students per capita in the world.

In 2015, 39.9% of 30-34 year-old people in Latvia had acquired education that is higher than the average, slightly ahead of the European Union (EU) average – 37.9%, according to the EU Statistical Bureau "Eurostat".

Latvia has 430 students for every 10 000 inhabitants in around 60 higher education institutions.

The state guarantees free primary and secondary school education and offers scholarships for higher education. Latvia finances ethnic minority schools, where classes are taught in Belarusian, Estonian, Hebrew, Lithuanian, Polish, Roma, Russian, and Ukrainian.



Photo: Ojārs Griķis



# Riga Technical University

Riga Technical University (RTU) is a modern 3rd generation university situated in Riga, capital of Latvia, the largest technological university in the Baltic States, with rich history – over 150 years of accumulated wisdom, experience and knowledge and clear future vision aimed at promoting excellence.

Ranked 1st in Latvia by the Employers' Confederation of Latvia, this international and science-oriented entrepreneurial university acts as a catalyst transforming science and technologies into innovation, creativity and business through excellence in studies and research, and in close cooperation with industry and international partners.

## Mission

To ensure internationally competitive high quality scientific research, tertiary education, technology transfer and innovation for Latvian national economy and the society.



## Vision

Riga Technical University – a modern, 3rd generation and prestigious University, internationally recognized as the leading University of science and innovation in the Baltic States – a cornerstone of the development of Latvia.

RTU is a modern, internationally recognized science and technology university, which in its capacity of education, research, life-long learning and innovation centre educates and trains highly qualified engineers, systems and technologies developers and managers as well as executives. Comprehensive modernization and adoption of the world's best practices ensure dynamic and sustainable development of RTU, and allow RTU and its alumni to compete internationally.

RTU was established in 1862 as a multi-discipline polytechnic higher education establishment. Nowadays, RTU is an accredited, constantly developing European university which implements academic and professional study programs of advanced quality.

RTU is the largest university in Latvia that specializes in engineering sciences and also ensures high quality education in social sciences and humanities as well as business education. The study process at the University is implemented by 9 faculties that realize appropriate study programs.



# Riga Technical University

**In 2016, RTU was highly ranked in prestigious international university ratings: QS Stars University Ratings, Times Higher Education (THE) BRICS & Emerging Economies University Rankings and Times Higher Education World University Rankings.**

RTU is ranked in the international **QS Stars University Ratings** and has received the highest evaluation 5 Stars in six out of eight categories – education quality, employability of the graduates, internationalization, innovation, study environment and inclusiveness. The total RTU evaluation in QS Stars Rating is 3 Stars.

For the first time in its history, RTU has been included in the influential international rating **The Times Higher Education World University Rankings 2016-17**, which has particularly appreciated the cooperation RTU maintains with entrepreneurs and industry. The rating lists the best world universities, ranking them on the basis of their achievements in education, research, cooperation with the industry, and internationalization.

Within the rating, cooperation with the industry is assessed considering the revenue the University has generated from knowledge and technology transfer. RTU cooperation with the industry results in new products that are launched onto the market, RTU researchers also establish their own enterprises, which commercialize innovations created by the scientists. RTU Advisory Council is one of the platforms where RTU cooperates with entrepreneurs. Managers of the Latvian enterprises take part in the work of the Board, providing expert advice to the University administration and helping to determine strategic directions of RTU development in accordance with the needs of the national economy.

RTU has been ranked in 800+ position. Phil Baty, the editor of Times Higher Education World University Rankings, stressed, “There are understood to be more than 20,000 higher education institutions in the world, so to feature among the 980 universities ranked by Times Higher Education is in itself a great achievement – demonstrating membership of a small, global elite.”

RTU is placed in the group of universities ranked 201–250 in one of the world’s leading university rankings – **Times Higher Education (THE) BRICS & Emerging Economies University Rankings 2017 TOP 300.**

RTU Rector Academician Leonīds Ribickis emphasizes: “Being among the world’s 250 best emerging economies universities proves that in recent years scientific research results of RTU have been recognized not only in Latvia, but also worldwide. This success is even brighter by the fact that we are ahead of many better-funded universities, thanks to RTU academic staff and students’ intentions and vigour.”

RTU accession to THE BRICS (Brazil, Russia, India, China, South Africa) & Emerging Economies University Rankings 2017 TOP 300 is an important event not only for RTU, but also for the Latvian higher education system as a whole, as it proves its international competitiveness. Ranking results indicate that RTU is one of the 50 emerging economies universities, and one of 41 public universities included in the list of the finalists or top 300 universities.

Ranking methodology has been developed with special emphasis on university cooperation with industry and the international perspective assessment, because exactly these indicators are particularly important in the context of emerging economies.



# RTU Faculty of Engineering Economics and Management

**The Faculty of Engineering Economics and Management (FEEM)** is one of the nine faculties of Riga Technical University and is constantly evolving and expanding.

FEEM provides study programmes at all levels in various fields of management, entrepreneurship and economics – human resource management, civil construction and real estate management, urban and regional economics, administration of customs and taxes, international business relations, occupational safety, quality and process management, marketing, logistics, finance, entrepreneurship and start-up, etc.



## Mission

To provide internationally recognized, high quality education in management, economics, entrepreneurship, safety, system and technology management and innovation transfer, promote development of researchers and teaching staff using the latest technologies and innovations, thus educate success-driven individuals towards excellence in managerial competence and ensuring successful career and well-being of the graduates.

Nowadays we are **the biggest faculty at RTU** – one fourth of approximately 15,000 students of the University study at FEEM. We can be proud of the fact that today we already offer all levels of studies and attract a significant number of foreign students, both exchange and full time.

**The academic staff** is engaged in academic and methodological work and conduct research in different sub-disciplines of economics, finances and management. Work at FEEM is dynamic and innovative; here science and research are closely linked with practical experience and application.

## Vision

To be recognized as a center of study excellence and international research with national and global impact in the spheres of management, economics, safety, system and technology management and innovation transfer.



The autumn of 2016 was marked by the **50th anniversary of the Faculty of Engineering and Management** and the RTU 57th International Scientific Conference “Scientific Conference on Economics and Entrepreneurship (SCEE’2016)” on 29-30 September 2016, inviting university academic and scientific staff, doctoral students, as well as representatives of the public and private sectors.



50 years is just the beginning of the road. We have to work further to win a greater appreciation in Latvia and abroad, based on **our values – quality, cooperation, integrity, academic freedom, stability, and sustainable development.**



# RTU Faculty of Engineering Economics and Management

Since 2013 FEEM has been ranked among the world's 1,000 best business schools by the international rating Eduniversal and included in the 4 Palms League, which combines Top business schools with significant international influence in business and management education and recognizes the high quality of studies. Eduniversal is a global ranking and rating agency specializing in higher education and creating rankings of The Best Business Schools and The Best Masters in 30 fields of study in 154 countries.

These rankings are designed to provide information to prospective graduate students that will help them in their search for the future studies. The number of schools selected to take part in the ranking, from each of the 154 countries, is determined according to a quota method using both quantitative and qualitative criteria. ([www.eduniversal-ranking.com](http://www.eduniversal-ranking.com))

FEEM and RTU Riga Business School joint participation in the international **Eduniversal Master's program ranking** in 2015 resulted with an excellent evaluation.

Three FEEM study programs have been included among the world's best – **"Administration of Customs and Taxes"** is ranked 37th among the world's 50 best university and business school programs in the field of tax administration. Program **"Civil Construction and Real Estate Management"** is ranked 35th among the world's top 100 university and business school programs in the field of real estate management and **"Innovations and Entrepreneurship"** is ranked 47th among the world's top 100 university and business school programs in the field of entrepreneurship.

FEEM programs **"Economics"** and **"Business Finance"** are ranked in the top positions in Eastern Europe among the 200 best university and business school programs in fields of finance and economics. ([www.best-masters.com](http://www.best-masters.com))





## Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

**FEEM provides all levels of higher education:** doctoral (PhD), master (MSc, MBA) and bachelor's (BSc) as well as the first-level professional higher education study programs, in total 28 different study programs. The level of study process and quality in FEEM corresponds to the global level and it successfully competes with study programs in other universities in Latvia, as well as in higher education institutions in Europe and worldwide. FEEM prepares specialists in accordance with the labour market demands; it is proven by the demand for our graduates.

FEEM has signed cooperation agreements with companies where our students have internships during the study process. At the end of internship, many of the students are invited to continue work in the company on a full-time basis.

The permanent National Accreditation of RTU was carried out by Accreditation Commission of Ministry of Education and Science of the Republic of Latvia in 2001. National Accreditation or Full State Accreditation of all 12 Study Directions and all 134 Study Programs of RTU, including 28 study programs of FEEM, was completed by Accreditation Commission of Ministry of Education and Science in 2013. All study programs of RTU and FEEM have been accredited for a period of 6 years which means full accreditation and recognition that the programs are of high quality.

FEEM implements study programs in 4 out of 12 RTU study directions:

- Management and Administration, Real Estate Management,
- Internal Security and Civil Protection,
- Economics,
- Architecture and Civil Engineering.

RTU study directions and study programs have received high ratings and recognition not only in Latvia, but also from international institutions and experts. After successful graduation from RTU, the received diplomas are recognized both in Latvia and internationally.

RTU received international institutional accreditation from **European University Association (EUA) Institutional Evaluation Program (IEP)** in 2013.

RTU FEEM is a **partner organization of the World Customs Organisation (WCO)**. The Memorandum of Understanding (MOU) between the WCO and the RTU FEEM International Business and Customs Institute (SESMI) was signed in 2005 to promote co-operation in the development and provision of world-class customs training, education, capacity building and research. The WCO provides leadership, guidance and support to customs administrations to secure and facilitate legitimate trade, realize revenues, protect society and build capacity. In 2010 **WCO accredited RTU professional bachelor and professional master study programs "Administration of Customs and Taxes"** as the first in the world which corresponds to the WCO international standards for customs profession. In 2009 the international standards for customs profession were approved at the WCO Council meeting by 177 WCO member states.

SESMI actively participates in the **WCO PICARD program** which focuses on developing cooperation between customs administrations and universities.

FEEM offers different possibilities of development of students' capabilities, e.g., participation in **Student Council** – it is a place where and people with whom students can add value to their study years. Student Council has five directions – studies, culture and sport, public relations, internal communication and external affairs. More information: [www.ievfsp.lv](http://www.ievfsp.lv)

FEEM Student Council is an organisation which focuses on active cooperation with FEEM and RTU management, RTU faculties, RTU Student parliament, Student Union of Latvia, other universities and organizations. The main goal is to represent the students in their academic and social rights, promoting a creative, innovative and study friendly environment at FEEM.

RTU and FEEM respect the principles of democracy therefore students are involved in decision making and are invited to participate in meetings of the faculty and councils of the FEEM institutes. Students can exercise their right to vote when important decisions are taken.

FEEM students are also involved in the decision making processes and evaluation of the higher education at the national level via active participation in the work of Student Union of Latvia ([www.lsa.lv](http://www.lsa.lv)) and Quality Agency for Higher Education in Latvia ([www.aic.lv/portal/en/quality-agency](http://www.aic.lv/portal/en/quality-agency)).



FEEM students are actively involved in the daily work of **Students' Union of Latvia – Indra Pētersone**, a student of the program “Urban and Regional Engineering Economics”, is the leader of the RTU group in Students Union of Latvia and she is involved in licencing and accreditation processes as an observer as well as acts as an organiser of the conference about necessary reforms in the highest education system in Latvia, an organiser of the motivation seminar for the newly elected self-government students “Who cares about the student?”; **Oskars Niks Mālnieks**, a student of the program “Economics”, member of the council representing RTU, is involved in different working groups; **Agnese Lange**, a student of the program “Organization and Management of International Economic Relations”, is a representative of the Student Union of Latvia and she is involved in the work of academic direction; **Evija Kaminska**, a student of the program “Human resource management”, takes part in different working groups and organisation of conferences.

The following marketing and advertising events were organized in the academic year of **2015/2016**:

■ **Marketing ideas competition “Reklaminators”**, with the aim to promote students’ creative thinking in the field of marketing and encourage cooperation with enterprises and the academic staff by performing business tasks and determining the winners of the competition.



■ **Study tours** to various manufacturing and service companies, introducing local as well as exchange and foreign students with different industries in Latvia. This enables the students to see their future prospects, to meet their potential employers and to understand the principles of companies’ operation. In addition, participation in such tours helps to understand whether the chosen profession will be attractive and interesting when they start working in the selected specialty.

■ **“Economists’ Days”** with the aim to show to the current and prospective students of FEEM extensive job opportunities after graduation. During the event, professionals and FEEM graduates from the related industries deliver guest lectures about their work experience and about the necessary skills when entering labour market and starting labour relations.

■ **Joint RTU FEEM and Riga Business School marketing project “School of Experts”** in cooperation with RTU Student business incubator “IdeaLAB”. Involved students from the study programs of management, entrepreneurship and economics were able to participate in the creation, development and implementation of a new idea, product design or innovation, to join the engineering start-up team if their capabilities and knowledge in marketing, sales, finances, team building were appropriate.



FEEM doctoral student **Mikus Dubickis** is a member of the study accreditation and study program licensing commission at **Quality Agency for Higher Education** in Latvia. Mikus Dubickis is also involved in the **Technology Transfer Program of the Investment and Development Agency of Latvia** as a member of the Advisory Board. Advisory Council of the Investment and Development Agency of Latvia develops and verifies the implementation of the particular program.

In January 2016, **Information and Service Centre was opened** in the premises of FEEM in order to provide information and other services to the students, academic and administrative staff.

FEEM Student Council is actively working with employers, organizing various events and building a bridge between students and potential employers.

**Student business incubator – IdeaLAB**, an initiative supported by RTU Design Factory – is one of the tools supporting development of innovations. RTU IdeaLAB unites young talented entrepreneurs, mentors, innovation enthusiasts, academic staff and investors creating an environment for new idea development and new product design or innovation. IdeaLAB promotes learning by doing, motivating to reach new heights; it also provides support in looking for an ideal business idea and its implementation.

FEEM Student Council not only organizes various events, but its members also take part in business forums as volunteers, such as:

In 2015, the annual **“Business Expo”** forum took place; every year it is organized by the Latvian Association of Business Consultants. “Business Expo” is the largest annual event in the sphere of organization management solutions and staff development services, informing organization leaders and development specialists about current and innovative business solutions. FEEM Student Council participated in this event as a cooperation partner. During the exhibition, the students had the opportunity to meet and listen to stories of various experienced consultants and entrepreneurs. Such and similar activities help students to build their own social network so that in the future they could easily engage in the work environment.

FEEM Student Council is also actively involved in the **“Active School”**, which is a multi-day event for Student Council representatives of all RTU faculties and affiliates to promote their interest and understanding of the RTU Student Parliament and its activities, to develop their leadership skills, ability to work in a team and efficiently allocate tasks.



FEEM students have a great opportunity to participate in various interest directions and groups organized by **RTU Student Club and Culture Centre** which make the cultural life with its stable traditions, cultural projects and competitions more colourful and versatile. There are 11 amateur groups acting at RTU: a mixed choir «Vivere», a folk dance group «Vektors», a string ensemble «Gaiva», a men’s choir «Gaudemus», a women’s choir «Delta», a students’ brass band «SPO», a youth vocal group «New Nuance», a students’ drama group «Kamertonis», a drama studio «Play», a big band, and a post-folk group “Daba San”. Students also have an opportunity to participate in different interest clubs.

RTU Student Club and Culture Centre are open not only to all RTU students, but also to students of other universities as well as the academic and administrative staff. Culture Centre helps students to develop their social and cultural skills, teaches social responsibility to the community. With the help of Culture Centre, the students are actively involved in social life. Culture Centre organizes events where every member of interest groups can show what they have learned by performing in the public concerts and shows. All the performances are free of charge.

Culture Centre members also participate in various national and international competitions, as well as charity events, thereby facilitating and supporting social responsibility to the society in which we live.





## Establishing High School of Riga Technical University

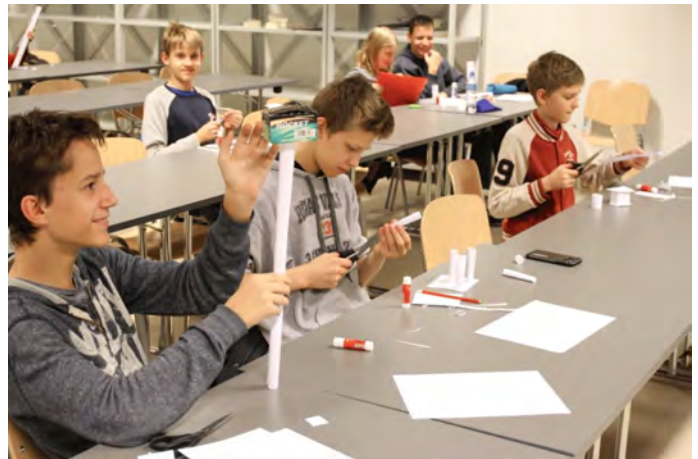
In 2015, taking responsibility for the development of engineering sciences in Latvia, RTU established **Engineering High School (EHS)**, whose mission is to prepare students for further studies in engineering sciences. EHS is the first Latvian general secondary education institution that has been established by a university and in collaboration with “LatRosTrans” Ltd., JSC “Latvijas Gāze” and “Lattelcom” Ltd., the technology partner of the school. It offers to acquire general secondary education program in mathematics, science and technologies direction. Students’ admission is on a competition basis; in the first school year 22 students were enrolled in Class 10 in budget places financed by the school budget, also guaranteeing them a place in the RTU student hostel.

In addition to general secondary education, the students can enjoy the benefits not offered by other secondary schools. For example, students have the opportunity to work in laboratories and listen to guest lectures of the RTU academic staff and the industry’s leading researchers. Students can listen to and pass some of the RTU study courses, obtaining credits. If the EHS graduates choose to study at RTU, they can use the credits to get a bachelor’s degree in a shorter period of time.

## RTU Children’s University

RTU Children’s university has been set up to foster children’s natural curiosity, discover their talents and inform them about future study and career opportunities. It is a place where children can spend their free time and get answers to many “why?” questions. They do not receive any marks, but each question is worth their attention and studying. For example, in the engineering and natural science lesson cycle children may be informed about the basic principles and nuances of mechanics and find out why things are moving, how to build a durable bridge, how a person can lift a bus with one finger. They can also study what interesting things are found hiding in beverage cans, living in carpets and what is inside a teddy bear. They also deal with questions about the sound, human senses, living creatures, evolution, and many more issues.

At RTU Children’s University lessons are free of charge and take place in RTU campus in Ķīpsala, Riga Technical University Design Centre, Ķīpsala Street 6, Riga. In the summer of 2015, RTU Children’s University became a participant in the network EUCU.net that unites and promotes cooperation between children’s universities in Europe and elsewhere in the world.







## Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

RTU participates in several international and national-level rankings and benchmarking systems. International ratings foster healthy competition among higher education institutions, and they can be useful for the potential students when choosing their future place of study. Ratings enable RTU to assess the progress according to internationally established criteria and compare RTU with other higher education institutions in Latvia and worldwide. Based on the ratings obtained in the assessments, it is possible to draw conclusions and set new goals for the study process, scientific research and for sustainable growth and development of the University as a whole.

RTU participates in international rankings such as: **QS Stars University Ratings, QS University Rankings: EECA, U-Multirank, UI GreenMetric Ranking, 4International Colleges & Universities, Worldwide Professional University Rankings, Webometrics Ranking of World Universities** etc.

In June 2016, RTU was awarded gold category in the annual “**Sustainability Index 2016**” evaluation, confirming the high level of RTU sustainability and corporate responsibility. The University had applied for index evaluation for the fourth time, and this was the first time that it received gold.

RTU is the largest higher education institution in Latvia with a responsible attitude to students, staff, society and the environment. “Sustainability Index” assessment is the proof that RTU complies with good governance principles and is responsible for its role in society. Sustainable development is one of the priorities of RTU because RTU is a member of Sustainable Development Solutions Network established by the United Nations, and RTU researchers help to address seven of the UN sustainable development objectives. RTU has also been recognized as the 170th greenest university in the world, affirming the University’s efforts in implementing green policy, and also RTU has recently been awarded the status of a Family-Friendly Merchant, which is also one of the preconditions for sustainable development.

“Sustainability Index” is a strategic management tool, which is based on internationally recognized methodology. It assesses the organization’s performance according to the current economic, social and environmental issues in Latvia, at the same time representing internationally recognized understanding of corporate responsibility and sustainability criteria. It offers objective criteria to society, state institutions and non-governmental organizations in order to praise and support organizations that help to enhance the national economy of Latvia in the long term.



Prof. T. Juhna, RTU Vice-Rector for Research receiving award from Arvils Ašeradens, Minister for Economics of the Republic of Latvia

### RTU – among the greenest universities in the world

Acknowledging the University efforts in ensuring energy efficiency, sustainability and environment protection, in 2015, RTU reached the 170th position in the World university green policy and sustainability rankings “Green Metric”. RTU is the only Latvian higher education institution that has been valued so highly.

Higher education institutions from all over the world are ranked by their commitment to minimize harmful impact on the environment and to address sustainability challenges. RTU energy-efficient infrastructure, waste sorting policy, use of environmentally friendly transport – electric cars, as well as the green campus area in Ķīpsala were highly regarded in the evaluation. It was also mentioned that the students of RTU are offered a number of environmental science study programs, and the University has been involved in several large environmental research projects. Green thinking is fostered by RTU students by implementing various activities, for example, national eco-orienting competitions.



“RTU campus is one of the most modern and well-equipped campuses in the Baltic countries, we are building not only modern laboratories and classrooms, but also a green environment pleasant for students. Besides that, RTU encourages research related to the environment and water purification, and the production of electricity from renewable sources, so I am truly proud that RTU ranked among the greenest universities in the world,” says the RTU rector Academician Leonīds Ribickis.

“Green Metric” ranking was established in 2010. It was created because at that moment no other current ranking took into account the efforts of educational establishments to reduce carbon emissions, thus combating global climate change.

The purpose of the ranking is to show the current progress of the world’s higher education institutions in building Green Campuses and ensuring sustainability in general. In 2015, 407 universities participated in the ranking.

Recognising the RTU efforts in ensuring sustainable development of the environment and the willingness to promote it, the University was admitted to **the Sustainable Development Solutions Network (SDSN)** at the beginning of April 2016. SDSN aims at reaching 17 goals set by the United Nations (UN) with respect to global sustainable development in 2030. Currently, RTU is the only organisation in the Baltic States which joined the network.

Working in the network, RTU as an institution of higher education and research centre has selected 7 aims set by the UN as its priority; these aims correspond to the University’s research platforms. The primary aim of RTU is provision of high quality education and promotion of life-long learning. RTU plans to contribute to research and innovation in the fields of sustainable water technology, energy distribution systems, infrastructure and urban environment. The University has also committed itself to facilitating development and distribution of sustainable products.

RTU Rector, Academician Leonīds Ribickis notes, “RTU as the largest university in Latvia is responsible for promoting sustainable development both in Latvia and internationally using its expertise and infrastructure. RTU set 7 out of 17 global sustainable development aims as its priority. Knowledge generated by RTU researchers in these areas has already caused impact on the local and international scale. Taking into consideration RTU contribution and future aims, participation in the UN Sustainable Development Solutions Network is well-reasoned.”

RTU has designed a **Code of Ethics** of students, academic staff and employees in order to stimulate the spirit of togetherness, an open, friendly and responsible RTU family. The aim of the Code is to encourage students, academic staff and employees to be loyal and fair; honestly and responsibly perform their duties, follow ethical guidelines at work, in mutual communication and personal behaviour. The Code includes the basic principles and norms of ethical behaviour that students, academic staff and employees are to follow in their attitude towards RTU, in their work, in relationships with other RTU representatives, as well as in private life. RTU Code of Ethics is based on universal values, moral norms and principles.

On 29 February 2016, RTU Senate approved **the Academic Integrity Code of Riga Technical University**. The Academic Integrity Code aims to strengthen academic and cultural integrity in the RTU academic environment, explain the concept of academic integrity and corresponding actions, define the basic procedures of academic integrity violation hearings. The Academic Integrity Code supports the principles of the Code of Conduct of RTU students, academic staff and employees and RTU values. Dishonest academic behaviour disparages the name and reputation of RTU, undermines the values and reduces competitiveness. When explaining the academic integrity and the associated actions, the Code lists the most common violations of the principles of academic integrity in the academic environment and the RTU academic staff’s responsibilities in preventing unfairness.





All RTU FEEM study programs include **subjects focused on Corporate Social Responsibility (CSR)** – among them are Fundamentals of Ethics, Communication Basics, Business Etiquette, Politics, Organizational Psychology, and others. All students have to acquire a minimum of two of these subjects. Subjects focused on CSR are included both in bachelor and master level programs.

Several study programs offer such subjects as “International Protocol”, which teaches business etiquette at an international level, “Personal Financial Management”, which is designed to teach students to act responsibly in their private lives assuming responsibility for their financial decisions; “Environmental Compatibility and Risks” and “Environmental Economics”, which explain the impact of business operations on the environment.

The study course “Corporate Social Responsibility and Business Ethics” is offered in the master study programs. The course is designed to show the development of CSR and its role in Latvia and in the world and explore the society’s perception of corporate social responsibility by analysing moral conflict situations. Its aim is to demonstrate business ethics as an interdisciplinary academic field, to provide insight into business-related ethical problems and to present a contemporary approach to solving problems related to business relationships. The course includes theoretical knowledge of business ethics, values orientation, CSR classification and evaluation, theory of stakeholder groups and also develops practical skills relevant to solution of ethical problems and implementation of CSR strategies in an organization.

The Department of Customs and Taxes at the International Business and Customs Institute of FEEM offers acquiring higher education in the study program “Administration of Customs and Taxes”, which is the only such program in Latvia. The bachelor program in administration of customs and taxes offered at RTU is the only one in the European Union that has received the accreditation of the World Customs Organisation. It is based on the regulations and basic principles of CSR.

The experts of the RTU International Business and Customs Institute consult in other countries and assist in establishing training programs in accordance with the requirements of the World Customs Organisation, and in building a uniform customs education and further training system for both customs specialists and their customers (in Russia, in five Central Asian countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, Georgia, Ukraine, and elsewhere).

In cooperation with the US, SESMI works on issues related to the fight against international terrorism, including the issues of the control of dual-use and strategic goods.







## Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

RTU has been developing in accordance with the RTU Strategy 2014–2020. RTU is the first university in Latvia which in 2007 started to implement **an ambitious project to develop a university campus** that would unite education and research facilities.

To accomplish the project “**RTU – a City within a City**”, the University is developing the most advanced engineering study centre in the Baltic Region. The campus will unite all units of RTU in one place – almost in the centre of Riga. Ķīpsala Campus also houses a renovated student hostel, equipped apartments for guest professors and a small conference centre.



In July 2016, the Prime Minister of Latvia Māris Kučinskis visited the **RTU campus**. During his visit, the Prime Minister attended RTU faculties, research and study laboratories, **RTU Design Factory** and **the creative laboratory** established with the support from JSC Latvenergo, where students and researchers can turn their ideas into prototypes that can be commercialised, thus launching engineering products in the market. The Prime Minister had the opportunity to learn about the support RTU provides to establishing new research intensive enterprises as well as **RTU Water Research Laboratory and Scientific Library**.

RTU territorial complex in Ķīpsala is the first campus in Latvia. Its construction started in 1965, but it was interrupted due to the lack of funding in the period when Latvia regained its independence. RTU started renovation of the existing faculty buildings and construction of new buildings six years ago using the funding from **the European Regional Development Fund, the Climate Change Financial Instrument**, as well as RTU own resources. In the first stage of the planning period, a new building of the Faculty of Power and Electrical Engineering, the Laboratory Building and the Scientific Library of RTU were erected in RTU campus, the buildings of the Faculty of Architecture and Urban Planning, the Faculty of Electronics and Telecommunications, the Faculty of Material Science and Applied Chemistry, the student hostel and the **RTU swimming pool** were renovated.

In the new planning period, it is envisaged to modernize the Centre of Excellence for Smart Engineering Technologies establishing new research units in the fields of computer science and smart technologies; to renovate the building of the Faculty of Civil Engineering; to erect a new building for the Faculty of Computer Science and Information Technology, and to move the Faculty of Mechanical Engineering, Transport and Aeronautics to Ķīpsala. Upon completion, RTU campus will become the most modern engineering study centre in the Baltic States.

### **RTU new electric vehicles entering the streets of Riga in December 2014**

The 12 new “Volkswagen e-up!” electric cars entered the streets of Riga at the end of 2014. The RTU Rector, Academician Leonīds Ribickis ceremoniously handed the keys of the electric cars to all the deans of the RTU faculties, administrative staff and RTU Student Parliament. Taking responsibility for the quality of the environment, RTU purchased electric cars because electric cars are designed for urban environment, they do not pollute the air with harmful emissions, and are more economic in operation. It is planned to use the electric cars mainly within the city, as well as when visiting the RTU affiliates. Near all RTU faculties and administrative buildings electric charging points have been installed. Electric cars will also be used by RTU students and academic staff in the study process and scientific work when conducting various researches. There is a plan to try to create new technologies related to electric cars, for example, to create our own fast chargers for electric vehicles, which can then be launched onto the market in collaboration with the producers. The RTU electric cars have been purchased through a government program “Climate change financial instrument” (CCFI), which is financed from sale of carbon dioxide emission permits.



In November 2016, Riga Technical University (RTU) was recognized the **Best Employer in Latvia** and received the award in the category “The Best Employer in Latvia” for its ability to both appreciate its employees and to make contribution to the development of highly qualified workforce meeting labour market needs. The best employers of Latvia were nominated by the jury selected by the Employers’ Confederation of Latvia (LDDK) in cooperation with the career and education portal [www.prakse.lv](http://www.prakse.lv). The award annotation of LDDK jury maintains, “To reach this aim, Riga Technical University established Engineering High School, actively participated in the development of industry norms and regulations, took part in the Researchers’ Night.”

The aim of the LDDK Annual Award is to highlight the role and contribution of employers to the regional development and to stimulate entrepreneurship in the public sector all around Latvia and exchange of good practice on the industry and regional level.

In December 2016, the Department of Customs and Taxes at the International Business and Customs Institute of FEEM opened a **new classroom for distance learning**. The classroom for distance learning is designed to reach the widest possible audience for training of customs specialists both in Latvia and internationally. The first distance learning lectures were delivered by RTU lecturers for the students of the Higher Military Customs Institute of Uzbekistan. RTU SESMI has signed a cooperation agreement with the Higher Military Customs Institute of Uzbekistan. The contract provides that distance learning will be used for the training of Uzbek customs specialists. RTU is planning to expand the distance learning system for customs specialists to include higher education institutions and training centres in the other Central Asian countries – Kazakhstan, Turkmenistan, Kyrgyzstan and Tajikistan.

The distance learning system with the Central Asian countries was established in 2016 in phase 9 of the project “European Union Border Management Programme in Central Asia” (BOMCA-9).

Two cooperation agreements between the RTU and Kazakhstan universities have already been signed, and currently RTU is involved in the negotiations on cooperation with the customs administration of Kyrgyzstan.

### **Implementation of a study course “Innovative product development and entrepreneurship” to foster students’ entrepreneurial skills**

On the basis of the advanced world practice and on more than 12 years of experience in improving new product development and training methodology, in the academic year of 2015/2016, FEEM developed a study course “Innovative product development and entrepreneurship” which aims to foster students’ entrepreneurial skills development; it is based on long-term experience of cooperation with Vestfold and Buskerud University College in Norway in realising the study course “Product Design and Development” in the RTU MBA program “Innovations and Entrepreneurship”. The course implementation started in September 2016 at the Faculty of Mechanical Engineering, Transport and Aeronautics of RTU, with an aim to implement this module in all RTU faculties by 2020. The course will be realized under the supervision of the Office of Vice-Rector for Academic Affairs and in close cooperation with RTU Design Factory.

The brand “**MILZU**” developed by Enno Ence, a student of FEEM professional master study program “Innovations and Entrepreneurship” during his master’s thesis in 2015 received the “Export and Innovation Award”, “Import Substitute Product” Award, and in 2016 co-operation in creation of the added value was continued.



In the academic year of 2015/2016, Rihards Gederts, a 2nd year student of the professional master study program “**Civil Construction and Real Estate Management**” had **internship in the US** gaining valuable experience in the real estate sector thanks to the Baltic-American Freedom Foundation (BAFF) internship program.

In January 2016, among more than 700 teams competing, a FEEM students' team "MZM" won the **fourth place** in the semi-final in the competition **"TIMES"**, which is an annual event of the organization for European Students of Industrial Engineering and Management (ESTIEM), the biggest case-study competition for students of industrial engineering and management in Europe successfully organized since 1994.

In January 2016, FEEM students and graduates attended **"Cambridge Venture Camp"** and in teams worked on their innovative ideas under the guidance of experienced professors. The students and graduates of the MBA program "Innovation and entrepreneurship" participated in this program. All of our students and graduates' projects won recognition.

On 8 April 2016, FEEM students were given a unique opportunity to participate in the **Online International Learning (OIL) project "Europe through the Global Lens"** organized by the Coventry University, UK, where the students received a certificate stating that they have acquired 2 credits. Project Manager Dagmar Johanson from Coventry University expressed her gratitude to the RTU FEEM students for their outstanding contribution to the development of the project and invited FEEM to participate in the implementation of the project next year. OIL is an innovative project which helps to link learners across the globe via Coventry University's Open Moodle Platform as well as to critically discuss and negotiate current topics relating to the European Union.

In August 2016, several students of FEEM – Diāna Daktere, Inga Eriņa, Roberts Kuzmins, Linda Smiltene, Dāvis Šīre un Rasa Teivāne – participated in the **11th International Economic Summer School** organized by Niches University, with the theme "Start-up your business".

In August and September of 2016, 10 students from the bachelor study programs "Economics" and "Engineering of Regional Development and Urban Economics" took part in the **Summer school in Zadar, Croatia**, within the framework of Erasmus+ project "Shake up, Start up", which improved their knowledge in entrepreneurship and foundation of start-up companies.

In order to promote schoolchildren and students' creative thinking and entrepreneurial skills, as well as to develop self-generated business ideas in a limited time and space there was organized **business simulation game – competition "Traction"**.

The main goals of the entrepreneurial promotion week **"An Idea needs a place"** were to promote and encourage entrepreneurial skills of the FEEM students.

**"The Shadow Day"** and **"Follow the Student"** provide a great opportunity for prospective students to feel the atmosphere of FEEM. All visitors have a chance to attend lectures, learn about programs and tour the facilities.

**FEEM cares about each student.** Besides the state budget allocated places, all students whose families have been granted the status of low-income family, students who are orphans or without parents' care, students who have children under 18 years of age or students with Group I or II disability have the opportunity to study for free. In addition, the FEEM building has the relevant equipment so that students with special needs can move freely throughout all the premises.

FEEM offers its students to use the **RTU portal <https://ortus.rtu.lv>** where the academic staff places their lecture materials as well as other information necessary for successful acquisition of the study course. Study materials no longer need to be printed out and copied as much as before, because they are all available online. In addition, unnecessary papers and printed materials are collected and passed to a paper mill for recycling, thus contributing to the environment protection and saving trees from cutting down.

Every year FEEM together with other RTU faculties participate in the **"Big Cleaning"**, which is an environmental clean-up event with the aim to make Latvia a greener and cleaner country. FEEM students actively participate in this annual project together with the academic and administrative staff, tidying the surrounding area. By participating in the "Big Cleaning", each student understands the importance of taking care of the environment, and what damage is done to it by littering irresponsibly.

**"Open Doors' Day"** was organized with active involvement of the potential students via organisation of several workshops.







## Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

FEEM scientific and research activities are linked to study programs. FEEM research is based on the following research areas:

- Business development and innovations,
- Organizational and national security,
- Building entrepreneurship, real estate, urban and regional development,
- Quality management of processes, products and systems,
- Development of economic-mathematical models.

There are five institutes where researches are being conducted:

- Institute of Business Management and Engineering;
- International Business and Customs Institute;
- Institute of Civil Engineering and Real Estate Economics;
- Institute of Institute of Occupational Safety and Civil Defence;
- Institute for Quality Engineering.

All FEEM institutes are unique in their field. Each of them is trying to use and implement the rules and principles of CSR in their work; it also appears in research papers and projects, as well as doctoral student promotion papers.

Every year FEEM, on the occasion of the RTU anniversary, organizes the international scientific conference **“Scientific Conference on Economics and Entrepreneurship” (SCEE’2015)**. The aim of the conference is to present the latest scientific achievements of researchers in economics, business, international economic relations, taxation and customs from Latvia and from abroad, to facilitate exchange of information and networking among scientists and to provide an opportunity for doctoral students to publish their research work.

RTU FEEM participated in the **20th International Scientific Conference “Economics and Management – 2015” (ICEM-2015)** which took place in Kaunas, Lithuania in April 2015. It is a scientific conference, organized annually by one of the partner universities: Kaunas University of Technology, School of Economics and Business (KTU SEB) (Lithuania), RTU FEEM (Latvia), Brno University of Technology, Faculty of Business and Management (Czech Republic) and Tallinn University of Technology, Tallinn School of Economics and Business Administration (Estonia).

The aim of the conference is to bring together scholars and inspire discussions about challenges that trigger the creation of smart, sustainable and inclusive economies, institutions, and organisations within the continuously changing world.

During the plenary session the question **“Responsibility dilemmas for organizations and institutions in an uncertain world”** was discussed. Scientists and entrepreneurs from Finland, Russia, USA, Lithuania and Latvia shared their experience.

During seven parallel workshops, conference participants presented articles on several topical issues of today’s economy.:

- Global Economy and Competitiveness of Nations; Horizons of Accounting;
- Challenges and opportunities of financial economics;
- Corporate social responsibility: interaction of businesses, society, and the state;
- Contemporary marketing: inspiration, innovation, and implementation;
- Management intelligence for smart, sustainable and inclusive economy;
- Strategic management in an open economy: entrepreneurship, innovation and internationalization.



In August 2015, the leading researcher Professor Remigijs Počs and researcher Docent Velga Ozoliņa of the FEEM Department of International Business, Transport Economics and Logistics participated in the **23rd International INFORUM Conference in Bangkok, Thailand** with the support of the national research program 5.2. EKOSOC – LV.

**INFORUM (the Interindustry Forecasting Project at University of Maryland)** is a project launched in the US in 1967, and now it is an international project with the aim to improve business planning, public policy analysis and general understanding of the economic environment. The project brings together researchers from 26 countries who use INFORUM modelling methods and software in their research. 13 country models are interconnected by means of the Bilateral Trade Model (BTM), which ensures coordinated import-export, investment and other flows between countries. For modelling and forecasting economic development they use models that combine cost-output relationships and econometric equations.

In the conference, RTU researchers presented the results of the analysis of competitiveness indicators in Latvia, identifying the competitiveness indicators to be included in the macroeconomic model of Latvia.

In March 2016 in Kuala Lumpur, Malaysia, the **IEOM 6th International Conference on Industrial Engineering and Operations Management** took place. The conference brought together researchers and practitioners from more than 70 countries, including the researchers from RTU FEEM Institute of Civil Engineering and Real Estate Economics. The director of the Institute, Professor Ineta Geipele received the Distinguished Educator Award for her contribution to science. Whereas, RTU Professor Ineta Geipele and assistant researcher and doctoral student Linda Kauškale's article "Real Estate Investment Management and Macroeconomic Sustainability: The Case of Latvia and International Experience" received the excellence award "Best Track Paper Award" in the direction of construction management.



In March 2016, the **Latvian Financial Education Week** was organized, attended by the representatives of the Faculty of Engineering Economics and Management to promote the importance of financial literacy in the life

of contemporary people, on the basis of the research "Enhancing Latvian Citizens' Securitability through Development of the Financial Literacy", the Latvian Council of Science fundamental and applied research project carried out by RTU FEEM Department of Corporate Finance and Economics. Project period: 01.02.2013.-31.12.2015. Project manager is Professor Natalja Lāce, Head of Department of Corporate Finance and Economics.

On May 13 2016, the RTU Design Centre held an **international conference "Entrepreneurship Ecosystem: What is Behind that?"** organized by RTU FEEM in collaboration with RTU. The conference was attended by more than 150 representatives from various industries. The conference content was provided by a mentor, investor Alan Barrel from University of Cambridge, product designer Xorge Castro, as well as young entrepreneurs, policy makers and international experts, talking about their experience in the development of innovations, commercialization and entrepreneurship.

From 31 May to 3 June in San Jose (USA), the annual conference "**Society of Open Innovation Technology Market and Complexity (SOITmC & CSCOM 2016)**" was held; there one of the sessions "Innovation Diversity for Emerging Economies" was organized by Natalja Lāce and co-managed by Professor Elīna Gaile-Sarkane. Several FEEM professors and doctoral students participated in the Conference with their publications.

From 5 to 8 July, in Orlando (USA), the 20th annual conference "**World Multi-Conference on Systemics, Cybernetics and Informatics: WMSCI 2016**" was held; there one of the sections "Towards Business Sophistication and Sustainability" was organized by Professor Natalja Lāce and co-managed by Professor Elīna Gaile-Sarkane. Several FEEM professors and doctoral students participated in the Conference with their presentations and publications (which are included in the SCOPUS database).

Institute of Occupational Safety and Civil Defence performs scientific and practical research in the spheres of occupational safety and fire protection, cooperates with companies providing advice on healthy work environment, for example for the company "Ventspils nafta terminals" Ltd. that works with hazardous substances. The Institute, in cooperation with the Institute of Labor Environment and Safety at Tallinn University of Technology (TTU), and the Finnish company "Sustainable Mobile" Ltd. performs scientific and practical research on measures how to diminish exposure to electromagnetic field in the working environment, etc. The Institute performs electromagnetic field exposure measurements in different working environments, conducts employee surveys and also involves students in researches.



## National Research Programs

In 2015-2016 FEEM researchers continued implementation of the National Research Programme EKOSOC-LV projects:

■ Research project **“Explore the Competitiveness of Latvian Enterprises in Foreign Markets and Make Proposals for its Strengthening”**. Project period: 2014-2017. Project manager is Academician Professor Remigijs Počs, Dean of FEEM, Head of Department of International Business, Transport Economics and Logistics.

The aim of the project is to elaborate the theoretical justification and practical solutions to strengthen and enhance the competitiveness of Latvian enterprises in foreign markets. The project implies evaluation of the current level of competitiveness of Latvian enterprises, identification and evaluation of development problems, resources, factors which influence competitiveness. It is planned to explore the development and export possibilities of the Latvian enterprises/industries (including production and service industries – healthcare, education, transit etc.), evaluate macro- and micro-economic conditions of competitiveness. Research results will give the opportunity to find out and justify the most important transformation directions for the national economy of Latvia to strengthen and enhance the competitiveness of Latvian enterprises and priority industries in foreign markets. Scientifically justified methods and models will be elaborated for evaluation and forecasting of the development of the competitiveness of the national economy of Latvia, separate its industries and enterprises in foreign market.

■ Research project **“The Development of Innovation and Entrepreneurship in Latvia in Compliance with the Smart Specialization Strategy”**. Project period: 2014-2018. Project manager is Professor Natalja Lāce, Head of Department of Corporate Finance and Economics.

The project objectives are studying and developing methods, models and solutions that would ensure development of a cooperation system among the public sector, research, education system and business and would encourage development of innovation and entrepreneurship, as well as contribute to restructuring of the national economy of Latvia within the context of the smart specialization strategy.

■ Research project **“Involvement of the society in social innovation for providing sustainable development of Latvia”**. Project period: 2014–2017. Project manager is assoc. professor Karine Oganisjana, Department of Corporate Finance and Economics.



The goal of the project is elaboration of a model of social innovation for promoting economic democracy, developing social and human capital, improving collaboration among state institutions, enterprises and the Latvian population in order to solve social problems and motivate to get self-organised and actively participate in social innovation processes thus strengthening society's security and ensuring its sustainable development.

Every year **articles by FEEM researchers, academic staff and doctoral students** are published in various scientific editions in Latvia and abroad. FEEM is publishing **the scientific journal “Economics and Business”** on an annual basis, which is abstracted and indexed in EBSCO, ProQuest, Versita and VINITI databases. **The scientific journal “Safety and Technogenic Environment”** prepared by the researchers of the Institute of Occupational Safety and Civil Defence can be found in EBSCO, ProQuest and VINITI. There are also other scientific journals in such areas as entrepreneurship and management, administration of customs and taxes, real estate management and others. It is also important to mention **the scientific journal “Building Entrepreneurship and Real Estate Development”**, as well as students' scientific publication “Economic Research in Business”.

Aspects of corporate social responsibility are analysed in the broadest context in scientific research and publications, for example, the researchers of the **Institute for Quality Engineering have published scientific papers on the following topics:**

- Corporate social responsibility in the framework of quality management.
- Concept of organizational culture: development and related aspects.
- Integrated management systems towards sustainable and socially responsible organisation.
- Integration of CSR principles in quality management.

**Researchers of the Institute of Civil Engineering and Real Estate Economics** have published scientific articles on:

- Assessment of sustainable energy efficiency solutions.
- Economic and social sustainability of real estate market and problems of economic development – a historical overview.
- Real estate investment management and macroeconomic sustainability: Case of Latvia and international experience.
- Energy efficiency improvement opportunities in Latvia as a sustainable development indicator.
- Contemporary sustainable development problems of construction industry: Case of Latvia.
- Using lean methodology to ensure the sustainability of construction projects.
- Land use analysis in Latvia in the context of sustainable development.

**Other FEEM publications related to entrepreneurship and management spheres are:**

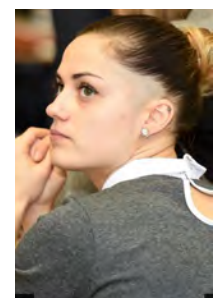
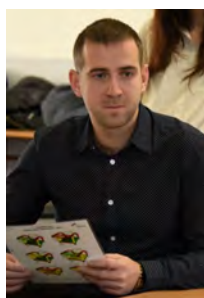
- Public finance sustainability in Latvia: Assessing long-term challenges and policy options.
- Shareholder value sustainability in equity investing.
- CSR initiatives introduction status in Central and Eastern Europe and their Importance for the Equity Investor.
- Factors influencing social innovation processes in Latvia: Qualitative research Perspective.
- Power supply optimization for the sustainable economic development of a state.
- The selection of a model for researching Latvian business competitiveness on external markets.

**Many FEEM doctoral students for their promotion work have chosen themes** closely related to the problems of the entrepreneurship environment in Latvia – innovation, the work of clusters, ensuring sustainable development and social responsibility. As examples there can be mentioned:

- Optimisation models for securing energy supply towards sustainable economic development of Latvia.
- Integrated approach of customs service human resource management strategy.
- A strategic assessment model for the sustainability of energy efficiency solutions.

- Comprehensive framework for the diminishing of asymmetric innovation capabilities of regions in Latvia.
- Technology transfer company establishment, development and management: methodological solutions for sustainable use of resources.
- Introduction of business ethics principles in entrepreneurship.
- Cash flow management for the development of university innovative capacity.
- Innovative solutions of integrated management systems in the organization.
- Market monitoring problems and strategic solutions for Latvia and European Union.
- A balanced and comprehensive approach-based business management system for small and medium-sized enterprises.
- Multimodal and intermodal transportation system management problems and solutions for their sustainable development in Latvia.
- The impact of residential areas on sustainable economic development of urban areas.
- Evaluation of factors influencing the company's sustainable development.
- Sustainable development of housing policy in Latvia.
- The lifecycle management system of socially responsible housing in the context of sustainable development of property.
- Operational performance improvement methodology for business incubators in the Baltic States.
- Development of sustainable business environment in Latvia.
- Problems of management system of buildings and constructions and their solutions for sustainable development of Latvia.
- Criteria for sustainable development of construction as an economic sector, options for their provision.
- Strategic models of knowledge management in the development of innovations.
- Assessment of strategic suitability for improving the development of manufacturing enterprises.
- Assessment of the socio-economic impact of institutions.

All these works include chapters on Corporate Social Responsibility.







## Principle 5: Partnership

We will interact with managers of business companies to extend our knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to meeting these challenges.

FEEM cooperates with companies and organizations in Latvia whose activities are closely related to FEEM programs and need appropriately trained specialists that are prepared at FEEM. The cooperation is developed as provision of internship locations, as well as guest lectures in some of the study subjects. Many lecturers are specialists in their fields and occupy responsible and leading positions, so they can introduce students not only to theoretical but also practical aspects of the relevant subject. In several FEEM study programs guest lectures outside the University, as well as visits to companies are organized for students to become familiar with business operations and understand all the issues of concern in the industry.

In addition, FEEM also supports student exchange in studies and internship. Both the students and the academic staff use the opportunity of going on **Erasmus exchanges**, thus gaining international experience and new knowledge, which may be necessary and useful for future studies and careers. Furthermore, every year more and more foreign students and guest lecturers are attracted, which facilitates improvement and development of international cooperation between universities and RTU recognisability.

The academic staff of FEEM regularly acquires new knowledge and experience in the field of social responsibility by participating in various international and local seminars.

In November 2015, representatives of the FEEM administration and academic staff participated in a working visit to **Anglia Ruskin University (ARU)** and **Cambridge Judge Business School, University of Cambridge (CJBS), UK**. During the visit they discussed and prepared a Faculty of Engineering and Management Faculty students' study trip plan to Cambridge within the framework of the program "Cambridge Venture Camp" that was launched in September 2015, and made preparations for Erasmus+ project application. During the program, 40 Latvian university students have been enrolled, and they are already developing their business ideas. During the planned visit, the students participate in lectures, receive advice from mentors, meet with entrepreneurs, visit enterprises and business support institutions in Cambridge.

In the study process, RTU FEEM SESMI works closely with state institutions and organizations. Much attention is paid to practical skills obtained by new customs and tax specialists.



Academic staff visiting Cambridge Judge Business School, University of Cambridge

Students' internship usually is organized in the customs and tax institutions of the **State Revenue Service of the Republic of Latvia**, with whom RTU SESMI has a cooperation agreement. The leading SRS specialists are also involved in the study process. Many students have their placement in Latvian companies.

SESMI also offers professional development of customs brokers, declarants, etc.

RTU SESMI also closely cooperates with the State Border Guard, the State Revenue Service, as well as other institutions and organizations in international projects such as BOMCA-9 – the border security project in Central Asia, which is co-financed by the European Commission.

### RTU participates in the European Commission project in Central Asia BOMCA-9

In 2015, RTU FEEM Department of Customs and Taxes became the first Head of the component in the project "**European Union Border Management Program in Central Asia**" BOMCA-9 funded by the European Commission in five Central Asian countries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. On 26-27 November 2015, RTU representatives attended the BOMCA-9 Opening Conference and the Steering Group Meeting held in Bishkek, Kyrgyzstan. During the conference, BOMCA-9 Consortium agreement on mutual cooperation between the Latvian State Border Guard, the Lithuanian Customs, the International Centre for Migration Policy Development and RTU was signed.

Becoming the Head of one of the three components of the project, until 2018, **RTU FEEM Department of Customs and Taxes (SESMI)** will organize the training of personnel and academic staff of the Central Asian customs and border management institutions and educational establishments, expert consultations, study trips, as well as help create an education system for customs specialists in these countries.

The aim of these events is to inform the responsible state institutions of Central Asian countries with the EU legislation in the spheres of customs and border management, financial planning and control, as well as human resources. The overall management of the BOMCA-9 project is ensured by the Latvian State Border Guard. The Lithuanian Customs, SRS Customs Board, the Food and Veterinary Service, the Immigration and Borders Service of Portugal and the Ministry of Interior of Hungary also participate in the project implementation.

The project will continue for 3 years. The total project budget is almost 5 million EUR; 90.90% of it is financed from the EU budget. The project is co-financed by the participating member countries.

Within the framework of BOMCA-9 program, on 18-19 February 2016, in Almaty, Kazakhstan, representatives of RTU FEEM SESMI – Head of the Department, prof. Aivars Vilnis Krastiņš and Public Relations Manager Elīna Ludāne participated as experts in the Regional Workshop of Consortium for Central Asian training Institutions of border and customs agencies.

On 1-3 March 2016, Tashkent, Uzbekistan, Assistant Professors of SESMI Aivars Gulbis and Aldis Čevērs participated as experts in technical assistance mission on customs training in Higher Military Customs Institute of Uzbekistan Institute. As a result, the Institute's study program was re-written according to the requirements of the WCO International profession standards for customs specialists, including the possible participation of RTU in the training of EU Member States' customs specialists on dual-use goods control.

On 5-6 April 2016, in Bishkek, Kyrgyzstan Head of SESMI, prof. Aivars Vilnis Krastiņš participated as an expert in Regional Workshop for Development of Common Customs Education and Training System.

More information about the project: [www.bomca-eu.org/en/](http://www.bomca-eu.org/en/)

In 2016, RTU SESMI received a certificate of appreciation from the State Border Guard for fruitful cooperation and significant contribution to the implementation of BOMCA-9 project. In 2016, RTU SESMI Director Professor Aivars Vilnis Krastiņš received the award sign of the State Border Guard of the Republic of Latvia for merits in the development of the State Border Guard.





Since 2011 FEEM Department of International Business, Transport Economics and Logistics (SESTEL) organizes **annual study trips to Brussels**.

In November 2016, the sixth study trip to Brussels was organized for the students of the bachelor and master professional study program "International Business Organization and Management". The study trip participants visited several European Union institutions, listened to various thematic lectures and visited business companies.

Study visits to the companies in the industry and organizations were organized for the 1st year students of SESTEL. Logistics direction students visited Beweship Latvia/BEWE RIX, while international business management direction students visited the European Union House. During the study visit to Beweship Latvia/BEWE RIX various heads of departments – Head of European Department, Head of Air and Sea Department, Manager of Warehouse and Distribution Centre, as well as Chair of the Board of the company made presentations. Students also had the opportunity to see the company's warehouse.

The students of the study program "Organization and Management of International Economic Relations" visited the European Union House, where they listened to a lecture on the work of the European Parliament and the European Commission, and also participated in a decision-making process game. The students had the opportunity to participate in the meeting at the Ministry of Economics of the Republic of Latvia and discuss topical issues with Director of the Energy Market and Infrastructure Department of the Ministry of Economics.

On May, 2016 Department of International Business, Transport Economic and Logistics organized two study visits to "Schenker" Ltd. and Employers' Confederation of Latvia for students from the bachelor study programmes "Business Logistics" and "Organization and Management of International Economic Relations" and master study programme "Organization and Management of International Economic Relations".

Students had the opportunity to visit the companies of the industry. During the autumn and spring semesters of the academic year of 2015/2016, students got acquainted with the work of different real estate management and construction companies, for example real estate management students had the opportunity to get acquainted with the largest real estate management and maintenance company in Latvia – "Rīgas Namu pārvaldnieks" Ltd.

With the aim to improve theoretical knowledge and gain practical skills, the students of the Institute of Occupational Safety and Civil Defence are provided with thematic practical training in companies, for example, inspection of various sites in cooperation with "RBS SKALS" Ltd. – a company competent in the matters of occupational safety, as well as lectures in the Jelgava town municipal Operational Information Centre and getting acquainted with the state-of-the-art technologies at the exhibition Tech Industry 2016.

FEEM academic staff and graduates every year participate in the **national innovation competition "Idea Cup"** as experts and mentors. The "Idea Cup" is a business idea competition, which aims to promote the creation of new businesses and thereby contribute to the economic growth of Latvia.

The "**Idea Cup**" enables any young person in Latvia to realize their business ideas and obtain the knowledge, contacts, and also money necessary to start a business. The competition is organized by the Latvian Investment and Development Agency within the framework of the project "Motivation Program for Innovative Entrepreneurship" co-financed by the European Regional Development Fund and the European Union.

Every year **RTU Career Centre organizes RTU Career Days**, during which all RTU students, including FEEM students have the opportunity to get information about the industry organizations, as well as to meet face to face with company representatives, to find out about work and placement opportunities. The aim of Career Days is to inform the engineering, natural and social science students about the industry's best and most powerful companies, to bring them closer to potential placement locations and employers. Student goals and interests are to obtain information about available internships and job opportunities, as well as find out about the industry and the current situation in the labour market. The company goals and interests are to attract new employees, establish contacts with students and promote the company. It is the day when there is an opportunity for the potential employers to meet with potential employees. It is remarkable that during the past two years the number of companies that require specialists prepared by FEEM has grown.





## Principle 6: Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interest groups and stakeholders on critical issues related to global social responsibility and sustainability.

FEEM emphasizes the implementation of the strategy of internationalisation with the aim to differentiate the study programs, to attract guest lecturers and students by involving the students and academic staff into different international cooperation projects (such as Leonardo da Vinci program, ERASMUS, ERASMUS Mundus, INTERREG, ESF and others) and their implementation.

Through participation in the activities of international organisations and expansion of the circle of its partners, **FEEM implements and strengthens its internationality**. FEEM is a member of different international organisations and participates in implementing international projects. The most significant cooperation organisations are:

- Baltic Management Development Association (BMDA); International Association for Management Development in Dynamic Societies (CEEMAN);
- World Customs Organization (WCO) and the International Network of Customs Universities (INCUI);
- New Initiatives and Challenges in Europe (The NICE Network);
- The International Real Estate Federation (FIABCI).

Besides the above-mentioned international cooperation activities, the Department of Customs and Taxes also participates in the PICARD (Partnership in Customs Academic Research and Development) international program that is designed for enhancing education, training, scientific research of all customs organizations and universities as well as building customs capacity worldwide.

FEEM is a partner of the **Erasmus+ project «Innovative strategic partnership for European higher education»**. Project period: 2014-2016. Project has been started by RTU FEEM together with the partners' universities: Integrated Business Institute in Skopje (Republic of Macedonia), University of Pavia (Italy) as a project coordinator, University of Ljubljana (Slovenia) and the University College of Economics and Culture (Latvia).

The objectives of the project are: to support and implement models for effective and practical learning, through raising the awareness for an innovation driven culture: establishing educational best practices dedicated to the improvement of the current learning methods in the partnering institutions, fostering innovation, creativity,

business and leadership skills; to establish a foundation for promoting innovation and various career paths among prospective students: developing a collaborative link among stakeholders dedicated at increasing mutual linkages at all operational levels, focusing on the enhancement of entrepreneurship; to develop a cutting-edge technology platform: designing an innovative solution dedicated to merging all stakeholders and creating various opportunities for sharing experiences, joint collaborative efforts and added value to all interested parties.

FEEM is involved and develops the **Erasmus+ project «COACHES OF SMEs: 5POINTS TRAININGS»**. Project period: 2014-2016. Partners of the project are the following: Ondokuz Mayıs University (Turkey), Gazi University (Turkey), Mugla Sıtkı Kocman University (Turkey), Selçuk University (Turkey), Riga Technical University (Latvia), Samsun Young Businessman Association (Turkey), Fundación Fundecyt Parque Científico y Tecnológico de Extremadura (Spain), Trusted Business Partners Kft (Hungary) and Pirkanmaan ammattikorkeakoulu Ltd. (Finland).

The objectives of the project: to bring innovative SME understanding and help them to produce solutions for their own problems, help SMEs to get trained for commercializing and transforming innovation and creativity into economic value, to turn SME coaching into a business management tool, taking the lead in terms of decision making, risk management, financial reporting corresponding to reality and developing efficient control mechanisms.





Norway Grants «EU policies impact to the transformations of the higher education and research system in Norway and Latvia». Project period: 2014-2016. Partners of the project were University of Latvia, Nordic Institute for Studies in Innovation, Research and Education, Riga Technical University, Stockholm School of Economics in Riga.

The overall objective of the project was to enhance higher education and research in Latvia and Norway. Project results and future development will contribute to the quality and effectiveness of the leadership and governance in the field of research and higher education in Europe.

The project aimed at exploring ways how to expand strategic partnerships with national and international stakeholders in order to secure sustainable development of higher education institutions in line with EU policies. The project applied the roadmap approach and focus on EU and field related policy documents in Latvia and Norway. The results of the project will be useful for the development of the higher education and research environment in Europe. The project involved Ph.D. students and thus strengthened the human resource competencies in the area of institutional research. Although the project focused primarily on Latvia and Norway, the results will be useful for other EU countries and it will open up opportunities for further cooperation within the framework of Horizon 2020.

In June 2016, in Krems (Austria) the 26th NICE Network (Initiatives and Challenges in Europe) Conference “Enhancing the Quality of HEI Internationalisation” was held, it was attended by the representatives of FEEM administration and academic staff.

The conference was devoted to issues of student mobility and the specifics of work with an international audience of students, university commitment to refugee issues in Europe, the recognition and evaluation systems in different countries, internationalization quality assessment of best practices in the implementation of projects with African countries. The conference also discussed opportunities for cooperation between the higher education institutions included in NICE Network, as well as the ideas of Erasmus+ project proposals and joint research.

In November 2015, Māris Jurušs, Assistant Professor of FEEM Department of Customs and Taxes, with the support of Erasmus+ program, visited Fachhochschule Münster University of Applied Science (FH Münster), where within the framework of the **International Staff Week 2015** met with the academic staff from Munster, Jerusalem, Espon, Basel, Sofia and several other European universities, as well as with FH Münster students.

The purpose of the visit was exchange of experience in the organization of the study process, promotion of cooperation and student and staff exchange, acquaintance with the study process, organization of different courses, research, and other events at FH Munster.

**The academic and administrative staff of Institute of Occupational Safety and Civil Defence**, within the framework of Erasmus+ program, visited several universities, such as the Estonian Security Academy, Tallinn University of Technology and Warsaw School of Fire Service Officers aiming to develop their competencies and exchange experience, to improve the theoretical and practical study process in the study programs – Occupational Safety, Safety Engineering and Fire Safety and Civil Protection.



## Objectives for the next 24 months

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Implementation of PRME principles are closely related to the mission and strategic goals of RTU and FEEM. The strategic goals of RTU and FEEM, as a part of the University, are the following:

**Internationalization:** Competitive activities of the University in the field of science, innovation and studies at international level;

**Interdisciplinary:** Cooperation between different sectors and specialities, as a basis for development of new and innovative products and modern education content;

**Organisational efficiency:** Efficient and high quality management of the University to ensure development and modern implementation of study and research processes;

**Financial efficiency:** Established financial independence and motivating internal financial system of the University to boost its growth;

**Infrastructure efficiency:** Up-to-date study, scientific and innovation environment with modern buildings and technical equipment that comply with the activities of the University.

On the basis of the overall strategy laid down by the University in the field of corporate responsibility and sustainability, we plan to continue the work started, as well as set new targets:

■ Update the content of study subjects which integrate corporate governance, business ethics and corporate social responsibility issues;

■ Continue to ensure sustainable development of RTU and FEEM, increasingly based on the principles of responsible management education in the study process and in study programs and subjects, consequently, stimulating sustainable business environment and economic development of the country through development of our academic staff and alumni.

■ Promote the methodology on return of social investment adapted within the framework of the project Social ROI, and promote the book developed within the project.

■ Continue development of innovations and exchange of knowledge with the help of qualitative research incorporated in the study process by involving international and domestic partners from research institutions and the industry.

■ Increase student and academic staff involvement in sector-specific studies to further engage the bachelor, master and doctoral students in research, especially the research related to ethical problems in business and society.

■ Increase the number of research projects developed in cooperation with business associations and companies that support research and corporate activities, thereby creating a sustainable economic growth.

■ Continue to enhance knowledge about social responsibility and develop the idea that social responsibility is an integral part of management, and it can improve a company's competitiveness and increase the welfare of society.

**Being socially responsible and realizing the principles for responsible management education working with students – it is an integral part of the daily life of FEEM. We strive to act in accordance with these principles, to nurture and develop the understanding of these principles in all of our students in order to build a responsible society and a sustainable country!**





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