

APPLICATION

Study field "Hotel and Restaurant Service, Tourism and Recreation Organisation" for assessment

Study field	<i>Hotel and Restaurant Service, Tourism and Recreation Organisation</i>
Title of the higher education institution	<i>Biznesa augstskola Turība</i>
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Self-evaluation report

Study field "Hotel and Restaurant Service, Tourism and
Recreation Organisation"

Turība University

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1. Information on the Higher Education Institution/College

1.1. Basic information on the higher education institution/ college and its strategic development fields,.

Turiba University (TU) was founded in 1993 under the name "Turība" Ltd. Training Center. In 1998, the name was changed to the School of Business Administration Turība, Ltd. Since 2009 the name of the educational institution is Turiba University.

08.05.1997. accreditation certificate No.002 has been issued to the higher educational establishment "Turiba Teaching Center", which gives the right to implement accredited study programs and issue state recognized diplomas for the acquisition of higher education. Educational establishment registration No.3343800213.

TU operates in accordance with the regulatory enactments governing higher education and scientific activities, as well as the Constitution of the University.

The university implements 31 study programs in eight directions, 13 of which are also available in English.

Study direction:

- 1) "Law Sciences" (accreditation page No. 2021/42, accreditation term 26.08.2027.) - 5 programs.
- 2) "Economics" (accreditation page No. 2021/66, accreditation term 28.10.2027.) - 3 programs.
- 3) "Information and Communication sciences" (accreditation page No. 2022/16, accreditation term 28.10.2027) - 4 programs.
- 4) Management, Administration and Real Estate Management" (accreditation page No. 2021/33, accreditation term 05.08. 2027) - 8 programs.
- 5) "Hotel and Restaurant Service, Tourism and Recreation Organization" (accreditation page No.102, accreditation term 31.12.2024.) - 4 programs
- 6) "Internal Security and Civil Protection" (accreditation page No. 55, accreditation term 31.12.2024.) - 3 programs.
- 7) "Information Technology, Computing, Electronics, Telecommunications, Computer Control and Computer Science" (accreditation term 14.09.2029.) - 2 programs.
- 8) Health Care (accreditation term - 15.12.2028.) - 2 programs.

General information about TU branches:

1. Cesis Branch. Established in 2002 as Cesis Study Center. 5/29/2003 is registered in the Register of Educational Institutions as a branch of Turiba University, Cesis branch.
2. Talsi Branch. Established in 2002 as Talsi Studies Center. 5/29/2003 registered in the Register of Educational Institutions as Talsi Branch of Turiba University.
3. Liepaja Branch. Established in 2002 as Liepaja Study Center. 5/29/2003 registered in the Register of Educational Institutions as Liepaja branch of Turiba University.

Table 1.1.1. **Dynamics of the number of students in the higher education institution during the evaluation period**

Year	All students			Matriculated in the 1st study year			Graduates		
	Full	Part	Sum	Full	Part	Sum	Full	Part	Sum

2018	2000	1513	3513	717	461	1178	354	168	522
2019	1771	1562	3333	690	472	1162	337	153	490
2020	1512	1848	3360	605	649	1254	339	173	512
2021	1256	1971	3227	432	550	982	310	209	519
2022	1168	1978	3146	419	559	978	265	222	487
2023	1344	1930	3274	670	609	1279	204	315	519

PL for full-time students, NL for part-time students

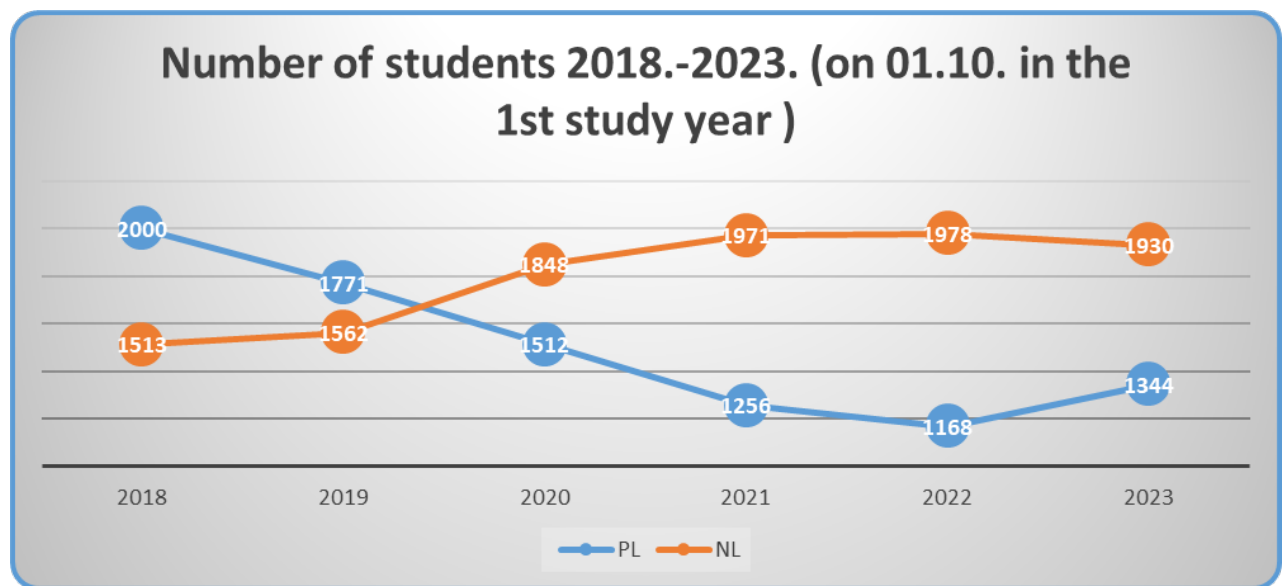


Fig. 1.1.1. Number of students 2018 - 2023

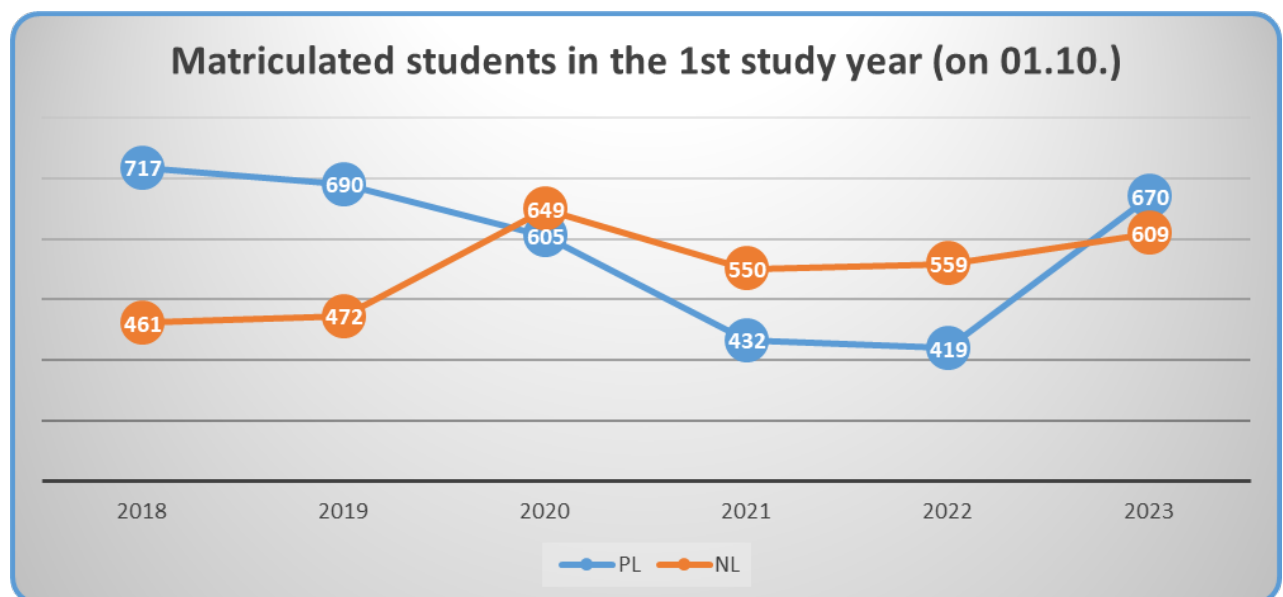


Fig. 1.1.2. Matriculated students in the 1st study year

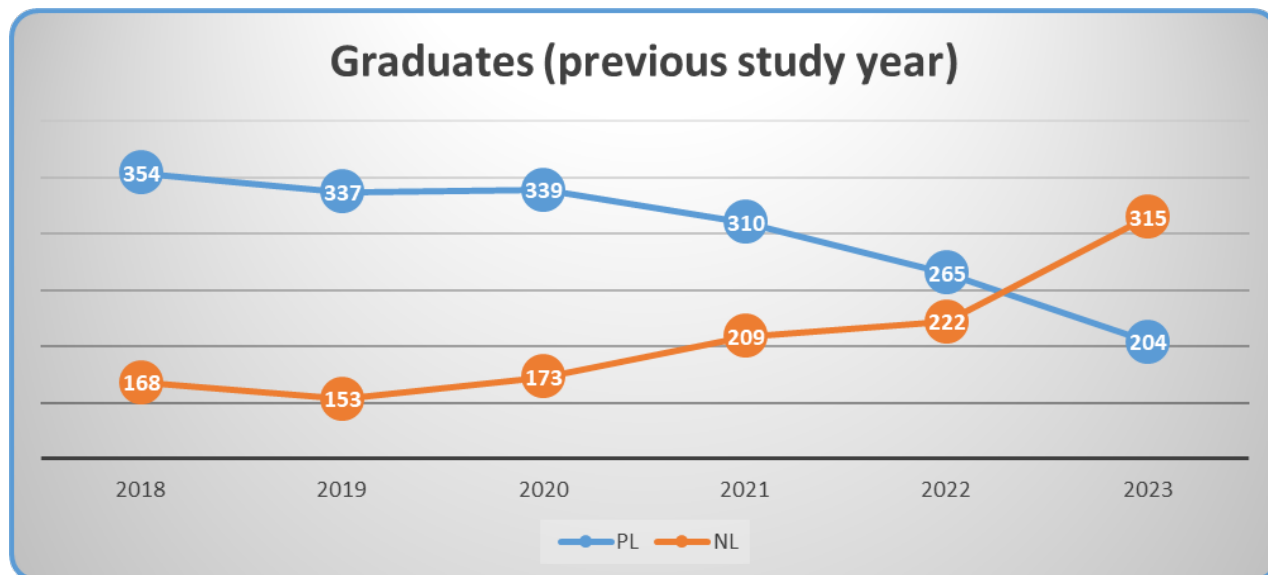


Fig.1.1.3. **Graduates**

DEVELOPMENT STRATEGY 2021-2025 was developed in 2020 (last update in 2021). The strategy was developed to promote the sustainable development of the university, supporting the necessary changes that are determined by the challenges in the Latvian and European higher education space. The strategy promotes the involvement of University employees, students and cooperation partners in achieving the set goals. The goals of study programs and study directions are aligned with the strategic goals of the university.

Vision: *Turība* University - a modern and internationally competitive business education institution in the Baltic region, the ideological driving force behind the development of entrepreneurship in Latvia.

Mission: We promote a paradigm shift by promoting understanding of business environment and economic processes, sustainable lifestyle and the importance of green technologies.

Values: Freedom. Susceptibility. Competence.

Main goal: Studies at *Turība* University are characterized by interdisciplinarity, internationalization, green technologies and enrichment of personal development experience.

TU strategic goals for 2021-2025:

1. TU is an opinion leader in the national economy, promoting the development of business, as well as changing the paradigm of society's thinking in the direction of a sustainable lifestyle.
2. TU is a leading university in the field of green technologies, becoming a think tank for supporters and implementers of this idea.
3. TU ensures a close connection between business and applied science, implementing current and meaningful research.
4. TU is a stable, balanced growing and profitable university in the long term - an example of a business model in a world of change.
5. Professional personnel related to the labor market with 21st century. appropriate skills and competences.
6. Students are satisfied with the study environment and content.

In order to assess the level of fulfillment of strategic goals, the most important indicators and achievable results (Key Performance Indicators) have been defined, which are measured and evaluated every year.

All study programs implemented by the university have been updated in accordance with the TU development strategy for 2021-2025 in order to achieve the goals set therein.

The TU Development Strategy for 2021-2025 is publicly available to all involved parties.

<https://www.turiba.lv/storage/files/bat-strategija-06-02-2024-eng-precizeta.pdf>

1.2. Description of the management structure of the higher education institution/ college, the main institutions involved in the decision-making process, their composition (percentage depending on the position, for instance, the academic staff, administrative staff members, students), and the powers of these institutions.

Founder / Board. Founder-created executive body for managing Turiba University (TU) in strategic and financial matters. Proposes rector's candidature for election to the Constitutional Assembly and removal of the Rector, makes proposals to the Senate to convene an extraordinary Constitutional meeting, decides in cooperation with the Senate on academic and scientific issues, maurent Assembly kes proposals to the Senate on establishment, reorganization or liquidation of TU Draft Constitution or its amendments, etc.

Constituent Assembly. The highest body for the representation, management and decisionmaking of TU academic and scientific activities. Adopt and amend the TU Constitution, elect and dismiss the Rector in accordance with the Constitution, listen to the Rector's report, elect the Senate and the Academic Arbitration Court, approve the Senate and Academic Arbitration Regulations, elect the Chairman of the Constitutional Assembly, deputy chairman and secretary. The Constitutional Assembly shall consist of twenty representatives (twelve representatives shall be elected from the academic staff, four representatives from the students and four representatives from the general staff).

Senate. The collegial management body and decision-making body of TU personnel, which approves the rules and regulations governing all areas of the University's activities. The Senate appoints professors, associate professors, leading researchers, researchers with whom to conclude employment contracts, approves study directions, programs and calendar schedules, decides on issues of academic and scientific activities of the higher education institution and departments, academic positions and their election procedure, approve the documents regulating the study process, decide on the establishment of the Council of Advisers, the composition of which is recommended by the TU Board, and approve the regulations of the activities of the Council of Advisers, etc.

The Senate is made up of 28 senators, 21 of whom are academic staff, 1 is from the TU Board and 6 are from the Student Council.

Advisory Convention. Advises the Senate and the Rector on the development strategy of the School.

Faculty councils. The Council evaluates and submits to the Senate proposals for the establishment, reorganization or liquidation of the structural units of the Faculty, examines the study field self-evaluation reports and reports on the actions taken to improve the study field. The Council evaluates and provides proposals to the Dean of the Faculty on the quality of study programs, student success and compliance of the study programs with the labor market requirements, basic directions of the academic activity of the Faculty, its development strategy and perspectives; faculty scientific research and international co-operation directions, new study programs and their director candidates, additions and enhancements of existing study programs, on closure of some existing programs.

The council comprises 30% of the academic and general staff, 50% of the industry professionals and 20% of the students.

The basic documents of TU activities are the **Statutes of the TU** and the **Constitution of the**

Turiba University. The TU organizational structure is defined in the TU organizational chart approved by the Board. The tasks and administration of each structural unit are specified in the structural regulations, but the duties of each employee are described in the job descriptions and job and work descriptions.

The main TU long term planning document is the strategy, which is reviewed every 5 years. Currently the Strategic Guidelines 2016-2020 approved by the TU Senate are relevant years.

TU **Ethics Policy** contains ethical principles and norms that are binding to TU employees in their attitude to work, in their interaction, and in their relations with governmental and nongovernmental institutions and business partners. Issues relating to restrictions or violations of academic freedom and rights are dealt with by the TU Academic Arbitration Tribunal, which operates in accordance with the Bylaws of the **Academic Arbitration Court**.

The **Study Regulations** are the basic document regulating the study procedure in the study programs implemented by TU. It describes the organization of the study process, examinations and assessment, internships and study papers, final examinations, as well as the rights and obligations of students and lecturers. The **Examination regulations** determine the types and forms of examinations, the rights and obligations of students and lecturers. The composition of the state examination commission, the procedure for approving the supervisors and the composition of the commission, the rights and obligations of the supervisor, the procedure for submitting and reviewing the work and taking the

examination, the student's rights, as well as the appeal procedure are specified in the **State examination regulations**.

The practice, preparation, defense and evaluation of the practice report are carried out in accordance with the **Practice Statute**, while the procedure for approving and evaluating the topic of study papers and supervisors and the obligations of students are set out in the **Regulations on Application and Defense**.

The **Regulations on the Development and Design of Independent Research Papers** set out and approve requirements for the preparation and presentation of research papers.

Requirements for passing tests, assessment criteria, pedagogical methods, etc. are defined in the course descriptions.

The **Academic Honesty and Plagiarism Regulations** set out the basic principles of academic integrity for TU administration, academic, scientific and general staff, and the procedure for identifying and preventing plagiarism in student, faculty, and research papers.

TU scheme (ENG) is also attached.

1.3. Description of the mechanism for the implementation of the quality policy and the procedures for the assurance of the quality of higher education. Description of the stakeholders involved in the development and improvement of the quality assurance system and their role in these processes.

Turiba University (TU) is a **Quality Policy**, defined and approved by the Senate, which aims to promote the implementation of the TU strategy and to ensure consistently high quality as defined in the quality policy. There are general guidelines for quality policy, but detailed quality assurance activities are described in TU internal regulatory documents which cover a wide range of documents (policies, regulations, procedures, etc.).

The quality policy is published both on TU employees' intranet page, on BATIS (*internal university*

information system) and on www.turiba.lv. The quality policy is implemented by all TU units and their employees both within the unit and individually.

The Quality Management Manual is a Senate-approved description of maintaining the TU Quality Management System. Its purpose is to ensure that all TU employees have a common understanding of TU quality standards.

The Quality Management Manual, together with other TU internal regulations, is available to any TU employee on the TU Employee intranet page, as well as in paper form. The TU internal normative documents binding on students are published on the TU website and in the BATIS student information system in accordance with the Senate approved list of "Binding documents published on the Internet and in the BATIS student information system". Information on amended documents as well as changes in specific documents, BATIS students and Outlook Public Folders are regularly published.

The TU quality management system is implemented in accordance with the requirements of Article 5 (21) of the Law on Higher Education Institutions of the Republic of Latvia, Standards and Guidelines for Quality Assurance in the European Higher Education Area (hereinafter - ESG) and ISO 9001 guidelines.

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Basic principles of TU quality management system:

- customer orientation;
- leadership and staff engagement;
- process approach;
- continuous improvement;
- evidence-based decision making;
- customer relationship management.

The aim of TU quality management system is to increase the efficiency of TU and the satisfaction level of all stakeholders through continuous improvement.

TU defines the following quality management document structure:

- Strategic Planning Documents (TU Strategic Guidelines with Vision Mission, Goals, Goals and Indicators for Performance Control, SWOT Analysis, Study Area Development Plans);
- Policies (Quality Policy, Ethics Policy, Personnel Policy, Personal Data Processing and Protection Policy, Security Policy for Information and Communication Technology Systems, Energy Policy, etc.);
- documents describing the process (regulations, rules, procedures, lists, diagrams);
- planning documents (work plans of structural units, individual work plans of lecturers);
- Supporting documents (order, personnel, correspondence, document forms, references, deeds, minutes, reports, records, etc.).

Responsibility is defined in the Regulations of the Faculties and other regulations, procedures and job descriptions of the structural units.

The Chairman of the Management Board is responsible for the quality management system at TU.

The quality manager is responsible for designing, maintaining and improving the TU quality management system. The quality manager ensures the maintenance and improvement of the process management and measurement system, performs the review of the efficiency and effectiveness of the TU quality management system by organizing internal audits, ensures the maintenance of TU normative documents, participates in the development and updating of TU organizational documentation.

It is the responsibility of the Rector and Vice-Rectors to ensure a unified pedagogical process at TU, the organization and management of the study process, the management of scientific methodological activities and the provision of study development and international cooperation.

The Dean of the Faculty is responsible for the compliance of the study programs implemented by the Faculty with the demand of the labor market, initiates the development of new programs or the improvement of implemented programs, organises the setting of the goals and objectives for the current academic year of the Faculty, as well as the preparation of the Faculty's academic and scientific work plans for the current academic year, manages the development, implementation and improvement of study programmes and is responsible for the implementation of the quality management system at the Faculty and for proposing improvements.

The Vice-Dean of the Faculty manages the implementation of the study process and its improvement in accordance with the TU vision, mission and strategic development plan, is responsible for the comparative assessment of study process quality and student movement analysis, as well as methodological work in the Faculty.

Program directors are responsible for the design, implementation and development of a particular study program.

Heads of Departments are responsible for systematic improvement and modernization of the study process, participation in the contributing of library's collection, organization of scientific research and methodological work, organising exchanges and training for lecturers, preparation of plans and reports, regular meetings of the Department on topical and prospective issues of study quality and scientific research, preparation, approval and publication of study course descriptions for the current academic year.

The TU branch managers, together with the department heads and program directors, are responsible for ensuring the quality of the programs being implemented in the branches and the appropriate control process.

Program directors are responsible for the design, implementation and development of a particular study program. Heads of units are responsible for analyzing the results of surveys related to the operation of their unit, for planning and implementing corrective and preventive actions, and for ensuring continuous improvement of the unit's work.

Each TU employee is responsible for maintaining the quality management system within TU's own competence. It is the responsibility of each employee to inform management of any identified or suspected non-conformities and to propose suggestions for improvement.

Internal audits of the TU quality management system (implemented in accordance with the **Quality Management System Internal Audit Regulation**) are conducted to verify that the activities and results of the TU departments are consistent with the planned activities and that these activities are appropriate for achieving the objectives. Various surveys (employees, students, employers, graduates) are conducted to obtain feedback (**Survey Procedure**).

As part of regular internal evaluations, BAT organizes the following procedures to ensure the quality of higher education:

1. Study program content, implementation and study environment

- Study course implementation evaluation survey, for evaluating and improving the study process and lecturer's professional performance - every semester.
- Student survey for the assessment and improvement of the BAT structural unit, lecturers' activities, study environment and study process - once a year.
- A survey of graduates, for evaluating the relevance of study programs to the labor market - at least once every two years.
- Survey of employers - every semester for all trainees.
- Focus groups of employers - as necessary, when evaluating the content of study programs, but not less than once a year.
- Faculty council meetings, department meetings - according to the annual plan.
- Analysis of assessment results - twice a year.

- Analysis of dropout rates and their main reasons - once a year.
- Other process measurements according to the Quality Management Manual - once a year or per semester.

2. Staff evaluation and methodical work improvement

- Employee survey, for evaluating and improving employee satisfaction - every year.
- Evaluation of the performance of individual work plans of lecturers - every semester.
- Professional development of personnel - methodical seminars and professional development courses.
- Promotion of staff image - training plan (including promotion of digital skills and raising the level of foreign language), inspirational lectures, summer schools.

3. Scientific research activity

- Identification of industry current affairs and research topics - in cooperation with representatives of academic staff and employers.
- Creation of research groups of study areas - with the cooperation of representatives of the academic staff of several study areas, a representative of employers and, where possible, an international partner.
- The work of the research group of study directions in cooperation with students - integration of scientific research work in the study process.
- Development of scientific publications and participation in international scientific-practical conferences and publication of publications in international cited scientific journals.
- International scientific conference with student participation - every year.
- Publication of scientific journal and conference collection - every year.

4. Control and updating of the veracity of information

- On the website - current information about BAT news, news in the study process or changes in study directions or study programs is posted.
- BATIS conducts an audit of all active study courses, checking whether study course descriptions, requirements for studying a study course, deadlines, descriptions of independent tasks, etc. have been updated.
- In social media - recognition of BAT and good reputation of BAT among graduates and employers are promoted, current affairs are published both about events at BAT and about the opportunities of matriculated students to take part in conferences, contests, etc.

5. Achievements of graduates

- Survey of graduates - at least once every 2 years
- Graduate guest lectures - at least five per semester.
- The work of graduates in defense commissions, reviewing works - is implemented within the limits of possibilities.

6. Material and technical provision and library

- Inventory of available resources, preparation of their restoration plan - once a year.
- Determining the need to purchase the necessary new resources, investment plan - once a year.
- Replenishment of the library stock - at least once a year.

7. Finances

Development of the budget and control of its execution - at least once a year.

8. Results of the annual assessment and data analysis

- Making decisions about the need for process improvement.
- Development of an action plan, setting specific activities in positions and deadlines.
- Informing the parties involved.

A process and measurement system was used to improve process quality (Annex 2 to the Quality Management Manual).

Lecturers' qualification development is followed by TU professional competence training and departmental methodological seminars, which are dedicated to exchange of experience,

introduction of new technologies and new teaching methods. Also used are the visits conducted in accordance with the **Lesson Attendance Procedure**, as well as the results of the study course implementation survey, which are collected and analyzed at the end of each semester.

As quality assurance must comply with the standards and guidelines set by the European Association for Quality Assurance in the European Higher Education Area, the higher education institution recognizes in its study process that quality assurance is a guarantee of study outcomes and graduates' competitiveness in the labor market.

Eligible internal quality assurance measures are as follows:

- Annual identification of weaknesses and strengths of study fields, changes, opportunities for development and internal self-evaluation;
- Competent study direction management by the Faculty Council, heads of departments and study program directors, including student self-government;
- Listening to students' opinions by advising students and collaborating on the development of a qualification paper;
- Continuous evaluation of the study process, using various forms and methods of diagnostics, for example, conducting regular questionnaires (student survey), as well as analyzing the results obtained and discussing the students' thoughts with the lecturers (feedback);
- Regular meetings of the academic staff at the Faculty Council meetings, where the contents of the courses and the possibilities for their improvement according to the development of the scientific fields are discussed, taking into account the latest scientific and technical achievements;
- Involvement of students and graduates in scientific activities, promoting the development of qualitative papers based on the latest scientific achievements (student research results are published and reported at local and international conferences);
- Invitation of students to the Faculty Council meetings, where problems concerning the quality assurance of the study courses and adjustments in the content of study programs are discussed.

The quality of studies is also ensured by the regular improvement of individual study courses, using the latest teaching aids and books prepared by the academic staff involved in the study fields.

The most important performance evaluation criteria are student satisfaction level, employer references, graduate profile - competitiveness in the labor market (application of knowledge and skills in professional activities), accreditation - national and international, enrollment / graduation rates and financial indicators.

Quality management at BAT is organised using a systemic approach, efficiency and continuous improvement, in accordance with the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" and BAT's strategic guidelines.

TU identifies processes as well as maintains, uses and enhances a **process measurement system**.

1. The Faculties, departments and other departments, management, employees and students shall be responsible for improving the performance of TU.
2. All Turiba stakeholders shall also be involved in the enhancement of TU performance.
3. TU personnel (including its students) shall be involved in the introduction of the quality assurance policy and the maintenance and enhancement of the quality management system.

Study programmes

1. The design and approval of study programmes shall be organised in accordance with the internal procedures approved by the TU Senate.
2. The study programmes that are designed in accordance with the TU strategy shall have clearly formulated goals and learning outcomes.
3. TU students and educators as well as employers and social organisations shall be involved in the design of the study programmes.

Students:

1. TU study process are student centred underlining an individual approach towards students during the study process.
2. TU students are actively encouraged to participate in the enhancement of the study process.
3. The teaching/learning methods, pedagogical approaches, introduction of innovations and new technologies are regularly reviewed.
4. Involvement in the labour market and establishment of new enterprises is actively promoted during the study process.
5. Assessment is consistent and in accordance with TU approved procedures. The assessment criteria and methods are communicated to both students as well as assessors.
6. All complaints, suggestions and appeals are reviewed in accordance with procedures approved by TU.

Study process

1. The study process at Turība is in accordance with the goals set and consistent, approved and published rules and regulations that describe the whole study process from the moment of enrolment of students till their graduation.
2. The progress of students' study process is constantly monitored by TU.

Personnel

1. Competent personnel are employed in accordance with clearly defined, transparent and fair recruitment procedures.
2. The study process is provided for by highly qualified Latvian and foreign educators, who are characterized by academic professionalism and integrity, as well as intolerance to academic fraud.
3. TU provides its personnel opportunities and motivates them to enhance their professionalism and carry out research activities.
4. Student and educator exchange and cooperation with other foreign higher educational institutions is promoted

Resources

TU provides all the necessary financial, personnel and materials resources required for its students and ensuring the performance of its activities.

A high level, modern material technical base, modern infrastructure and comfortable, safe and tidy environment is provided to support the study process.

A convenient and supportive customer service is also provided.

Information:

TU systemises and analyses information regarding its activities and uses it for the enhancement of its study programmes and the internal quality management system.

A systematic self-assessment of TU activities is carried out.

TU cooperates with students, employers and other stakeholders to ensure a consistent feedback system.

Informing the Society

TU publishes, clear, precise, objective, actual and easily accessible information about its activities through its webpages, social network profiles and informative brochures.

TU personnel actively participate in forming public opinion through publications, lectures, seminars and conferences and are actively involved in social organisations.

Review

TU regularly evaluates the correspondence of its study programmes to the expectations and needs of the students and the changing requirements of the society as well as the achievement of the goals set.

The review of study programmes is aimed at ensuring the actuality of its study programmes and their continuous development and is carried out with the involvement of students, employees, employers and social organisations

Quality Policy,

ENG :

https://batis.turiba.lv/NormativeDokumenti/DokB/2008_gada_marta_sakot/Sekretariats/Kvalitates_politika_V66_4_vers_ENG.docx

Quality Management Handbook

ENG :

https://batis.turiba.lv/NormativeDokumenti/DokB/2008_gada_marta_sakot/Sekretariats/Kvalitates_vadibas_rokasgramata_V139_2.vers_ENG.docx

These links are located on the BAT internal network and will be available to experts during their visit or may be made available to experts before the visit upon request.

1.4. Fill in the table on the compliance of the internal quality assurance system of the higher education institution/ college with the provisions of Section 5, Paragraph 2(1) of the Law on Higher Education Institutions by providing a justification for the given statement. In addition, it is also possible to refer to the respective chapter of the Self-Assessment Report, where the provided information serves as justification.

1.	The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.	<p>TU has established a quality assurance system and developed a Quality Policy and it is available to all interested parties on the TU website. Monitoring of the implementation of the strategic plan is carried out every year, evaluating the achieved indicators. Forecasts are made to anticipate possible labor market changes, trends and their impact. Academic and general staff, students are introduced to the quality policy in meetings. Students, graduates and employers are involved in the improvement of study programs and study direction by acting in study program councils. The involvement of external stakeholders - employers in quality assurance is realized in the work of study program councils, evaluating and updating study programs. The goals of study programs and study directions are agreed with TU strategic goals. A system and procedure have been developed to prevent plagiarism and dishonest behavior. Paragraph 1.3 of the self-assessment report (SAR).</p>
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2.	<p>A mechanism for the creation and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof, has been developed.</p>	<p>The development and approval of programs is carried out in accordance with the procedure developed by the university.</p> <p>During the development of the study program, the qualification obtained in the program is coordinated with the appropriate level of higher education in the national qualification framework and, accordingly, also in the framework of the qualifications of the European higher education area.</p> <p>Study programs are regularly audited and improved. Students, graduates and employers are involved in the improvement of study programs and study direction, in the development of study programs, acting in study councils.</p> <p>See 2.2 for additional examples. parts 2.2.2. in the section "Analysis and evaluation of study program development and review systems and processes".</p>
3.	<p>The criteria, conditions, and procedures for the evaluation of students' results, which enable reassurance of the achievement of the intended learning outcomes, have been developed and made public.</p>	<p>BAT has developed the Regulations for Examinations, which state the general principles of assessment and certain procedures. A study course has been introduced in each study program, within the framework of which students are informed about the planned results of the study program. A Study Course Description is developed for each study course, which precisely formulates the planned study course results (knowledge, skills, competences) and the evaluation criteria for each result. Study course descriptions are published in the BATIS system and are readily available to students who study the relevant study course.</p> <p>Every year, at the meetings of the Council of Faculties/Departments, the proposed results of the study course description are evaluated, it is discussed whether they have been achieved, or are achievable, and whether there is a need to improve the study course descriptions by clarifying the wording of the results or evaluation criteria.</p> <p>For additional examples, see 2.1.5 of Part 2.1. The evaluation of the methods and procedures used in the assessment of student achievements.</p>

4.	Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.	<p>TU has developed and implemented the Personnel Policy http://inet.turiba.lv/dok_adreses/?nr=&psearch=person%E2%82%80%9Cpolitika&Process=&st_search=&am_search=h=), Rules for improving the professional competence of lecturers http://inet.turiba.lv/dok_adreses/?nr=&psearch=doc%E2%82%80%9Cju+profesion%E2%82%80%9Cs+kompetences&Process=&st_search=&am_search=), Rules for financing scientific activity http://inet.turiba.lv/dok_adreses/?nr=&psearch=zin%E2%82%80%9Ctnisk%E2%82%80%9Cs+darb%E2%82%80%9Ceebas+finans%E2%82%80%9Cf0anas&Process=&st_search=&am_search=). Staff were involved in the development and implementation of the system. The budget provides funding for raising the qualifications of academic staff and supporting scientific activity. Self-assessment report 1.3.p. The above-mentioned documents are located on the university's internal website and access to these documents will be provided to experts during the visit or at the request of the approved expert before the visit.</p>
5.	The higher education institution/ college ensures the collection and analysis of the information on the study achievements of the students, employment of the graduates, satisfaction of the students with the study programme, efficiency of the work of the academic staff, the study funds available, and the disbursements thereof, as well as the key performance indicators of the higher education institution/ college.	<p>TU has developed a Survey procedure http://inet.turiba.lv/dok_adreses/?nr=&psearch=aptauju+proced%E2%82%80%9Cbra&Process=&st_search=&am_search=), that determines the objectives of conducting surveys, the general procedure for implementation, the procedure for planning and implementing corrective and preventive actions and informing interested parties. Self-assessment report 1.3.p. The document is located on the university's internal website and access to this document will be provided to experts during the visit or at the request of the approved expert before the visit.</p> <p>The results of the student surveys are analyzed in department meetings, analyzing the responses on the evaluation of the study process and the professional performance of lecturers. Heads of Departments conduct individual interviews with lecturers and general trends are analyzed in department meetings. In the department meetings, proposals may be made to the Dean of the Faculty for the improvement of the study process. The findings of the evaluation of the professional performance of lecturers are taken into account when planning the future work of lecturers. The results of student surveys are discussed in aggregated form at the Rector's Council meetings, stimulating discussion on possible improvements in the study process. The survey is analyzed for the planning of marketing activities to be implemented by the Development department. The data from the alumni survey are analyzed in an aggregated form by study program, the main criterion of the analysis being the relevance of the study program to the labor market requirements and trends.</p>
6.	The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study field whilst implementing their quality assurance systems.	<p>TU regulatory documents and QM procedures determine the continuous improvement, development and operational efficiency of the study area: TU Development Strategy 2021 – 2025, TU Quality Policy, Quality Manual, TU Study Course Development and Update Procedure. A development program has been developed for each field of study, which corresponds to the university's development strategy. Surveys of employers, graduates and students are conducted regularly. The representatives of the employers are the chairmen and members of the final examination commissions. Their recommendations are taken into account when developing a direction development strategy.</p>

2.1. Management of the Study Field

2.1.1. Aims of the study field and their compliance with the scope of activities of the higher education institution/ college, the strategic development fields, as well as the development needs of the society and the national economy. The assessment of the interrelation of the study field and the study programmes included in it.

The study direction "Hotel and restaurant service, tourism and leisure organization" includes 4 study programmes, the content of which is based on the topicalities of the business environment, tourism, hospitality and event production industry, recommendations of industry professionals, including employers, as well as the requirements of standard acts adopted in the Republic of Latvia.

1. Short cycle professional higher education programme "Hotel services organize" (41811) (formerly "Hospitality Service").
2. First cycle professional higher education program "Event Production and Management" (42812).
3. First cycle professional higher education program "Tourism and Hospitality Management" (42812).
4. Second cycle professional higher education program "Tourism Strategic Management" (47812).

The updated objective and tasks of the study direction and study programme "Hotel and restaurant service, tourism and leisure organization" were approved at the Council meeting on February 21, 2024 (Council meeting minutes s No.1/2024).

Objectives of study field are:

- Ensuring the development of students' general professional competences in the fields of tourism, hospitality and event management in a modern, innovative academic process
- Application of knowledge and skills acquired by students in scientific and practical research in different scales of tourism as an interdisciplinary field and its disciplines, with emphasis on the regional context;
- Formation of international professional recognition in tourism, hospitality and event management education.

The objectives of the study direction have been defined taking into account the overall Turība University strategy. Turība University 2021-2025 development strategy provides for the implementation of a successful business based on the principles of sustainable development and teaching it to others, thereby strengthening the idea of socially responsible business in Latvia and increasing public knowledge and understanding of sustainable development, responsible attitude to the environment and an impact on the economy and society in the future.

The main objective of the development strategy is that studies at Turība University are characterised by interdisciplinarity, internationalisation, green technologies and enrichment of personality-building experience. These common objectives are included in the goals of the study direction – the tourism and hospitality study programme is designed by integrating business thinking in the tourism and hospitality sectors, international cooperation, as well as the development of personal qualities required for working in a dynamic, international environment aimed at excellence in the fields of tourism, hospitality and service production.

The objective of the study direction is in line with the overall goal and mission of Turība University

since this objective involves emphasizing sustainability and a sustainable lifestyle, as well as the development of green solutions. One of the points of emphasis in Turība University's strategy is internationalisation, which is an important factor and objective also for the direction since when doing business, one must reckon with working in the international environment. This topicality is particularly important in the tourism and hospitality industry given the nature of tourism and events as a service industry and the export capacity of services.

Education in the field of tourism, hospitality and event production is topical and corresponds to the highest-level planning documents of the Republic of Latvia – the Sustainable Development Strategy of Latvia, the National Development Plan of Latvia, and the Tourism Marketing Strategy of Latvia 2018-2023, Latvian Tourism Policy Development Strategy 2021-2027. The National Development Plan of the Republic of Latvia (NDP) 2021-2027 states that “The development of tourism in Latvia is one of the priorities of economic and environmental development. Increasing the flow of tourists would contribute to the growth of various sectors. To attract travellers and promote Latvia internationally, it is important to develop attractive tourism products and sell them successfully.” Tourism education is an integral part of the tourism ecosystem. for implementing the objectives defined by the NDP for the industry.

The study direction and the programmes included in it comply with the needs of the public and the economy. They have been developed and updated based on the needs and topicalities of the tourism and event industry, the trends in the international environment, and the development of the service sector. As part of the study process, students are prepared for successful operation in the industry, thus ensuring the development of the tourism, hospitality and event production sectors, the development of the economy and the environment in general and contributing to the economic growth of Latvia.

The study programmes implemented in the study direction are interrelated and provide opportunities for further improvement of the acquired competencies at the next study level. The four study programs of the direction form a comprehensive offer of tourism, hospitality and event production education at various levels allowing to respond to the needs and demands of the labour market and the industry, both for various organizers of hospitality services, managers and top-level professionals who have appropriate knowledge, skills and competencies to ensure the strategic development of the industry by working in the private and public sectors.

2.1.2. SWOT analysis of the study field with regard to the set aims by providing explanations on how the higher education institution/ college expects to eliminate/improve weaknesses, prevent threats, and avail themselves of the given opportunities, etc. The assessment of the plan for the development of the study field for the next six years and the procedure of the elaboration thereof. In case there is no development plan elaborated or the aims/ objectives are set for a shorter period of time, information on the elaboration of the plan for the development of the study field for the next assessment period shall be provided.

The strengths of the study direction:

- Developed, resilient, sustainable study programmes, based on the industry demand.
- Study programmes that provide succession at several levels (Hospitality Service, Tourism and Hospitality Management, Tourism Strategic Management).
- An interdisciplinary and comprehensive approach to tourism and event production education.

- Study programmes "Tourism and Hospitality Management" and "Tourism Strategic Management" are implemented in both Latvian and English, ensuring their resilience to the threat of a drop in internal demand.
- The re-acquired external international evaluation of the study programmes "Tourism and Hospitality Management" and "Tourism Strategic Management" (in 2022), UN WTO Ted.Qual certification for a maximum period of 4 years until 2026, which confirms the competitiveness of the study programmes at the international level.
- The participation of industry experts in the creation and implementation of the content of study programmes.
- A motivating learning environment and adapted learning rooms (Start-Up hotel, Start-Up agency, Event laboratory).
- Successful cooperation with the graduates of the study direction.
- Positive external image in the industry business environment, ensured by active engagement in the professional associations of the industry.
- Regular improvement of teachers' professional and pedagogical competence in professional development programmes.
- Active participation of lecturers in professional industry associations.
- A student-centred approach to the study process.

The weaknesses of the study direction:

- A relatively small involvement of foreign university lecturers in the implementation of study programmes.
- Intergenerational challenges between the academic staff and students on the use of technology in the study process.
- First-year dropout in the Bachelor study program, especially among foreign students.
- Little regular involvement of faculty lecturers in large and international research projects.
- The capacity of time resources of lecturers who balance their academic and research workloads and their professional activities in the industry.

To reduce the identified weaknesses, there is a need to renew and update the available cooperation networks. In 2023, cooperation with joint partners in the organization "La Fondation our la formation hotelier" was renewed, and the plans include further strengthening. Within this framework, cooperation with the members of the organization from Estonia and Lithuania has been initiated to ensure the engagement of foreign lecturers as well. Ted. Qual represents an additional solution by using the existing network of cooperation partners and by updating the bilateral cooperation.

As a leader in the industry of education, Turiba University regularly engages in events that draw attention to the export potential of tourism and events, its role in the volume of services sector exports of Latvia and the skilled workforce required for this. Activities are and will continue to be implemented in cooperation with the Turiba University Development Department (DD).

To provide a compliant study process, the professional development programme of the academic staff is being implemented. The plan is to continue its implementation also in the future.

Turiba University Projects Department was expanded in 2022, which, in cooperation with the departments, is currently looking for new opportunities for engaging the academic staff in international projects.

The opportunities of the study direction:

- Attracting foreign lecturers by employing the extensive network and participation in the Ted.Qual programme.

- Broader integration of practical research into the study process.
- The development of interdisciplinary study programmes particularly aimed at Master's degree study programmes and lifestyle company management study programmes.
- Implementation of tourism and event production projects in a business incubator.
- Greater involvement of event production students in the production and organizing of events in Latvia.
- The use of the existing networks in the implementation of research projects.
- Greater involvement of industry professionals in the study process by implementing cooperation memoranda.
- The vision of Turība University's strategic development using digitization, improving the existing and developing new solutions in distance learning.

The threats of the study direction:

- The demographic situation in Latvia and possible restrictions on the number of foreign students related to possible changes in the national immigration policy.
- Increasing international competition in attracting foreign students.
- Weak demand for a specific Master's degree in the field.
- The perception of tourism employment and automatization processes in hospitality.
- The level of secondary education knowledge of the applicants and foreign applicants, limits the possibilities to implement the creation of high-quality study content.
- The overall level of remuneration in higher education in the country, affects the resilience of lecturers and their motivation to build a career in higher education.

It is planned to emphasize and use the strengths of the direction to minimize or eliminate the weaknesses and threats. It is also planned to further develop closer cooperation with the industry, professional associations of the industry, employers and their representative organizations as well as with other Latvian and foreign universities.

Turība University has already participated in the "Tourism Product Development Programme" administered by the Latvian Investment and Development Agency (LIDA) (identification No. 1.2.3.6/1/23/I/001) aiming to provide support to small (micro), small and medium-sized entrepreneurs in Latvia for developing new tourism products or services with greater added value. The role of Turība University in this programme is to provide practical, research-based solutions for the future development of the industry.

The development plan of the study direction "Hotel and Restaurant Service, Tourism and Leisure Organization" is based on the Sustainable Development Strategy of Latvia until 2030, the National Development Plan of Latvia 2021-2027, as well as Turība University Development strategy and Turība University Scientific activity strategy 2020-2025. The study direction plan also includes the recommendations of the Accreditation Commission of the previous study directions. Furthermore, taking into account the accreditation of study direction study programmes in the UN WTO Ted. Qual programmes, the study direction plan includes the aspects of integration of the topical issues of the international tourism environment in the study programme, such as sustainability, tourism ethics, and the integration of the practice-based study content in study programmes.

The development plan of the direction provides for adapting the content of the study programmes to the changes in the Latvian and European business environment, and the overall international economic situation, providing knowledge and skills that facilitate graduates of the programmes to work in an international environment.

The development plan of the study direction "Hotel and Restaurant Service, Tourism and Leisure Organization" was evaluated for the first time at the meeting of the Faculty Council in January 2023

and was additionally discussed at the meeting of the Faculty Council in September 2023. The development plan is updated annually, taking into account the proposals of the study programme directors and the Faculty Council. See the development plan in the attachment. The period of creation of the existing development plan is related to the period of the commencement of the duties of the current Dean of the Faculty.

2.1.3. The structure of the management of the study field and the relevant study programmes, and the analysis and assessment of the efficiency thereof, including the assessment of the role of the head of the study field and the heads of the study programmes, their responsibilities, and the cooperation with other heads of the study programmes, as well as the assessment of the support by the administrative and technical staff of the higher education institution/ college provided within the study field.

The study direction "Hotel and Restaurant Service, Tourism and Leisure Organization" is a study direction implemented by Turība University, the strategic direction of which is determined by the Council of the Faculty of International Tourism headed by the Chairman of the Council. The Chairman and the Secretaries of the Council are elected. The implementation of the study courses is provided by the study programme directors, who, based on the recommendation of the Dean, are approved by the Faculty Council and the heads of the corresponding departments of the University. The main tasks of the Faculty Council, Dean, heads of departments, programme directors, and faculty administration, are implemented by the Regulations of the Faculties and Departments. Organizational structure of the field is added at Appendix 4.

Following the Statute of the Senate, it is the highest academic decision-making body the responsibilities of which are specified in the Statutes.

Council of the Rector

The Rector's Council consists of the Rector, Vice-Rectors, and Deans of the Faculties. The work of the Rector's Council is defined by the Regulations of the Rector's Council and it operates following the decisions of the Meeting of Participants, the Constitution of Turība University, the decisions of the Senate and in compliance with the regulatory documents of Turība University as well as the standard acts of the Republic of Latvia. The Rector's Council examines issues related to regulatory documents, their amendments, study directions for programmes and their licensing. The Rector's Council examines the organizational, methodological and scientific research issues related to the study process. When convening the Rector's Council, the Rector or the Vice-Rector may invite to participate other persons responsible for the issues under consideration.

Dean

Supervises the processes of creation and implementation of the study direction, promotes the development of the study direction and its existing programmes, and proposes the creation and, if necessary, inclusion of a new programme in the direction. The Dean is directly subordinated to the Rector, but in academic and scientific research matters – to the Vice-Rector for scientific and academic work. The duties of the Dean are defined in the Regulations of the Faculty and Department.

Faculty Council

According to the "Regulations of the Faculty and Department", the Council is the highest collegiate institution for ensuring the quality of studies, scientific research and methodological activities (Section 4.1 of the Regulations). By the Regulations, the functions of the Council cover issues related to the development of the study direction – the Council recommends the necessary improvements and development directions, recommends study programmes and plans to the Senate for approval, provides proposals for additions and improvements to the existing study programmes and implements other functions by the Regulations. The Council can be convened in two compositions – the independently working composition of the Council, which is elected by the Senate for three years and the expanded composition of the Council. The competence of the composition of the expanded Council is specified in Clauses 4.8, and 4.9 of the Regulations of the Faculty and Department.

The Faculty Council includes representatives of the academic and general staff 30%, representatives of industry professionals 50%, representatives of students in the amount of 20% of the total number of Council members.

Study Programme Directors

Summit proposals regarding the content and implementation of a study programme by the topical developments and needs of the labour market; cooperate with professional organizations of the industry.

Heads of departments

Oversee the symbiosis of academic and scientific work in the study process. Perform practical implementation process of a study direction. Bear responsibility for the content and implementation of study courses.

The existing cooperation between the head of the Faculty of International Tourism (FIT) study direction and the FIT Council in evaluating the implementation, topicalities and development opportunities of the direction is assessed as highly important. The Head of the FIT direction reports to the FIT Council and Turiba University Senate on the effectiveness of measures for the programme quality process elaboration implemented in the FIT direction during the previous study year and possible improvements. Quantitative indicators are provided by the Study Department

The Dean, heads of departments and the Director of Study Programmes analyse the quality of the study process and the performers (the activities of the elected and recruited lecturers) using quantitative indicators:

- the structure of the academic staff;
- qualification of the academic staff and its growth;
- practical experience of the academic staff for a particular study course;
- research, methodological and advisory activities of the academic staff;
- publications of the academic staff.

Directional management is implemented expeditiously and assessed as effective, allowing one to react quickly to changes in the situation and to introduce the necessary improvements. Great importance is attached to the existing cooperation between program directors and the Head of the Department. Cooperation is being implemented also using methodological seminars, department meetings, discussions on the improvement of the study process and topical issues. There is close cooperation among programme directors while teaching study courses and participating in the management and evaluation of students' internships and study papers.

Several administrative and support organizational units also participate in the implementation of the study direction: Study Department, Study Information Center, Information Systems Division,

Library, and International Cooperation Division. the study direction and the description of the tasks of the organizational units.

Administrative organizational unit	Tasks
Study Information Centre	<ul style="list-style-type: none"> · Admission of applicants · Conclusion of agreements on the acquisition of education and protocols of agreement, · Providing high-quality service and information to students and other interested parties · Organization of record-keeping · Student application register and processing
Library	<ul style="list-style-type: none"> · Provides library users with information resources and services required for the study process and scientific activities. · Builds and updates library collections and library information. · Ensure the availability of the library collection, including electronic databases, for the implementation of independent studies and research.
The Study Department	<ul style="list-style-type: none"> · Plans and coordinates the study process. · Provide the record-keeping of the teaching workload of the academic staff. · Organizes the record-keeping of the study process. · Provide records and analysis of the study performance of students. · Prepares statistical reports.
International Cooperation Unit	<ul style="list-style-type: none"> · Provides coordination of the University's international relations and the development of its international cooperation. · Facilitates international mobility of students and university staff. · Provides the recruitment of foreign students.

Information Systems Unit

- Software development, acquisition, introduction and maintenance for the needs of Turiba University.
- Acquisition, installation and maintenance of Turiba University hardware and software.
- Provision of computer equipment rental services.
- Administration of computer network users.
- Ensuring the security of the computer network and data.
- Accounting and control of the use of computer hardware and network resources.

The support units of Turiba University – HR Department, lawyer, Accounting Department, quality manager, head of the secretariat, data protection specialist, secretary, personnel inspector, material-technical support – technical director, career consultant, etc. also play an important role in providing quality implementation of the study programmes included in the study direction. The cooperation of the support units with the departments ensures the academic process is carried out through operational cooperation at the level of the heads of the organizational units.

2.1.4. Description and assessment of the requirements and the system for the admission of students by specifying, inter alia, the regulatory framework of the admission procedures and requirements. The assessment of options for the students to have their study period, professional experience, and the previously acquired formal and non-formal education recognised within the study field by providing specific examples of the application of these procedures.

Admission to Turiba University takes place by the University's Admission Rules and is organized by the Admission Commission and the Study Information Center.

Turiba University Admission Rules comply with the Law on Higher Education Institutions, Cabinet of Ministers 10.10.2006, Regulations No. 846 "Regulations on the Requirements, Criteria and Procedures for Admission to Study Programmes", Cabinet of Ministers 20.12.2022. Regulations No. 795 "Regulations on the Substitution of the Foreign Language Centralized Examination in the General Secondary Education Programme with the Examination of an International Testing Institution in a Foreign Language" and Turiba University Study Regulations. Every citizen, non-citizen of the Republic of Latvia, as well as a foreigner, has the right to study at the University. Equal rights to study are granted to a citizen of Latvia, a non-citizen of Latvia, a citizen of the European Union, a citizen of the European Economic Area or a citizen of the Swiss Confederation and a permanent resident of the European Community who has a valid residence permit. Matriculation takes place by order of the Rector of Turiba University.

Based on the recommendation of the Admission Commission and after the conclusion of the agreement on the acquisition of education, the Rector issues an order on the matriculation of the

applicants.

The following additional requirements are set for foreign applicants:

- secondary education documents of foreign applicants must comply with Latvian standards. Recognition of education documents acquired abroad is carried out by the Academic Information Centre.
- knowledge of foreign applicants must comply with the requirements of Turība University admission rules;
- a foreign applicant must submit a document from an international testing institution issued over the past five years, certifying that the required language skills of the applicant for the respective study programme implementation language are at least at the B2 level. The document does not have to be submitted if a foreign applicant has received secondary or higher education in the language of implementation of the respective study programme or the foreign applicant has received secondary education in a country of the European Union, the European Economic Area or in the Swiss Confederation and the document certifying his or her secondary education includes an assessment of knowledge of a foreign language, which is at least equivalent to level B2 according to the Common European Framework of Reference for Languages.
- to be eligible for admission to higher-level study programmes, foreign applicants who are not citizens of the European Union must hold the average rating of the previously acquired level of education of at least 60%;
- foreign applicants pay a registration fee of EUR 200.00, which is not included in the tuition fee and is not refunded without commencing studies;
- foreign applicants who wish to study in the first cycle study programmes "Business Management", "Tourism and Hospitality Management", "International Communication Management" or "Business Logistics Management" with English as the language of learning, are tested for knowledge in Social Sciences and English. To be admitted to the said study programmes, applicants must acquire 60-100% of the total points in the Social Sciences test.
- to be eligible for admission to the basic study programmes foreign applicants who are not citizens of the European Union must have an average score of at least 60% in the previously acquired level of education.
- electronic registration of applicants takes place on the University's website www.turiba.lv. After the electronic registration, the submission of documents and admission takes place at the Study Information Centre for studies in Riga and at the branches for studies at the respective branch during the specified working hours. The registration and admission of applicants in the first year after the acquisition of secondary education commenced within the term specified by the Cabinet of Ministers.
- The Department of International Cooperation (DIC) interviews a foreign applicant who is not a citizen of the European Union, a citizen of the European Economic Area or a citizen of the Swiss Confederation with his/her consent to ascertain the foreign applicant's motivation to study in the chosen study programme. The International Cooperation Division store and, upon request, make available to the competent authorities, video recordings of these interviews.

The requirements for students at the beginning of the study programme are specified in the corresponding study year Admission Rules of Turība University (Turība University Admission Rules 2024/2025 academic year can be viewed on Turība University website <https://www.turiba.lv/en/admission/admission>).

- Admission to the basic study programmes takes place on a competitive basis, based on the results of the centralized examinations in the following subjects: the Latvian language,

foreign language (English, German, French or Russian) and mathematics; except for persons who have completed secondary education before 2004, as well as persons who have completed secondary education abroad or persons with special needs.

- Persons who have completed secondary education before 2004 and persons with special needs are admitted to the basic study programmes based on the assessment of the documents certifying secondary education in the subjects: the Latvian language, foreign language (English, German, French or Russian) and mathematics. The evaluations are equated to the evaluations of the centralized examinations by Clause 3.4 of the Rules. If education was acquired between 2004 and 2008 and the centralized examination in mathematics has not been taken, the person is admitted based on the assessment of the document certifying secondary education.
- Persons who have completed secondary education abroad are admitted to the basic study programmes based on the assessment of the documents certifying secondary education in the subjects: the language of the country in which the education was acquired and a foreign language (English, German, French or Russian) which does not coincide with the language in which the education and mathematics were acquired.

Recognition by Turība University of the learning outcomes achieved in previous education or professional experience is regulated by Turība University Study Regulations and the Regulations for Recognition of Knowledge, Skills and Competences Acquired or Acquired in Non-Formal Education. The University assesses and determines their compliance with the study programmes implemented by Turība University. If they meet the relevant requirements of the study programmes implemented by Turība University, they are recognized and appropriate credit points are awarded. A person who is not a student of the respective study programme may be matriculated at the appropriate stage of the study programme after the recognition of the study results, if necessary, by individually determining the number of additional study courses or study modules to be studied and the relevant examinations.

For the learning outcomes achieved in previous education or professional experience to be recognized, the following criteria must be met:

1. The documents presented contain clear, unambiguous and complete information on the learning outcomes achieved;
2. At least one credit point can be awarded for the learning outcomes achieved;
3. The person's previously acquired education meets the admission requirements in the relevant study programme;
4. The person takes the tests by the decision of the commission and presents the knowledge, skills and competence corresponding to the requirements of the relevant study programme or its part.

The learning outcomes achieved in professional experience can only be recognized as:

1. In that part of the relevant study programme which consists of the internship. Moreover, these learning outcomes must be achieved in the field of professional activity that corresponds to the topic of education of the study programme;
2. In the study course or study module of the study programme, upon acquiring which, practical knowledge, skills and competence are acquired.
3. The learning outcomes achieved as a professional experience may be recognized in professional or academic study programmes. Moreover, only 30 per cent of the credits of the professional or academic study programme may be awarded in recognition of the learning outcomes achieved as part of the professional experience.

The learning outcomes achieved in previous education can be recognized if they correspond to the

degree of higher education and have been achieved:

1. In the framework of an accredited study programme;
2. Professional vocational training programme, the acquisition of which enables the acquisition of the fourth or fifth level of professional qualification;
3. In a separate study course or study module of the study programme, which the person has acquired as a listener/visitor;
4. Part of the study programme;
5. In other forms acquired outside formal education (except study programmes which correspond to regulated professions).

1 credit point for learning outcomes achieved in previous education or professional experience may be awarded if it corresponds to 25-30 academic hours.

The learning outcomes achieved and recognized in previous education or professional experience cannot be counted as the final examination, state examination, concluding examination – qualification examination or Doctoral thesis of the respective study programme.

In the period from 2012, 17 decisions on recognition of study results in both previous education and professional experience were adopted in the field of study. For example, on 25 February 2021 student "x" was credited with the study course Latvian Language Fundamentals on the basis of the certificate No 936 issued by SIA "Turība University" on 11 December 2018 for the completion of 70 academic hours of the Latvian language course. Student "y", on the basis of certificates from the student's workplace, was credited with 4 weeks of Practice 2 on 12 December 2017 and 6 weeks of Practice 3 on 15 June 2018 for working as a hotel manager.

Attached:

Appendix 5. Documents confirming that the university will provide opportunities for students to continue their education in another study programme

Appendix 6. A document certifying that the university guarantees compensation for losses to students

Appendix 7. Example of study contract

2.1.5. Assessment of the methods and procedures for the evaluation of students' achievements, as well as the principles of their selection and the analysis of the compliance of the evaluation methods and procedures with the aims of the study programmes and the needs of the students.

Various methods and procedures are used to assess student performance. ‘

According to the Test Regulations, there are two types of tests in the implementation of study courses:

- Regular tests (test work, homework, independent work, reports in seminars or conferences, reports and other forms that contribute to the acquisition of the study course in a quality manner).
- Final tests of the study course, which are examinations. Students who have passed the

regular tests specified in the study course description are admitted to the final examination of the study course.

The examination regulations establish the possible forms of examinations – a written examination, an oral examination or a combined examination (an oral and a written part).

According to the scope of the study course, expressed in credit points, when developing or updating a study course description, the number of regular examinations and the proportion of each test in the study course assessment are indicated.

The lecturer of each study course, by the description of the study course, selects the appropriate assessment method. The methods are selected according to the mapping of the study programme, ensuring the acquisition of the appropriate competence. The principles of selecting a particular method abide by the principle of academic freedom. Updated study course descriptions are approved by the head of the department, making sure that the types of tests comply with the Test Regulations, the corresponding competence complies with the mapping of the study programme and the compliance with the objective of the study course.

The assessment system, determining both the methods used and the procedure, is developed by the member of the academic staff delivering the respective study course by the defined expected learning outcomes, the number of credit points and hours of the study course. The assessment system is indicated in each study course description. Turiba University's common assessment system is governed by the Test Regulations, the Study Regulations, the Regulations on the Submission and Defense of Study Papers, Internship Regulations and the Regulations on the Development and Design of Independent Research Papers (for students and lecturers, these Regulations are available in the regulatory documents section of the BATIS system).

Criteria for the assessment of the study course acquisition are available in the description of each study course. The assessment criteria reflect the expected competence outcome of the study course.

When evaluating the performance of students, the following basic principles are followed:

- openness of knowledge and skills assessment – following the goals and objectives of the study programme, as well as the goals and objectives of the study course, a set of requirements for a positive evaluation of educational achievements has been established;
- cumulative assessment of knowledge and skills provided by regular tests established during the implementation of study courses;
- the principle of mandatory assessment - it is necessary to acquire a positive evaluation of the acquisition of the study course. To make the assessment system "more transparent" and more understandable to students, each study course description specifies the number of tests and/or independent work and their percentage for acquiring the final assessment. The respective percentage weight is also indicated for the exam. The percentage distribution is reflected both in the course description and in the performance section of the students' BATIS system.

Every year, after the end of the study course, information from the student survey data on the acquisition of the study courses is analysed.

The assessment of performance is carried out on a 10-point scale, guided by the following criteria:

- The volume and quality of the acquired knowledge;
- Skills and competencies acquired;
- Attitude towards learning;
- The dynamics of the development of learning outcomes.

The evaluation of study papers is determined by the Regulations on the application and defence of study papers. The study work is evaluated by a two-member Commission appointed by the head of the relevant department. When evaluating the study work, the assessment of the supervisor carried out following certain criteria is also taken into account. The members of the Commission agree on the evaluation of the study work, which is regulated by the descriptions of the study work. The final evaluation of the study work is the arithmetic average of each Commission member's assessment.

The internship is assessed (following the Internship Regulations) based on the internship report (content), a presentation, the student's professional knowledge, skills and competencies and the evaluation of the internship from the internship organization by presenting and defending it. The presentation and defence of internships are evaluated by a Commission appointed by the head of the department, which consists of two lecturers.

The assessment of state examinations is governed by the Regulation on final examinations. According to the Regulations, both university lecturers and professionals of the respective field are included in the State Examination Commission. Before the final examination is submitted for evaluation to the Commission, it is reviewed by the reviewer appointed by the Dean's order. The review is carried out following defined assessment criteria approved by the Faculty Council, which the student can read on the BATIS system before writing the thesis.

2.1.6. Description and assessment of the academic integrity principles, the mechanisms for compliance with these principles, and the way in which the stakeholders are informed. Specify the plagiarism detection tools used by providing examples of the use of these tools and mechanisms.

Turiba University pays increased attention to the principles of academic honesty and their observance by developing the regulatory framework, organizing informative seminars for lecturers and informative work with students as well as using anti-plagiarism tools. Internal acts and regulations have been developed to combat plagiarism:

1. The Regulations on compilation and layout of independent research papers (https://batis.turiba.lv/NormativeDokumenti/DokB/2008_gada_marta_sakot/Rektorats/Nolikums_par_patst._darbu_izstradi_un_noform_Nr.134_6_2.versija_ENGLab.docx) define the sequence and procedure for writing independent work, paying special attention to the drawing up of references.
2. The Regulations on Academic Integrity and Plagiarism (https://batis.turiba.lv/NormativeDokumenti/DokB/2008_gada_marta_sakot/Rektorats/Nolikums_par_akademisko_godigumu_plagiatismu_N157_2_vers_ENG.docx) identify certain types of plagiarism, describing each of them:
 - absolute plagiarism or forgery - the author of the work submits a work written by another author(s) on his/her behalf;
 - literal plagiarism - the author of the work copies large passages in his work, one or more paragraphs or parts of them from another text, assigning it as his without providing references to the sources;
 - unethical plagiarism - the author of the work submits a work on his/her behalf, while other authors (s) have also provided input in the development of it. However, they have not been credited as co-authors of the work;
 - deception - the author of the work indicates another student (s) as the main contributor while

in reality other students have not participated in the development of the paper;

- copying - multiple submissions of the work even though the author(s) had guaranteed that the work had not been submitted anywhere else for publication or evaluation;
- paraphrasing - the author of the work takes the work of another author, retains the original content, paraphrases it slightly, changes the keywords or does not even change them and assigns it as his work;
- incorrect sources - references to non-existent sources are provided in the work or the list of sources and literature used is artificially broadened without including references in the text;
- secondary sources - the author of the work copies large fragments, one or more paragraphs or parts of them from secondary sources in his work, and assigns them as primary sources.

The Study Regulations (https://batis.turiba.lv/NormativieDokumenti/DokB/1/N1_Studiju_nolikums_28.vers_ENG.docx)

establish the obligation for students to study in good faith within the framework of the respective study programme and to conduct research by using the sources by other authors only to the extent appropriate for work, mandatorily indicating the author and title of the work used. It has been established that each test must be submitted following the requirements and students have no right to submit a single work several times if no significant additions have been made to it. The Study Regulations provide for cases when a student has not acted in good faith and has submitted a work which can be considered plagiarism, or has repeatedly submitted the same work without significant amendments. In such cases, the student must perform the work repeatedly, but in case of repeated violation, the student is expelled.

Regulations on Final Examinations (https://batis.turiba.lv/NormativieDokumenti/DokB/1/N86_Nolikums_par_nosleguma_parbadijumiem_16.vers_ENG.docx)

address cases when students have submitted plagiarism for the defence of the final thesis (Qualification paper, Diploma paper or Master's thesis). In such situations, the Study Regulations stipulate that the student is exmatriculated with the right to repeatedly develop and submit a work for presentation and defence within three years, but if signs of plagiarism are repeatedly detected in the work, the student is exmatriculated without the right to present and defend it.

One of the tools for detecting plagiarism where there is no doubt about its origin and lawful use, is the unified computerized plagiarism control system (UPCS) developed by Latvian universities. The system provides an opportunity to student papers with those developed by students at other Latvian universities, as well as with documents found on the web. Turiba University has joined this system and checks every submitted Qualification, Bachelor's, Master's and Doctoral thesis.

Since 15 November 2019, Turiba University has used the plagiarism system Turnitin, which is an additional tool to combat plagiarism and is used both for the evaluation of study papers and final papers and, if necessary, for the evaluation of independent works submitted within the framework of study courses.

If overlap with other papers is detected in study papers, practice reports or independent works submitted within the framework of study courses, the lecturer conducts a more in-depth study of the overlap. If plagiarism is confirmed, the lecturer informs the head of the department and a statement is produced on the detection of plagiarism. Based on this head of the department issues an order, which either states that the student is issued a warning and the paper must be developed anew or the Rector's recommendation to exmatriculate the student.

The evaluation of final papers with signs of plagiarism is carried out by a commission established by the Rector's order. The work is recognized as plagiarism if it is detected that:

- there is an overlap in the opinion expressed, comments, conclusions or proposals;
- there is an overlap in the order in which the sources, references, quotes and facts are used;
- the same typographical errors or characteristic phrases are found in the paper;
- there is an overlap in the title of the paper and the work plan and structure.

From 2015 to 2023 44 cases of plagiarism had been identified in the framework of the study direction. In 25 cases the Plagiarism Commission decided to issue a warning, while 19 cases were not allowed to proceed with the presentation and defense of the paper. Out of all 44 cases of plagiarism, 25 were detected in the second-cycle and first-cycle study programme groups studying in the English language.

Since 2019 there has been a tendency towards a decrease in the number of plagiarism cases. If one looks at the period from 2015 to 2019, there were 37 cases of plagiarism out of a total of 44. Starting from the study year 2019/2020 only 7 cases of plagiarism violation have been identified. Out of them, 2 papers were barred from presentation and defence, while 5 students received warnings.

To reduce violations, students are engaged in additional activities, e.g. they are introduced to the principles of academic honesty within the framework of various study courses and in seminars organized by independent research supervisors. Every year, along with the submission of the diploma paper and the topic of the Master's thesis, a Dean-led class is held to provide an insight into the preparation process for the State Examination. It provides an overview of the choice of both the topic and the supervisor, provides recommendations for the structure of the paper, as well as provides information on the procedure of plagiarism testing and the possible consequences for detecting violations.

The decrease in the number of plagiarism cases can also be explained by the growing tendency of students to use artificial intelligence tools, which are only partially recognized by plagiarism recognition software. Turiba University is currently working on the development of the document "The Application of Artificial Intelligence in the Study Process: Rules and Methodological Guidelines". The purpose of this document is, first of all, to create a framework for strategies for the use of artificial intelligence in the study process (how to integrate artificial intelligence into the study process as one of the teaching tools) and, secondly, how to integrate the use of artificial intelligence in the context of content-specific areas and fields of knowledge. For example, using the Human Resources study course to explain to students how artificial intelligence tools can be used in the process of attracting and selecting employees.

The planned content of the guidelines (in the process of development):

- The role and diversity of applying artificial intelligence in the study process
- The use of artificial intelligence tools to support the work of lecturers
- Artificial intelligence and academic integrity
- The rules and requirements for students on the use of artificial intelligence in independent studies and tests
- The use of artificial intelligence tools in the industries and areas related to the content of the study course
- Preparation and inclusion of artificial intelligence application knowledge and skills assessment indicators in study courses

To ensure academic integrity in distance learning, regular and final examinations are designed as case studies, reflection on the study process is provided for, and open-ended questions are created in the examinations, which need to be supported by concrete examples. Multiple-choice tests are used.

Feedback to the learner plays an important role. Written work is submitted to the Moodle course tutor, who has the right and ability to check the work using a plagiarism detection system (Turnitin), returning the submitted work or requesting an alternative if signs of plagiarism are identified.

The distance-learning study materials, in particular the content of the current examinations, will be updated annually.

2.2. Efficiency of the Internal Quality Assurance System

2.2.1. Assessment of the efficiency of the internal quality assurance system within the study field by specifying the measures undertaken to achieve the aims and outcomes of the study programmes and to ensure continuous improvement, development, and efficient performance of the study field and the relevant study programmes.

Turiba University's quality policy states that it is organized by using a systemic approach, efficiency and continuous improvement; it is designed by the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" and Turiba University's development strategy.

- Turiba University identifies processes, as well as maintains, purposefully uses and improves the process measurement system.
- Faculties, departments and other organizational units, management, every employee and student are responsible for improving the overall Turiba University performance.
- Stakeholders are also engaged in the improvement of Turiba University operations.
- Turiba University staff (including students) are engaged in the implementation of the quality assurance policy, maintenance and improvement of the quality management system.

Study programmes

- The development and approval of study programmes are organized according to internal procedures approved by the Turiba University Senate.
- Study programmes are developed by Turiba University strategy with clearly defined objectives and expected learning outcomes.
- Both Turiba University students and lecturers, as well as employers and non-governmental organizations are involved in the development of study programmes.

Students

- The study process at Turiba University is focused on students, emphasizing an individual approach to students in the study process.
- Students are encouraged to engage in the improvement of the study process.
- Learning methodologies and pedagogical methods are regularly reviewed, and innovations and the use of new technologies are introduced.
- During the learning process, engagement in the labour market and the creation of new companies are promoted.
- The evaluation is consistent, fair, and carried out following the approved Turiba University procedures. Evaluation criteria and methods are known to both students and evaluators.
- Claims, suggestions and appeals at Turiba University are handled according to the approved procedures.

Study process

- The study process at Turiba University is implemented following the relevant, consistent, approved and published rules that describe the entire course of study, from admission to graduation.
- Turiba University implements monitoring of students' study progress.

Staff

- The attraction of competent staff is implemented using clear, open and fair recruitment procedures.
- The study process is provided by highly qualified Latvian and foreign lecturers, who are characterized by academic professionalism and honesty, as well as intolerance to academic fraud.
- Turiba University provides opportunities and motivates its staff to improve their professionalism and to carry out scientific activities.
- Exchanges of students and lecturers and cooperation with foreign universities are encouraged.

Resources

- Turiba University provides the necessary financial, personnel and material resources required by students and by the operation of the University itself.
- An advanced, modern material and technical facilities, contemporary infrastructure and a comfortable, safe and tidy environment are offered to support the study process.
- A convenient and study-friendly customer service is offered.

Information

- Turiba University systematizes and analyses information on its activities and uses it to improve study programmes and the internal quality management system.
- A systematic self-assessment of Turiba University's operation is being implemented.
- Turiba University cooperates with students, employers and representatives of other stakeholders to ensure feedback.

Informing general public

- Turiba University publishes clear, accurate, objective, up-to-date and easily accessible information about its activities on Turiba University's website, social networks and information leaflets.
- Turiba University staff actively participates in shaping public opinion using publications, lectures, seminars, and conferences, as well as engagement in non-governmental organizations.

Review

- Turiba University evaluates regularly the compliance of its study programmes with the expectations and needs of students and the changing needs of society, as well as the achievement of the goals defined for them.
- The review of study programmes is carried out aiming at ensuring their relevance and continuous improvement and is implemented by engaging students, employees, employers, and non-governmental organizations.

Turiba University has a Quality Management Handbook (https://batis.turiba.lv/NormativieDokumenti/DokB/2008_gada_marta_sakot/Sekretariats/Kvalitates_vadibas_rokasgramata_V139_2.vers_ENG.docx) . Its purpose is to ensure that all employees of

Turiba University have a common understanding of Turiba University's quality standards. Based on the Quality Management Manual , a process and measurement system has been developed, where each process has a designated person responsible for the process, who is accountable for approving and implementing changes to the process, as well as for its effectiveness. For each process, there are defined measurements that show the effectiveness of the process.

The quality system operates within a direction:

- Conducting lesson observations for teaching staff and evaluating their results
- Analysing and communicating with students about their progress and results.
- Conducting plagiarism control, keeping records
- Participation of lecturers in research, academic or field projects and its promotion.
- Analysis of the results of alumni and student surveys, within the framework of the programmes of a given field of study.
- Analysis and evaluation of the end-of-course survey on a specific course of study and its faculty.
- Encouragement of students' mobility and placements abroad.

Collegiate institutions, in which employers and students are also actively involved, play an important role in Turiba University's quality assurance. The powers and activities of these institutions are described in the Regulations of the Activities of the Convention of Councilors, the Regulations of the Development Council, the Regulations of the Rector's Council, as well as the Faculty Regulations, which also include the involvement of the Faculty Councils in ensuring the quality of studies, scientific research and methodological activities.

The performance of Turiba University collegiate institutions is reflected in the minutes. The qualitative indicators of the implementation of the programme are measured by employing various tools. Statistical indicators such as the number of matriculated persons, students, and graduates are selected from the internal data system of the university. Information on the level of satisfaction of students, employers, graduates and employees, the level of pedagogical performance, and professional career parameters of graduates, such as salary, career growth, etc. is acquired using surveying various target audiences.

The dynamics of the results of this qualitative data are analysed both at the management level and within each organizational unit, thus ensuring prompt and adequate decision-making regarding the necessary actions to be taken to ensure the increase or maintenance of the overall quality of the service and the level of customer satisfaction.

To ensure internal quality, the following principles are being observed: interest of senior management in achieving the required level of quality; focus of the University's activities on students, graduates and staff; conscious participation of staff in the improvement of quality; involvement of academic staff in scientific activities; a process approach – factual management of activities; fact-based decision-making.

2.2.2. Analysis and assessment of the system and the procedures for the development and review of the study programmes by providing specific examples of the review of the study programmes, the aims, and regularity, as well as the stakeholders and their responsibilities. If, during the reporting period, new study programmes have been developed within the study field, describe the procedures of their development (including the process of the approval of study programmes).

On 28.10.2019 "Regulations on the Development, Change and Approval of Study Programmes" was approved by Turiba University Senate.

The Regulations establish the following procedure for the process of developing study programmes at Turiba University:

- The development of a new study programme may be initiated by the Faculty Council, the Dean, the head of the department, and the Student Self-Government.
- The proposal to create a new study programme is addressed at the meeting of the Faculty Council, which makes a decision.
- Following the decision of the Council to create a new study programme, the Dean or the head of the department organizes the preparation of the application for the creation of the study programme, which consists of:
 - substantiation of the topicality of the study programme in the national and international context;
 - substantiation of the usefulness of the study programme, indicating significant differences compared to similar study programmes already implemented by Turiba University;
 - compliance with Turiba University strategy and University resources;
 - evaluation of the potential Programme Director;
 - cost and cost-effectiveness assessment.
- The application for the creation of a study programme is examined by a Commission consisting of the Rector, the Vice-Rector for Scientific and Academic Work, the Vice-Rector for the Development of Studies and International Cooperation, the Head of the Finance Department, the Dean or the Head of the Division proposing the creation of the study programme, the potential director of the programme and a representative of the Student Self-government.
- After receiving a positive decision from the Commission, the Dean or head of the department organizes working groups for the preparation of the study content and implementation description of the study programme. The working groups consist of potential representatives of Turiba University engaged in the implementation, lecturers, representatives of employers and social partners.
- The Dean or head of the department organizes an independent expert examination of the study programme, which would add to the description of the study content and implementation.
- The Faculty Council reviews the description of the study content and implementation and decides on the promotion of the study programme for approval by the Senate.
- Study content and implementation documents are submitted to senators for approval no later than two weeks before the Senate meeting.
- The Senate decides on the implementation of the study programme and the approval of the programme director.
- The Study Programme Director prepares an application, signed by the Rector, for licensing of the study programme for submission to the Academic Information Centre (AIC). The application together with the description of the study programme is submitted to the AIC for obtaining a study programme license.

In case of a necessity to make amendments to the licensed study programme, the following procedure has been established:

- Changes in the study programme may be initiated by the Programme Director, the Dean of the Faculty, the head of department, the Faculty Council, and the Student Self-government.
 - Changes in the study programme must be approved by the Turiba University Senate:
1. Changes in the requirements established when starting the acquisition of the study programme;
 2. Places, forms of implementation, languages of study programme implementation, changes;
 3. Changes in the compliance of the study programme with the study direction;
 4. The changes made during the accreditation period of the study direction in the duration or amount of the study programme corresponding to this study direction exceed 20 per cent of the amount of the study programme corresponding to the study direction in the credit points specified in the application for accreditation of the study direction;
 5. The lowering of the qualification of the academic staff working in the relevant study direction or a study programme corresponding to the study direction since the previous accreditation of the study direction, if it affects at least 20 per cent of the total number of the academic staff working in the relevant study direction or if at least 50 per cent of the total amount of academic work of 34 Turiba University in the relevant study direction (not including the implementation of the optional part of the study programme, internships and final examinations) is no longer provided by the academic staff whose place of election is Turiba University.
- The desired changes in the study programme are handed to the Faculty Council by the respective programme director, who decides on making the amendments and furthering them for approval by the Senate.
 - After the approval of the amendments by the Senate, the Programme Director prepares an application signed by the Rector for the changes in the study programme and submits it to the AIC.

The termination of study programmes takes place according to the following procedure:

- The programme director, the Dean, the head of the department, the Faculty Council, the Vice-Rector for Scientific and Academic work or the Rector propose to terminate a study programme of a study direction.
- The Faculty Council examines the incentive to terminate the study programme and submits it to the Senate for its decision.

Document on the process of creating and reviewing study programmes is available here:

https://batis.turiba.lv/Files/NDok/STF/Studiju_programmu_izstrades_manas_apstiprin_nolikums_P49_2.vers_ENG.docx

The review of study programmes content following the defined objectives and market requirements is carried out regularly (once per year) when preparing the programme planning for a new study year. The necessary changes are put forward by the Programme Director taking into account the requirements of the labour market as well as the recommendations of students. The planned changes, such as the introduction of new optional study courses, are evaluated by the Faculty Council and approved by the Turiba University Senate.

The system and process of curriculum review consists of reviewing and updating the course descriptions of study programmes in the departments, integrating the proposals discussed in the Faculty Council and made by the industry into the study courses, and integrating the findings from the analysis of the results of the BAT surveys. This approach involves balancing the proposals of students, employers and teaching staff.

The review of the study course descriptions of the study programmes shall take place annually, at the end of the academic year, at a meeting of the Department, with the participation of the Dean of the Faculty, listening to the proposals and suggestions of the teaching staff involved. The Head of the Department assesses the relevance of the proposals and possible changes, their recommendations on the compliance of the study programme with the professional standard, the aims and objectives of the field of study.

For example, in 2023, according to the study direction development plan, changes were initiated to the study programme Hospitality Service. Taking into account the issues discussed at the meetings of the Faculty Council, activities were implemented to change the name and content of the study programme. To provide the creation of content following labour market trends, a new program director with significant professional work experience in the relevant field – hotel services organization was attracted.

Earlier in 2018, industry professionals initiated a change of the title of the study programme "Management of Applied and Recreational Activities", which also involved updating the content of the programme in response to the industry and labour market trends.

The tools for obtaining and providing feedback:

- for students - at the end of each study course and study year, students complete not only study course questionnaires but also a common university service satisfaction assessment questionnaire where they indicate their objections or recommendations for the development of the study programme. The results of the student surveys are summarized by the Development Department and handed over to respective departments and faculties. In 2023, the order of the student survey was changed, which allowed us to obtain data with a broader representation. To ensure more complete feedback, the student's final paper assessments became visible to a student only after completing the service satisfaction questionnaire. The questionnaire was supplemented with questions about the study process and the environment. Student survey results are taken into account both within the faculty (survey results are analyzed at departmental meetings) and Turiba University in general;
- for graduates - every second year the Development Department organizes graduate surveys. Occupied graduates often provide valuable information on what was missing in the content of a study course for providing the required knowledge, skills and competencies.
- for employers – at the end of each internship, the providers of the internship send information regarding a student's knowledge and skills and answer questions on the basic skills, professional skills, initiative and other aspects related to students. The FIT Council includes several employer representatives, whose opinions are carefully listened to, discussed and analyzed. The information acquired is summarized and used to update the content of the study programmes.
- for professional organizations of the industry - feedback is also acquired via FIT representation in professional organizations of tourism, hospitality and event production and by participation in the events organized by them and cooperation in providing internship places for students of the study direction.

2.2.3. Description of the procedures and/or systems according to which the students are expected to submit complaints and proposals (except for the surveys to be conducted among the students). Specify whether and how the students have access to the information on the possibilities to submit complaints and proposals and how the outcomes of the examination of the complaints and proposals and the improvements of the study

field and the relevant study programmes are communicated by providing the respective examples.

Complaints and proposals of students must be submitted to the Study Information Center as stipulated by the "Procedure for Reviewing Applications of Students Received at the Study Information Center", which is available to students on the BATIS internal information system along with other Turiba University regulatory documents.

A student submits complaints and proposals to the Study Information Centre (SIC), which registers them and further directs them to the responsible organizational unit for consideration. A student's proposal or complaint is examined and assessed individually. A representative of the relevant organizational unit contacts the student on the results of the assessment. If necessary, the Rector or the Chairman of the Board may be engaged in the review.

Accepting a complaint

Complaints by natural or legal persons in the form of a written application are accepted by heads of organizational units, in departments and faculties – also laboratory technicians and secretaries, in the Secretariat – the secretary, in the Study Information Center – employees of the Study Information Center. Complaints submitted in writing are submitted and registered with the Secretariat or SIC respective of their content. A response to written complaints is produced in writing.

An oral complaint is listened to by any employee of Turiba University and the head of his department is informed afterwards.

The form of answers to oral complaints is coordinated with the person who submits it. If the claimant wishes to resolve the issue with Turiba University management (the Chairperson of the Board or his/her deputy) in person, a member of the Board's permanent staff schedules the meeting.

Hearing and deciding on an oral complaint

If an oral complaint does not need to be examined further, the head of an organizational unit decides by notifying the respective claimant. The claimant is duly notified if additional information is required to resolve the complaint.

If the complaint must be referred to another department competent to deal with the matter referred to in the complaint, it is performed by sending an email to the head of the particular department or by informing him/her orally and notifying the claimant afterwards.

Handling a written claim, making a decision, and responding

Upon the receipt of a written complaint, the Secretary of the Secretariat or an employee of the SIC forwards it to the head of the responsible department for resolution no later than the next working day, after having ascertained that the complaint received is not a repeated complaint. In the event of a repeated complaint, it is referred to the resolution, together with the documents related to the former complaint.

Following the instruction of the head of the responsible department, the Secretary of the Secretariat or an employee of the SIC hands over a copy of the claim to the relevant executive, who prepares the necessary information for the assessment of the situation.

The head of the responsible organizational unit reviews the information prepared and makes a

decision.

The Secretary of the Secretariat or employee of the SIC make sure that the deadline for responding is observed.

The Secretary of the Secretariat or the employee of the SIC have the right to request information from the executives on the progress in dealing with a complaint.

After making a decision, the relevant executive prepares a written response to the claimant on the decision taken and submits it to the head of the responsible department for signing.

After responding to a written complaint, the response, its time and form are registered with SIC or the Secretariat registry.

All information recorded during the examination of the complaint is stored by the Secretariat or SIC in the relevant record-keeping file.

Records and preventive actions

Heads of organizational units ensure the record of oral complaints in the units, prepare a summary of the complaints received in the unit once a year (in June) and submit it to the Head of the Secretariat in writing or by e-mail.

The Secretary of the Secretariat and an employee of SIC prepare a summary of the written complaints received and submit it to the Head of the Secretariat.

A summary is prepared by stating the topics and the number of complaints received, as well as the actions taken and recommendations for improving the system.

The Head of the Secretariat prepares a summary of the complaints received and prepares recommendations for the improvement of the functions and processes for which the complaints have been submitted or expressed multiple times or repeatedly.

2.2.4. Provide information on the mechanism for collecting the statistical data, as developed by the higher education institution/ college. Specify the type of data to be collected, the regularity of collection, and the way the information is used to improve the study field. Describe the mechanism for obtaining and providing feedback, including with regard to the work with the students, graduates, and employers.

Statistical data is collected following the Personal Data Processing to Protection Policy (approved by the Decision of the Board No.21 of 08.05.2018).

By the Personal Data Processing and Protection Policy, personal data is stored in a form which permits the identification of data subjects for no longer than necessary for the purposes for which the personal data in question are processed. Personal data may be stored for a longer period insofar as the personal data are processed solely for archiving the purposes of the public interest, scientific or historical research purposes or statistical purposes by Article 89 (1) of the Regulation, provided that appropriate technical and organizational measures provided for in this Regulation are implemented to protect the rights and freedoms of the data subject.

For students, their performance, the topics of the final papers, etc., the data is summarized and used to improve study directions, and study courses and make amendments to the programmes.

Turiba University has established an internal data processing system where the necessary data is entered and stored, accessible with a password. Data on the number and status of students (updated every month, external reports provided), mobility (updated continuously, reporting 2 times a year), performance, internships, as well as on the topics of the final papers (as necessary) and the results of national examinations (2 times a year) is collected regularly.

In case of necessity, data may be requested (at the Study Department, International Cooperation Department, Faculty) and summarized for in-depth analysis. Data is used for the improvement of the study direction, including for changes in awarding credit points in individual study courses, the addition of new study courses (in particular – in Parts B and C), and the transformation or termination of study courses which have lost their relevance.

Surveys have been created, which students complete at the end of each study semester. Upon the completion of the study course, students can fill out a survey and evaluate a specific study course and its lecturer. When obtaining an assessment of the internship and the study paper, students also complete a survey on these courses, where each questionnaire is designed specifically for information of interest to the Faculty. The analysis of the results of the internship assessment survey can make one conclude the internship providers (industry representatives), particularly the degree of success of integrating students into practical work. If necessary, one has to contact the internship providers and discuss the proceedings of a student's ongoing internship.

At the end of each semester, students are required to complete the University Service Quality Assessment Questionnaire, which includes segments of questions regarding Turiba University services:

- Study Information Centre
- Library
- Catering
- Youth tourism accommodation
- Classrooms
- Amenities
- Other common areas (lobbies, hallways)
- Parking
- Business incubator
- Extra-curricular activities
- BATIS

By analyzing the results of the survey, it is possible to draw conclusions about student satisfaction with a particular study direction and the services provided by Turiba University and consequently to make improvements not only at the university level but also in the framework of the direction of the Faculty. For example, if students provide an assessment or comments on the availability of information on BATIS, it is possible to draw conclusions and, if necessary, improve communication via the BATIS information system (informative announcements to students of one or another study direction). On the Appendix 8 is attached detailed analysis of the results of surveys of students, graduates and employers.

2.2.5. Specify the websites (e.g., the homepage) on which the information on the study field and the relevant study programmes is published (in all languages in which the study programmes are implemented) by indicating the persons responsible for the compliance of the information available on the website with the information published in the official registers (State Education Information System (VIIS), E-platform).

Information on the study programmes implemented by Turība University is available on the University website.

Information regarding programmes implemented in the Latvian language

Information on the short-cycle (Level 1) Professional higher education programme "Organizer of Hotel Services" (41811):

<https://www.turiba.lv/lv/uznemsana/studiju-programmas-1/1-limena-koledzas-programmas/viesmilibas-serviss> (In Latvian only)

Information regarding the first-cycle Professional higher education programme "Event Production and Management" (42812):

<https://www.turiba.lv/lv/uznemsana/studiju-programmas-1/bakalaura-programmas/pasakumu-producesana-un-vadiba> (In Latvian only)

Information regarding the first-cycle Professional bachelor's higher education program "Tourism and Hospitality Management" (42812):

<https://www.turiba.lv/en/admission/study-programs/bachelor-studies/tourism-and-hospitality-management>

Information regarding the second-cycle Professional master's higher education programme "Tourism Strategic Management" (47812):

<https://www.turiba.lv/en/admission/study-programs/master-studies/tourism-strategic-management>

Information regarding programmes conducted in English

Information regarding the first-cycle Professional bachelor's higher education program "Tourism and Hospitality Management" (42812):

<https://www.turiba.lv/en/admission/study-programs/bachelor-studies/tourism-and-hospitality-management>

Information regarding the Professional master's higher education programme "Tourism Strategic Management" (47812):

<https://www.turiba.lv/en/admission/study-programs/master-studies/tourism-strategic-management>

Responsible for the compliance of the information available on the website with the information in the official registers (VIIS and E-platform) – Development Department and Study Department. The topicality of the information on the programmes of the direction, and academic staff is also monitored by the Head of the Faculty Office who, if necessary, contacts the Development Department and asks for corrections.

For marketing purposes, information about study programmes and news is also posted on Turība University's social media accounts, primarily, on Facebook. The Development Department is responsible for the content of the publications. This page contains updated information about the current events related to Turība University – guest lectures, discussions and other available events, which provides an opportunity to broaden the perception of both study directions and Turība University's overall performance.

2.3. Resources and Provision of the Study Field

2.3.1. Provide information on the system developed by the higher education institution/ college for determining and redistribution of the financial resources required for the implementation of the study field and the relevant study programmes. Provide data on the available funding for the scientific research and/or artistic creation activities, its sources and its use for the development of the study field.

Turiba University uses only private funds for study provision and support. The financial position of Turiba University is highly stable. Since its founding Turiba University has ended each financial year with a profit. The reason for this is both the successful business activity of the University and the thoughtful and purposeful activity in the field of education. The funding plan for each year is determined by the University budget. The income is formed by tuition fees, participation fees at seminars, hotel services, and other operating business income.

In the financial year 2022/2023 the Company's net turnover increased by about 3.5 per cent compared to 2021/2022. However, with the continued war in Ukraine, and the extremely high inflation rate in 2022, as well as the almost doubling of the costs of energy resources, the Company's operating costs have increased quite significantly in several positions. As a result, the Company has completed this financial year with lower profit and profitability indicators compared to the previous year. However, the Company's activities are still convincingly profitable and the Company's financial situation is also currently assessed as highly stable.

The net turnover for the financial year 2022/2023 is EUR 6.040,860, gross profit of EUR 1.448,981, but the profit after tax for the reporting year is EUR 46,300.

The income from Turiba University studies constitutes EUR 4.531,420.

The amount of fixed capital on the balance sheet of the reporting year as of 30.06.2023 is indicated at EUR 2134,300, and the amount of equity - is EUR 5. 949,620 in total.

"Hotel and restaurant service, tourism and recreation organization" study direction net turnover 2022/2023 academic year EUR 748,346 and 2023/2024 is planned to reach EUR 923,320.

Sources of research funding include Turiba University funds, as well as individual projects in which Turiba University or individual lecturers participate. This funding is used for both participation in conferences and delivering reports as well as translation of publications. For indexing the publication in Scopus or WoS databases, lecturers receive additional remuneration. The conference papers and publications are written on the issues included in the study programmes, and the generated researched material is used further in the study process by including it in the relevant study courses.

2.3.2. Provide information on the infrastructure and the material and technical provisions required for the implementation of the study field and the relevant study programmes. Specify whether the required provision is available to the higher education institution/ college, available to the students, and the teaching staff.

Turiba University has the necessary resources for providing the implementation of the study direction and the corresponding study programmes:

1. All the necessary conditions have been created for studies - conference rooms, lecture rooms, computer classes, and a modern library with a spacious reading room. The lecture rooms are equipped with high-quality visual equipment – whiteboards, screens, multimedia projectors, and audio and video equipment. Computerised workplaces are available to students. Permanently installed multimedia projectors and portable multimedia projectors are also available. A gym can also be used in the study process.
2. For practical classes, students can use the entire Turiba University territory (except for places that are leased or prohibited from entry). Specialized training rooms have been established for the development of tourism, hospitality, customer service and event production skills – StartUp Hotel, StartUp Agency and Event Laboratory.
3. For specialized training of students, a Business Incubator has been set up at Turiba University. It is an environment where students can practically acquire professional skills in business management processes.
4. Material and technical support at the University is regularly updated, renewed and modernized.
5. New literature is regularly purchased for the library needs, both in printed and electronic formats. Each year, the departments, in cooperation with programme directors, organize a survey on the purchase of the required new literature. Information is collected at the department and forwarded to the library.
6. Students are provided free access to the library and other resources.
7. Lecturer consultations are provided to the students. In case when a student has a question about the study process, he/she can apply to both the Study Information Center and the department or faculty, or on the issues of international mobility – the International Cooperation Department.
8. Turiba University implements part-time distance learning studies (e-studies) by employing the INTERNET technologies. The Information Systems Department provides technological support to the study process, providing, maintaining and upgrading the information system. Since 2018/2019, e-learning has been implemented on the Moodle platform.
9. The implementation of study courses requiring learning on booking hotels or services, is carried out using the available software (Fidelio, Amadeus).

2.3.3. Provide information on the system and procedures for the improvement and purchase of the methodological and informative provision. Description and assessment of the availability of the library and the databases to the students (including in digital environment) and their compliance with the needs of the study field by specifying whether the opening times of the library are appropriate for the students, as well as the number/area of the premises, their suitability for individual studies and research work, the services provided by the library, the available literature for the implementation of the study field, the databases available for the students in the respective field, the statistical data on their use, the procedures for the replenishment of the library stock, as well as the procedures and possibilities for the subscription to the databases.

For all study programs the study direction and information about the possibilities to use Turiba University library services in the study process is included in all study course descriptions for the

students of the study program. The main task of the library is to provide studies, post-graduate training and scientific work with the latest teaching and scientific literature through study programs and research directions, providing an opportunity to use not only the extensive collection of books and periodicals but also online and local databases available in the library, the Internet sources of information.

Turiba University library offers open access with electronic registration of the hand-out and receipt of literature and an electronic catalogue of literature, books, periodicals and students' papers in the library information system ALICE: <https://w3i.turiba.lv/Alise/en/home.aspx>

If the user has a computer with internet access, the electronic catalogue of Turiba University library can be used from anywhere in the world. The list of business-related books available in the library is well-suited for ensuring a successful study process for both students studying in Latvian as well as for international students.

The library subscribes to periodicals in both printed and electronic forms. The library funds are predominantly in Latvian, Russian, English and German. Heads of departments, and programme directors, in cooperation with the library staff, develop a list of required book purchases and subscriptions to electronic databases for each new study year. The University subscribes to online electronic databases: [Academic Term Database](#), Latvian Statistics, Letonika, Lursoft, EBSCO database repository, Proquest Computing database, as well as various test databases. Currently, the University holds subscriptions to Scopus and ScienceDirect databases, which are available in person by accessing from Turiba University library computers. E-resources available at Turiba University Library: Eurostat, [baltictravelnews.com](#), [German News Service](#), an archive of [Latvian Journal articles](#), an archive of the National Information Agency Leta, [NEPLP Media Literacy Database](#), [Nozare. lv - Leta business portal](#). For students, online databases are available not only on the premises of the Turiba University library but also remotely by logging in with their passwords in the Turiba University environment.

Turiba University has EBSCO database storage usage statistics. Since June 2023 EBSCO database storage has been used 51976 times by Turiba University students. Database Letonika is used 40 759 times.

During last year electronic magazines related to the study field, has been used 917 times. The most popular used magazines are Leisure Sciences (used 401 times), Anatolia: An International Journal of Tourism and Hospitality Research (used 188 times), Journal of Sustainable Tourism (used 52 times).

Information on the available databases and e-resources
<https://www.turiba.lv/en/for-students/library/online-databases>

The library provides a comfortable environment suited for work. The total area of the library is 1,532 m². A broad collection of open-access books - a subscription with an electronic catalogue available to users (708.40 m²), a library reading room with the latest media publications (772.90 m²). 107 workspaces are currently available for students at the library, 32 of which are computerized, as well as a quiet reading room and places designed for group work. Technical premises 51.10 m². The library offers a variety of library services for students and other library users: <https://www.turiba.lv/en/for-students/library>

Library opening hours :

- Subscription: Monday from 11:00 to 18:15 Tuesday, and Wednesday from 10:30 to 18:15 Thursday from 11:00 to 18:15 Friday from 10:00 to 17:00 Saturday from 10:30 to 16:00
- Reading room: Monday – Saturday 00-24. An additional service is also offered - a night subscription, which provides the possibility to borrow information resources (printed works: books, periodicals, etc.) outside the opening hours of the Library.

Turiba University Library is a member of LATABA (Latvian Association of Academic Libraries). Programme directors, department heads, and deans can suggest the need to supplement information resources. The proposal is addressed by the Rector's Council, and in the event of a positive decision, the unit maintaining the resources (e.g. the Library, the Information Systems Department) evaluate the offer of information resources available, draws up an estimate shall be drawn up and coordinates the procedure.

To date, bat Library has a collection of 675 books related to the specifics of the direction of tourism and hospitality (a total of 2787 copies). To the specifics of direction Library has a collection of 520 books in english (a total of 1864 copies)

To ensure the quality of the study direction, the collection of the Turiba University library is regularly updated with the latest literature and resources. Over the past 6 years, the collection of Turiba University library has been updated with 47 topical books published during the last 6 years and contains up-to-date information required for the study process.

The Information Systems Department is an organizational union of Turiba University which provides support to the study process by offering students and lecturers the Batis system contains information about the entire study process in the framework of a scheduled calendar plan, study courses and their lecturers, the requirements and rights in the study process, the current, regular and final examinations, study and student credits, academic vacations, guest lectures, conferences, discussions, as well as about other current events at Turiba University.

2.3.4. Provide a description and assessment of information and communication technology solutions used in the study process (e.g., MOODLE). If the study programmes within the study field are implemented in distance learning, the tools specially adapted for this form of study must also be indicated.

Modern communication and information technology tools are used at Turiba University and in the framework of the study direction. Thanks to the influence of digitization, an increasing number of study courses are being implemented and routine tests are being carried out in a computerized setting. During the reporting period, Turiba University upgraded computer classes and created a fourth computer class. Computer classes have 29, 30, 34 and 32 student places + lecturer's workplace with a projector. 25 lecture rooms equipped with a computer and a multimedia projector or a TV. For all computers: MS Windows operating system and MS Office. Lecture rooms designed for learning foreign languages, which is an integral process in the study program of the study direction, have been set up by providing TVs which are used in classes by offering students digital content materials.

Students and employees during their studies or employment relationships have access to MS Windows and MS Office. Data storage and user authentication are provided using MS Windows and Novell OES servers.

Turiba University operates its own IT Department, which provides the operation of the IT environment. The Technical Service ensures the operation and upgrading of computer equipment and computer networks, while programmers provide for the functioning and development of Turiba University's local IS and Batis.

- **BATIS study information system.**

BATIS is a unique system created and maintained by the University, which allows the student to receive all information related to the study process (e.g., the current list of classes, study course assessments, etc.). On the Batis system, the student has access to the regulatory acts governing the study process, study plans, calendar schedule and other information necessary for studies. Batis information is provided in the language in which the student is studying (Latvian or English). In response to student demand for increasingly modern digital solutions, a mobile app has been developed and made available. The mobile application has been developed with the support of the European Social Fund project "Improving Management at Turiba University" (project No.8.2.3.0/18/A/007).

Bati has a separate section for lecturer access, where lecturers can monitor their implemented study courses, view the list of students in the group and monitor the academic progress of students. On the Batis lecturer section, lecturers can add, linked messages and notifications for students of a specific study course for reading on Batis. Lecturers can manage and add study course materials on Batis subsequently seen by students on their own Batis platforms

- **Webex Platform**

Turiba University employs the Webex platform to provide a remote study process. Based on the Study Regulations, during the studies, students are provided with the opportunity to connect to the class remotely via the WEBEX platform as listeners (just listening in to the lecture), if it is not possible to attend the lecture in person. Remote connection to a lecture is not considered lecture attendance.

To participate in the lesson remotely using the Webex platform, students must register on the information system Batis by 8:00 on the day of the class. A link to the lecturer's virtual "room" will be added to the Batis system under the section Class List – Announcements of the study course.

- **MOODLE** system, which is used in the form of distance learning studies.

Moodle is a distance learning system used by distance learning (e-studies) students in the study process and by lecturers who are involved in the organization of the distance learning study process. In the Moodle system, students can see the materials attached to the study courses, video lectures, expected outcomes and tasks. On the Moodle platform, students submit the prepared papers and communicate with the academic staff engaged in the study courses.

Quality assurance of distance learning

Distance learning is based on independent studies, so the methodological quality of the teaching aids is important. The individual study process is supported by the Head of the Faculty Office, the Head of the Department and the Moodle expert. Advice may be obtained by prior agreement, directly or using indirect communication tools.

The development of distance learning materials is carried out by supplementing them with video materials and lectures. Turiba University DigiCom room and equipment are used for the creation of video materials. Turiba University has appointed a designated employee who handles and edits video material. For the creation and development of e-learning materials, both Turiba University's funds and additional support funding from external sources, provided by the "La Fondation pour la

Formation Hôtelière" foundation, are used.

Each distance learning course is divided into parts:

- the objectives and results of the study course;
- each study course has a clearly defined goal that the student can hope to achieve upon successful completion. the content of the course is sufficient to achieve the goal set for the course;
- the result of the course can be achieved in distance learning studies, which also includes face-to-face classes (as the student's option).
- Content of the study course. The material of each study course is designed to facilitate individual studies.

Requirements for study material:

- an appropriate and well-structured presentation of the content;
- carefully designed study procedure;
- Video material/lecture inclusion is preferable
- dividing into parts, chapters and classes;
- sequential explanation, learning the new material based on the knowledge of the previous material
- application of various approaches, including summaries, visual examples and illustrative material highlighting individual concepts accordingly;
- regular opportunities for self-testing;
- clear instruction that helps the student navigate the study material; To ensure quality study support, a quality assurance system has been developed: to identify suitable lectures for the relevant study course;
- to follow the professional suitability of lecturers;
- to carry out training of new lecturers by the specific work requirements of distance learning;
- to set deadlines for answering questions, correcting regular tests, setting grades and communicating the assessment to the student, or reviewing course materials;

E-learning progress and control are monitored by the Head of the Faculty Office who, if necessary, communicates with students, and provides incentives and useful advice regarding the achievement of the goals of the course.

2.3.5. Provide information on the procedures for attracting and/or employing the teaching staff (including the call for vacancies, employment, election procedure, etc.), and the assessment of their transparency.

The common platform of Turiba University staff is the professionalism of all employees, a good sense of teamwork and a strong individual driving force. Turiba University is a successful and dynamic company with a high level of competence, so we pay considerable attention to the continuous further education and qualification development of our staff. The competence of Turiba University employees is an important prerequisite for the success of the company, and the goal of management is to provide the company with professional and motivated employees who are the greatest value of the company and who would implement the company's strategy and individual goals. The human resources policy consists of successive stages – personnel planning, the purpose of which is the timely identification of personnel, recruitment, initial training and induction,

personnel selection, personnel adaptation, staff education and qualification improvement and personnel evaluation.

The attraction of lecturers takes place both in cooperation with the industry by attracting specific industry experts and attracting academic staff.

The involvement of industry experts is important in the study process, for lecturers who have practical experience: entrepreneurs, business leaders, and experts working in the field of tourism and hospitality, event production provides not only theoretical knowledge but practical experience, prepares students for solving practical tasks in real life situations and at work. Turiba University's participation in professional associations of the industry, and cooperation with industry companies provide opportunities for individual study courses, which facilitate the acquisition of specific knowledge and skills based on the needs of the industry, provide opportunities to address and purposefully involve teachers with a broad range of professional experience. In some cases, they are also engaged as guest lecturers, thus ensuring the development of appropriate competencies for students.

The academic staff attraction and employment processes at the University are determined by the Human Resources policy, the Academic Staff Election Regulations, Turiba University Staff Study Lending Regulations, the General and Academic Staff Personal Data Processing and Protection Regulations, and the Human Resources Department Regulations. In terms of the attraction of the academic staff, the most significant here is the Academic Staff Election Regulations.

1) The Regulations for the Election of Academic Staff establish a procedure by which:

- assistants, lecturers, and associate professors are elected,
- associate professors and professors are delegated for the election at science professor councils of other universities.

Vacant positions of academic staff in Turiba University departments are determined by the Rector on the proposal of the Dean of the Faculty, the Director of the Study Programme or the Head of the Department. An applicant, both a resident and a non-resident, whose education and/or professional work experience complies with the requirements defined in the Law on Higher Education Institutions and Turiba University job descriptions, may participate in the competition for a vacant position of the academic staff.

In addition, at the initiative of the departments and planning each subsequent academic year, Turiba University announces a competition for vacancies for academic positions twice during each academic year. It is a long-term strategy which allows to increase in the proportion of academic staff who have been elected to Turiba University by 1-2 lecturers annually and for whom the University is the main place of work.

Application procedure for the competition:

- The competition is announced by the Human Resources Department in the media, following the recommendation of the Rector and the approval of the Board, by the regulatory acts of the Republic of Latvia.
- Candidates must apply to the Secretariat within one month from the date of publication of the vacancies.
- The application must be accompanied by copies of CVs, educational, academic and research degree documents, a list of publications and/or significant achievements in the speciality (field) over the past six years and a draft plan of action for the specific position.
- When applying, the candidate is introduced to these Regulations. If the Candidate submits documents by mail, at his/her request, the Regulations are sent to him/her by e-mail.

The documents of candidates for the election to the position of associate professors and professors in the Councils of Professors of Sciences of other universities are processed in the following order:

- The Human Resources Department submits the received documents to the Science Council for evaluation;
- The Science Council evaluates the eligibility of candidates for election to the positions of associate professors and professors, and reports its decision to the Senate;
- At the Senate meeting, a decision is made to recommend the election to Turība University or another university's Council of Professors by a public vote.
- Having received positive approval from the Senate, the Rector prepares a letter to the Professors' Council of another university, asking to evaluate and elect the candidate to the relevant position (while guaranteeing payment for the work of the relevant Professors' Council).

The competition takes place in three (3) rounds:

- In the first round of the competition, within one week after the announced deadline the competition, selection of candidates is performed, and the documents submitted by the candidates and their compliance are verified
- The documents submitted in the second round of the competition are examined by the departments by inviting candidates to be present in person
- In the third round of the competition, candidates for academic staff positions are evaluated and elected to positions by the enlarged Faculty Council following the procedure laid down in the Faculty Regulations.

After the candidates have been elected to academic positions, Turība University concludes employment contracts with them for the election period specified in the regulatory acts of the Republic of Latvia.

If during the specified election period the employment relationship is terminated, a new employment contract is concluded only after re-election to an academic position.

The Regulations for the election of academic staff are available here (only in Latvian):

https://batis.turiba.lv/Files/NDok/STF/Akademiska_personala_velesanu_nolikums_N25_11.vers.docx

2.3.6. Specify whether there are common procedures for ensuring the qualification of the academic staff members and the work quality in place and provide the respective assessment thereof. Specify the options for all teaching staff members to improve their qualifications (including the information on the involvement of the teaching staff in different activities, the incentives for their involvement, etc.). Provide the respective examples and specify the way the added value of the possibilities used for the implementation of the study process and the improvement of the study quality is evaluated.

Turība University has established a uniform procedure for ensuring the qualification and quality of work of academic staff. It has been included in the Turība University Quality Policy, ensuring that Turība University staff is involved in the implementation of the quality policy, maintenance and improvement of the quality management system, while the Turība University study process is ensured by highly qualified Latvian and foreign lecturers, who are characterized by academic

professionalism and honesty, as well as intolerance to academic fraud. According to the Turiba University Quality Management Manual, department heads are responsible for ensuring the quality of the lecturers' work.

To ensure the qualification of academic staff and the quality of work, an incentive-oriented remuneration system has been established, which is defined in the "Regulations on the Organization of Wages of the University's Personnel" (approved by the Senate on 23 October 2019). It provides, inter alia, that:

For academic staff for whom a chord salary system (academic hourly rate) is established, the monthly salary is calculated by multiplying the amount of the scheduled academic hours fixed in the individual work plan by the academic hourly rate and dividing by there.

Payment of paid services and unplanned managed loads are made in the form of bonuses in addition to the salary at the end of each semester, but not later than in January for the 1st semester and in July for the 2nd semester or the relevant month.

The total funding for the Faculty for the remuneration of academic staff and academic position performers is 19% of the total study fee revenue in the respective program.

If at the end of the financial year, the total positive cash balance is formed for the faculties, then 15% of it is transferred to the bonus fund of each faculty in proportion to the balance of each faculty, while 85% is transferred to the reserve for the development of the faculty.

Deans of faculties distribute the funding for the academic staff and guest lecturers among the departments proportionately to the amount of credit points and the number of academic groups in the study course programs of the departments.

The salaries of the academic staff of the respective department are determined by the head of the department in coordination with the Dean and the Vice-Rector for Academic Work, but the salaries must not be lower than the rates established by the Cabinet of Ministers.

For lecturers for whom the planned academic workload involves student groups larger than 30 students, the rate is increased by 0.67% for each additional student, starting from the 31st student in the specific group. All students who hold active student status and have no payment arrears are accounted for. The calculation of the additional amount to be paid is performed monthly, and the payout is made together with the salary of the particular month.

Secondly, the improvement of the professional competence is implemented, by the Regulations for the improvement of the professional competence of lecturers. In addition to other forms, professional development seminars are organized for Turiba University lecturers, thus offering to improve their competence raise their qualifications and increase the quality of the study process. Turiba University's professional development is organized based on the document "Regulations for the Improvement of Professional Competence of Lecturers of Turiba University", which has been developed taking into account Article 21 of Chapter 5 of *the Law on Higher Education Institutions* and Article 5 of Chapter 26 of the Law on Higher Education *Institutions, its rights and obligations*.

Topics for the professional development seminars are selected as a result of internal cooperation between faculties, setting priorities and desirable directions. Necessary topics are discussed at the meetings of the faculty departments and the meetings of the Rector's Council. Based on the proposals provided, professional development seminars and their topics are planned.

Within the framework of the European Social Fund (ESF) project 8.2.3.0/18/A007 "Management Improvement at Turiba University", Turiba University provided professional competence development courses - English in the management of the university. The courses organized

included a course of 72 academic hours divided into 3 groups and 3 levels in the period from 1 January 2020 to 31 March 2020 for a total of 36 representatives of the academic staff.

In the framework of the European Social Fund (ESF) project agreement 8.2.2.0/18/A/019 "Strengthening of TU academic staff in the areas of strategic specialization", training was provided for the development of professional competencies of academic staff in English.

The first part of the course from April to June 2019, engaged a total of 60 academic hours for 30 members of the academic staff. The second part of the course was implemented from March to June 2022 in the amount of 140 academic hours for a total of 30 members of the academic staff.

Taking into account that a large proportion of students are foreign students, the improvement of foreign language skills is an important factor for the academic staff to ensure the implementation of high-quality studies.

One of the last qualification improvement seminars organized was "Artificial Intelligence (AI) Tools for OpenAI", where the participants of the seminar were introduced to innovations in the field of artificial intelligence and its application in the study process. Lecturers found the training seminar "The Use of Digital Tools in the Study Process in Remote and Hybrid Lectures" highly useful. The participants were introduced to innovations in technologies and their use during the study process. Lecturers gained knowledge and skills on the use of the advantages of digital tools to prepare interesting and attention-grabbing visual learning materials, thus attracting the attention of the students and making the lectures more interesting for students for mutually positive interaction. List of seminars is attached in appendix.

In addition, lecturers of the Department of Tourism and Hospitality are invited to participate in various professional events in the industry, such as the Latvian Tourism Forum, the Balttour Forum and related events, where it is possible to obtain the latest information characterizing the trends in the industry.

2.3.7. Provide information on the number of the teaching staff members involved in the implementation of the relevant study programmes of the study field, as well as the analysis and assessment of the academic, administrative (if applicable) and research workload.

The lecturers engaged in the study direction, according to their positions, implement their specified academic load, which includes lectures, practical work, preparation of teaching and methodological material, and evaluation of the routine and final examinations.

56 lecturers are involved in the implementation of the direction, of which 25 are elected while the rest are guest lecturers. Part of the permanent academic staff work part-time. A large part of guest lecturers are industry professionals who implement a course or courses specific to their competencies. Both elected and guest lecturers operating in the industry ensure the connection of study programs with the internship and provide students with professional knowledge. They are assigned to a specific study course (most often one), so the workload of these lecturers is small. The share of part-time academic workloads is also related to the interdisciplinary nature of tourism, hospitality and event production studies – for the acquisition of study courses, which ensure the competence of management science, lecturers from other departments of Turība University are also attracted.

19 lecturers of those engaged in the study direction hold a doctoral degree, and 4 lecturers are doctoral students and are in the process of developing their doctoral thesis. An important factor in ensuring the quality of the study program is the qualification and professional knowledge of the academic staff, which they can provide to the students both within the study courses and within the framework of the final research work. Since 2018 5 lecturers involved in the study program have acquired a doctoral degree.

The study direction involves 6 lecturers who have the status of an expert of the Science Council of Latvia:

Ieva Brence (LSC expert status until 07.09.2025)

Ineta Lūka (LSC expert status until 12.07.2026)

Ingrīda Veikša (LSC expert status until 08.05.2027)

Maija Rozīte (LSC expert status until 04.01.2026)

Iveta Liniņa (LSC expert status until 08.05.2027)

Rosita Zvirgzdiņa (LSC expert status until 06.12.2026)

To become an expert of the Latvian Science Council, it is necessary to meet the criteria for the qualification of an expert and to achieve definite results in scientific activities. The presence and engagement of experts in the implementation of the study program is a significant indicator of quality reflecting a high professional level of the academic staff, which has been duly evaluated by the Council. Experts in the relevant field provide students not only with practice and theory-based knowledge but also with scientific results and in-depth research.

Each lecturer also continues self-education, self-improvement, acquiring current information in his/her lecturer's course of study and continuing scientific research work on the selected topic. This happens using independent studies, participation in conferences, acquiring experience in improving the quality of the study process in other universities and lecturing in the framework of Erasmus+ mobility. The Erasmus+ mobility program is valuable for improving the study process at Turība University.

The assessment of the academic and research load analysis of Turība University lecturers is conducted in several stages, which include the planning of the study process, knowledge of lecturers and the additional skills and knowledge acquired, which can be used in the study process and the creation of the study content.

Teaching loads are evaluated and recorded on the basis of the procedure for recording and monitoring teaching loads of lecturers, which stipulates that records of the completed load are kept by the Study Department. Information from lesson plans, examination mark sheets and individual examination mark sheets shall be entered into the workload database by the registrar of the Study Department and monthly reports or handover certificates shall be produced.

The teaching load for lecturers shall be planned by the Head of Department and shall be planned in such a way as to avoid overloading. For lecturers with a company contract, the scheduled workload is shown in the order estimate. For lecturers with an employment contract, the planned workload is shown in the workload plan. For lecturers who have a contract of employment on the side or a contract of employment for individual services, the scheduled workload is shown in the custom workload plan. Workload plans, estimates and changes thereto are drawn up and implemented under the responsibility of the Head of Department. The teaching load for lecturers is determined by the timetable of classes, the schedule of consultations and examinations approved by the Rector, as well as by the order of the deans on the supervision and defence of studies, qualification

theses, diploma theses, master's theses, and the order of the head of the department on the supervision and defence of internships.

On the basis of the document "Procedure for the development of the timetable of classes in Riga", the Study Department develops the timetable of classes, which is implemented by the departments.

The amount of research workload varies and is linked to the involvement of teachers in various types of research, both in research implemented in cooperation with the Turība University Project Division and applied research implemented in cooperation with the industry.

Attached:

Appendix 9. List of teaching staff for the study field

Appendix 10. Biographies of teaching staff

Appendix 11. Testimonial on knowledge of Latvian language

Appendix 12. Testimonial on knowledge of English language

2.3.8. Assessment of the support available for the students, including the support provided during the study process, as well as career and psychological support by specifying the support to be provided to specific student groups (for instance, students from abroad, part-time students, distance-learning students, students with special needs, etc.).

The tasks of Turība University Student Self-Government (SSG) are, inter alia, to represent students in the national and international environment, to find out the needs, interests and wishes of students for the improvement of the academic process and to make proposals for the implementation of these improvements, as well as to develop the draft SSG budget and monitor its use.

Turība University's SSG Council has the right to request and receive information and explanation from any authorized representatives of the University's organizational units on all matters affecting the interests of the students.

The support available to students is provided by academic staff, administrative support staff members, administrative persons, study support units, and Student Self-government. For foreign students, support is also provided by the International Cooperation Department.

- The academic staff provides support in the framework of their respective study courses, providing additional information both on the content of the studies, providing additional information and the requirements for acquiring the study course. Students have access to a tutor for each course of study, which is used on average every two to three weeks. The demand for counselling increases at the end of the semester.
- The administrative staff of the studies (Dean, heads of departments, Head of the Faculty Office, program directors) helps the students integrate into the study process and advises the students on the procedure of the study process. Communication can take place both in person and by phone as well as via communication in the digital environment (E-mail, Webex). A Dean's class is organised at the start of studies to give an insight into the study process. The Dean's Hour is attended by representatives of the student self-government,

encouraging students to make use of the support of the student self-government. Study paper supervisors and internship supervisors give thematic introductory lectures on the development of the study papers and the internship. They are held twice a year (according to the autumn and winter intakes).

During the semester, the Office Manager receives 10-15 students' questions about the study process and other questions, which are answered within the Office Manager's competence or directed to the responsible study administrative staff

- Support for students is provided by the study support units:
 1. Study Information Centre, advising on the conclusion of agreements, continuation of studies, termination, change of the study form and other issues related to the study process.
 2. Library – for the use of various information resources.
- Support for students from abroad, including psychological, is provided by the International Cooperation Department. Support for foreign students is provided even before their matriculation (on matters related to the preparation of the application and other documents). The International Office has consultation hours during studies.
- Support in finding and implementing international internships is provided by the foreign internship coordinator, whose functions and responsibilities include providing information on foreign internship opportunities, selecting cooperation partners and applying for internships abroad, as well as obtaining feedback and forwarding it to cooperation partners abroad. Each year, at least 20-30 students take advantage of internship opportunities abroad, in cooperation with the internship coordinator.
- A Career Centre employee helps every university student by providing support and tools necessary to make informed decisions about their career path, develop the skills required to succeed in the chosen field, successfully navigate the labour market and build a professional career. A career advisor provides support in finding internships and jobs.
- The SSG Council studies the needs, interests and desires of the students for the improvement of the academic process and makes proposals for the implementation of these improvements.
- In the Business Incubator, students can receive services and support related to establishing a business. For example, to register a company's legal address, to rent a variable or fixed workplace, etc.

The adequacy of the aid is assessed by analysing the results of the surveys carried out. The analysis of the surveys takes place once a year.

For students resuming their studies after an academic break or transferring from another university, an intramural option is offered. Every year 4-5 students take advantage of this opportunity to resume their studies or to continue their studies at BAT after transferring from another university.

2.4. Scientific Research and Artistic Creation

2.4.1. Description and assessment of the fields of scientific research and/or artistic creation in the study field, their compliance with the aims of the higher education institution/ college and the study field, and the development level of scientific research and artistic creation (provide a separate description of the role of the doctoral study

programmes, if applicable).

Turība University acquired the status of a scientific institution in 2020. The Scientific Activity Strategy 2021-2025,^[1] defines its strategic goals as closely linked to the overall national priorities, internationally relevant research directions, as well as the development of needs of the region (research orders from municipalities, regional entrepreneurs, etc.). Turība University faculty research groups – creative, open to national and international cooperation, forming a national and international cooperation network for addressing topical research issues and implementing research projects.

Turība University operates three interdisciplinary research groups for the complex solving of topical scientific problems in cooperation with Latvian and foreign universities and entrepreneurs who can attract funding from businesses or engage in national and international projects to achieve the desired results.

Research and business cooperation is supported by the Tourism Research Centre and *Turība* Business Incubator. The results of research are made public at the international level (international conferences and congresses, internationally cited publications).

Turība University scientific journal ACTA PROSPERITATIS has been placed in recognized databases of internationally cited publications, including ERIH PLUS, and EBSCO.^[2] The promotion of science and research is carried out in cooperation with all social partners, all age and social groups, in particular by developing cooperation with schools, creative and professional organizations, promoting youth interest in science and the understanding of scientific activity and creativity as the basis for a successful career in any field of activity.

Every year lecturers involved in the implementation of the study direction work at the International Scientific Conference organized by Turība University both as members of the Scientific and Editorial Board, as well as section leaders, e.g.:

- Agita Doniņa, Maija Rozīte (The Age of Insecurity: From Risks to Growth, 27 March 2024).
- Agita Doniņa, Ineta Lūka (Change - the Basis of a Sustainable Society, section "Tourism and Education" on 19 April 2023).
- Ēriks Lingeberziņš, Agita Doniņa (Communication and the Development of Cross-sectoral Competencies in the Digital Age, 20 April 2022).
- Daina Vinklere, Maija Rozīte, Ineta Lūka (Human Factor in the Era of Digitalization, 26 April 2019).
- Ineta Lūka (Head of 3 sections of the 11th scientific network "Educational Effectiveness and Quality Assurance" of the international scientific conference "Education in an Era of Risk – the Role of Educational Research for the Future" organized by the European Education Research Association EERA, University of Hamburg, Germany, 3-6 September 2019).
- Ineta Lūka (International scientific conference "Inclusion and Exclusion, Resources for Educational Research" ECER organized by European Education Association, 2018 Head of 3 sections of the 11th scientific network "Educational Effectiveness and Quality Assurance", the Free University of Bozen-Bolzano, Italy, 3-8 September 2018).
- Daina Vinklere, Agita Doniņa, Ineta Lūka (Towards Sustainable and Inclusive Europe: Future Development Challenges, 29 May 2015).

Scientific research in the study direction during the current accreditation period has been implemented thanks to the very active work of the academic staff in attracting funding for scientific research grants and various other projects. The sustainable development of tourism represents the

strategic research of the study direction. The academic staff studies the following topics: strategic development of tourism, tourism monitoring, tourism in specially protected nature areas, interaction between tourism and the environment, Latvian tourism history, documentary heritage, dark tourism, place marketing and branding, tourism mobility, impact of events and marketing.

During the reporting period, the most important research projects involving the elected lecturers of the direction include:

- "Art Welcomes Inclusion through Innovative Technologies", Ieva Brence (Project Coordinator, Lead Partner)
- "Latvian Heritage and Future Challenges to State Sustainability" project "Challenges of the Latvian State and Society and Their Solutions in an International Context" (INTERFRAME), Ieva Brence (Lead Researcher)
- "The Use of Digital Communication Channels to Attract Foreign Tourists to the Services Provided by Catering Companies", Agita Doniņa
- NordPlus project "Nord-Tour-Net-3: Solving Communication Problems of Different Generations in Tourism Companies". Project No.NPAD-2020/10015. Ineta Lūka (Project Manager from Latvia), Sundars Vaidesvarans, Valērija Drozdova, Eliza Liena Laksa, Anete Veipāne

During the reporting period, the most important international conferences, involving the elected academic staff of the direction as well as students were:

- 24th International Scientific Conference "Economic Science for Rural Development 2023" Jelgava, Latvia.
- SWS Vienna ART Conference, 2023, Vienna, Austria.
- Nordic Association of Agricultural Science (NJF) Continuous international scientific conference: "Challengers of Economics, Education and Society Development in the Nordic-Baltic Countries and Beyond" organized by Section of Economy, Education and Society. Lithuania, Vytautas Magnus University Agricultural Academy. 2022 Lithuania.

The scientific and research activities of the direction's lecturers correspond to the research goals - to create a direction as a scientific research center in the field of regional tourism and recreational sustainability development, and to promote the involvement of students in research.

Academic staff participation in conferences, scientific seminars, publication profiles and topics are reflected in the annual Turība University Scientific Activity Reports (only in Latvian), available here:

<https://www.turiba.lv/lv/zinatne/zinatniskas-darbibas-parskati/biznesa-augstskolas-turiba-zinatniskas-darbibas-parskati>

and in the NZDIS system:

https://sciencelatvia.gov.lv/#/pub/institucijas_publ_parskats/list

[1]http://inet.turiba.lv/dok_adreses/Dok/1/V151_BAT_Zinatniskas_darbibas_strategija_2021_2025_1_vers.docx (internal links)

[2]<https://sciendo.com/journal/ACPRO?top-tab=volumes-issues>

2.4.2. The relation between scientific research and/or artistic creation and the study process, including the description and assessment of the use of the outcomes in the study process.

Scientific research and the study process are closely related and complementary to each other. These interactions are manifested as follows:

- the final results of the scientific research of the lecturers, which are reflected in scientific monographs, scientific publications, etc. are applied in the study process, approbating the results of the research, using practical examples obtained in the research, encouraging students to get acquainted with the research by facilitating the acquisition of the study course;
- in the framework of the study process, the lecturers come up with new ideas for scientific research, since the study process itself generates new topics and issues that have not been explored before;
- students have to develop various research papers or reports in the framework of a study course. Every year, students must develop study papers that are related to the courses they study during the academic year and during the last semesters - qualification or bachelor's thesis, respectively, students conduct real research of the problems of the company working in the tourism sector, offering solutions in the framework of their acquired qualification.

Lecturers provide advice both in the framework of their courses and by organizing seminars for their students on how to successfully develop independent research, how to work with library databases, etc.

The scientific activity and preparation of publications both for academic publications and in the popular science form takes place in close connection with the content of the study programs and the objectives and objectives of their implementation. This includes joint research projects of the academic staff and students in the framework of bachelor's and master's theses in the fields of tourism monitoring, sustainable tourism development, dark tourism, etc.

The examples include:

- Vinklere, A.Būmeistare. Presentation "The Importance of UN WTO TedQual Accreditation for Student Attraction" in the framework of the International Scientific Conference "Change – the Foundation of a Sustainable Society" (Tourism and hospitality management and Tourism strategic management).
- Vinklere, D.Belska. Presentation "Foreign Students as a Potential Workforce in Hospitality Enterprises of Riga" on 1 June 2023 in the framework of the international scientific conference La Fondation Pour La Formation Hôtelière. (Tourism and hospitality management and Tourism strategic management).
- Agita Doniņa, Margarita Platace, Mykyta Shumeiko (student) publication "Environmental Sustainability Aspects in Demand and Supply of Latvian Catering Companies" in the book "Education, Science and Industry on the Path to Climate Change Prevention, Adaptation and Mitigation" (Tourism and hospitality management).

The results of the various projects listed in paragraph 2.4.1 are integrated into the content of the study course lectures at both the bachelor's and master's levels. By regularly attending and speaking at both local and international scientific conferences, lecturers keep abreast of the industry news, and current research directions. This way, the content of the study courses is improved, and it is ensured that the study courses are based on the latest scientific knowledge and research results.

The scientific research of the academic staff involved in the study direction is focused on the topics covered by the study courses linking them to the overall study process. This is evidenced by the topics of the papers and the support for publishing the results of the student research implemented as part of their final papers. For example, student Alise Timofejeva won the 1st place in the

competition of scientific research works organized by the State Agency for Tourism Development in 2017, participating with the master's thesis on the topic "Latvian Tourism Development Strategy for Attracting the South Korean Tourism Market". (Tourism strategic management).

The creative activities of the academic staff are closely related to their teaching of classes. For example:

- Ē Lingeberziņš, Turība University Business School for Secondary School pupils "Where to invest". Online, 24.02.2022 (Tourism and hospitality management, Event production and management).
- Rozenbrika, A.Doniņa, PV 4th year students. Informal conference for secondary school pupils "Rosinātava" ("Encouragement"), 03.02.2022. (Event production and management).
- Ē.Lingeberziņš. Intelligence Development Center Youth School, Lecture and Entrepreneurship Practices for Students. Subject: "Entrepreneurship". Riga, 28.05.2022. (Tourism and hospitality management, Event production and management).
- In the summer of 2023 – spring of 2024, a series of practical classes for secondary school pupils "Entrepreneurs are also wrong" was implemented, in which Turība University deans and direction leaders, including E. Lingeberziņš. The cycle of classes took place in Liepāja, Cēsis, Talsi, and Ādaži. (Tourism and hospitality management, Event production and management, Tourism strategic management, Hospitality service).

2.4.3. Description and assessment of the international cooperation in the field of scientific research and/or artistic creation by specifying any joint projects, researches, etc. Specify those study programmes, which benefit from this cooperation. Specify the future plans for the development of international cooperation in the field of scientific research and/or artistic creation.

The involvement of the Faculty of International Tourism in various projects:

- Nord Tour Net project. Implemented in the Department of Languages, directly related to communication problems in tourism, hospitality and event management companies, customer service.

The aim of the project is to study the communication problems and differences that may arise between employees and customers of tourism organizations, and between different generations active in the labor market. As a result of the project, the acquired theoretical knowledge in intergenerational communication in tourism organizations was applied in practice and it enriched the students' intercultural experience and communication skills.

The project has resulted in the development of a simulation game, which is used in the Department's study courses.

- Climan project

The project aims to help partner universities in Georgia and Ukraine become research centres on climate change, thus contributing to the mitigation of climate change on a global scale. Partner universities from Latvia, Lithuania, Germany and Italy share their experience and knowledge in integrating sustainability issues into their learning process. As a result of the project, instructors and students gained knowledge and conducted exchanges on climate change issues.

The project results are in line with the aims and objectives of the field of study. The outcomes of the

project will develop an in-depth knowledge of sustainability issues, including various aspects of sustainability in the service sector.

- SECA project

The project aims to develop materials and support tools for sustainable business tools for lecturers. As a result of the project, lecturers and students gained an opportunity for an exchange of experience on sustainability issues by interacting with international lecturers and students.

A key benefit of the programmes is the practical tools used in the courses of study, which enable the achievement of the aims and objectives of the programme of study related to the acquisition of knowledge and skills relevant to the management of organisations.

STF is a member of various international institutions and societies, which helps the Faculty to achieve its overall goals and those of the study direction. An example of success is participation in the "La Fondation pour la Formation Hôtelière" Foundation which aims to support the development of the tourism and hospitality sector in general, but especially the training of experts, and their career development in the Central and Eastern European countries. STF has been active in participating in the Foundation and its annual events. The Foundation helps the Faculty by allocating funding that is used for the development and modernization of the study direction, for example, for the improvement of e-learning (study programmes Tourism and hospitality management and Hospitality service). Activities are annual, based on an annual project application.

Membership in the University Network of the European Cultural Capital. The aim and mission of the Association are to develop inter-university cooperation, promote interaction between cultural capitals and universities, and work out development activities. The Association organizes annual conferences providing participation opportunities for its members, thus improving knowledge, exchanging experience and practice, and obtaining information useful for the overall development of the Faculty and the direction.

The participation of the STF in the UN World Tourism Organization (UNWTO) is of great importance, since the "Tourism Strategic Management" second cycle programme and "Tourism and Hospitality Management" first cycle programme have also obtained accreditation from this organization, which means that the study programs are internationally recognized. In 2022, re-accreditation of Tourism.TedQual was obtained until 2026, which is the maximum period possible. TedQual accreditation has been obtained 2 times during the reporting period. All study programmes gain access to the organisation's publications and materials through this membership, which are used as supplementary and recommended reading in the study process. The study field regularly receives various information materials on international activities and trends in tourism and hospitality education. Thanks to the membership in this organisation, the study programmes have been particularly integrated with the principles of sustainable development, including the focus on tourism ethics, which has been appreciated in the audit.

In the framework of the entire University, lecturers worked on two EU-funded projects on the topics "Improving Management at Turiba University" and "Strengthening the Academic Staff of Turiba University in Strategic Specialization Areas". The projects promoted strengthening the competencies of lecturers, and cooperation with foreign lecturers engaged in the framework of the projects.

The cooperation of the study direction in scientific research can be considered successful and it is planned to develop it by engaging in the implementation of new projects, as well as to continue the scientific cooperation which has already been launched. All the study programs included in the direction benefit from cooperation since the lecturers involved in the implementation of the

direction can use their newly acquired experience and competencies to work with students.

Overall, international cooperation directed at research is one of the directions that needs to be developed further, since it has helped in achieving a very good level of study and academic work. FIT lecturers regularly visit international universities with their lectures and classes, guest lecturers from foreign universities are engaged at Turiba annually, but the intensity of cooperation in science could still be higher.

2.4.4. Specify the way how the higher education institution/ college promotes the involvement of the teaching staff in scientific research and/or artistic creation. Provide the description and assessment of the activities carried out by the academic staff in the field of scientific research and/or artistic creation relevant to the study field by providing examples.

The Turiba University strategy has an objective aimed at the development of academic staff: "Academic staff is knowledgeable, experienced and performs scientific research work useful in practice". During these years, a stable team with relatively little variability has developed, which can implement the study process based on both theory and practice. The University provides opportunities for both continuation of academic education and opportunities to participate in various further education courses. Predicting the increase in the number of foreign students, the University used its resources to organize English language courses for groups of employees with various previous training and levels of preparedness. Several lecturers were involved in various ERASMUS+ projects.

Every year Turiba University funds the publication of several scientific monographs and participation in conferences by presenting scientific and internationally citable research materials and

studies. The total planned funding allocated by the University for science and academic staff growth last year exceeded EUR 100,000. Turiba University has developed a procedure for a one-time payment to the author of a scientific publication or a collective of authors, which has been published and indexed in the scientific databases of SCI, SSCI SCOPUS, Web of Science and Engineering Village.

The funding provided every year is sufficient to ensure the professional development of the academic staff.

The doctoral theses presented/defended and planned by the lecturers engaged in the study direction

Name of the lecturer Surname	Scientific degree and academic position	Doctoral Thesis topic	Year of presentation/defence
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Zane Driņķe	PhD, Professor	The opportunities to increase the competitiveness of Latvian small and medium-sized enterprises as a result of the application of the quality management system	in 2019
Agita Doniņa	PhD, Associate Professor	The development of professional competence in the tourism sector in higher education	in 2020
Valērija Drozdova	PhD, Docent/Assistant Professor	The model of English communicative competence of academic staff	in 2021
Ieva Brence	Dr.oec, Associate Professor	Application of labour market regulatory factors in promoting business development in Latvia	in 2010
Oļegs Ņikadimovs	MBA	Corporate social responsibility as a factor influencing sustainable competitive advantage	Planned
Laura Pole	MBA	Tourism as a factor of economic growth for regional development	Planned
Aldis Bulis	Dr.oec., Associate Professor	Evaluation of factors hindering the competitiveness of Latvian production companies in the market of the People's Republic of China	in 2016
Jolanta Derkeviča-Pilskunga	Ph.D, Docent/Assistant Professor	Domino effect theory and legal framework: communication in risk and crises – the impact on Latvian companies	in 2019
Evija Kļave	Dr. Sc.soc., Associate Professor	Ethnopolitical discourse analysis: power relations of language communities in Latvia	in 2010
Ēriks Leitis	Dr. Geogr., guest lecturer	Ecotourism in Latvia: problems and solutions for the development of a sustainable tourism sector	in 2012

Iveta Liniņa	Dr.oec., Professor	Implementation and use of consumer relations management system in retail companies of the Baltic States	in 2017
Ēriks Lingeberziņš	Dr.oec., Assistant Professor	Managing a tourism company in the context of the cultural differences of the final consumer	in 2016
Ineta Lūka	Dr.paed., Professor	Formation of students' professional English language competence in tourism studies	in 2008
Sanita Madalāne	Dr.paed., guest lecturer	Improvement of prospective teachers' research competence in research activities at the university	in 2011
Kristine Neimane	Dr.iur., Docent/Assistant Professor	The right to a fair trial in a civil lawsuit	in 2022
Maija Rozīte	Dr. Georg., Professor	Spatial structures of tourism in Latvia, their formation, expression and role in the direction of destinations in the market	in 1999
Daina Škuškovnika	Dr. psych., Docent/Assistant Professor	Anxiety for Latvians and Russians living in Latvia	In 2004.
Ingrīda Veikša	Dr.iur., Professor	Problems of acquisition and use of copyright and related rights in the European Broadcasting Area by broadcasters	in 2010
Velga Vēvere	Dr. Phil., guest lecturer	The problem of existential communication in Søren Kierkegaard's philosophy	in 2010
Rosita Zvirgzdiņa	Dr.oec., Professor	Analytical evaluation of economic aspects of intensification of dairy farming activities in rural regions of Latvia	in 2013

It should be emphasized that lecturers also engage in various activities (courses, seminars, consultations, development of strategic planning documents for both the private and public sectors, etc., including practical engagement and support for the tourism and recreation industry), which does not constitute scientific activity, but represents a very important support for the private and public sectors, raising the level of knowledge and understanding of the public.

To emphasize that Turība University lecturers are industry professionals and experts, opinion articles on various topics relevant to society and the business environment are prepared on a monthly basis. Every month, lecturers provide their opinion to the media, commenting on areas such as the ICT industry, law, business, tourism and hospitality and others. The image of lecturers as experts is gradually becoming stronger in the media environment, which increasingly makes media to turn for advice and comments directly to Turība University academic staff.

For example, FIT Dean Ēriks Lingeberziņš, Professor Maija Rozīte, and Assistant Professor Daina Vinklere have often expressed their opinion in public (all articles in Latvian):

<https://www.delfi.lv/bizness/37293442/versijas/55665128/eriks-lingeberzins-atklat-turisma-daudzpusibu-un-vertibas-radot-jaunas-biznesa-iespejas>

<https://www.delfi.lv/bizness/37293442/versijas/52304779/daina-vinklere-mode-kempingu-glempingu-un-siena-zardu-turisms>

<https://www.delfi.lv/bizness/37293442/versijas/51917079/maija-rozite-cik-zals-ir-musdienu-turisms>

Academic staff research is implemented following the task set for the tourism direction - to conduct professional practice-based research. The scientific research carried out is in line with the direction of tourism and hospitality and covers various disciplines and existing problems. The research topics correspond to the courses implemented by the lecturers and the direction as a whole.

Scientific research activity has been assessed as active, with participation in various studies during the reporting period: participation in international conferences, publication of articles (SCOPUS, Web of Science, EBSCO, etc.), and publication of monographs have increased. The scientific research of lecturers and their activities have a scientific and practical contribution and value.

During the reporting period, the lecturers involved in the directional programs have completed about 150 scientific publications, including 22 are indexed IN SCOPUS or Web of Science databases. Since 2022, lecturers have published high-ranking Q1-Q2 scientific publications. In 2023, two co-articles of Ineta Lūka and Valērija Drozdova were published in journals such as the Journal of Tourism and Services (Q2), Quality Assurance in Education (Q2), and in 2024, a co-article of Ieva Brence was published in the journal Sustainability (Q1) (Switzerland).

A summary of scientific publications and quantitative data on scientific creativity activities relevant to the field of study can be found in Appendixes 13 and 14 of the report.

2.4.5. Specify how the involvement of the students in scientific research and/ or applied research and/or artistic creation activities is promoted. Provide the assessment and description of the involvement of the students of all-level study programmes in the relevant study field in scientific research and/ or applied research and/or artistic creation activities by giving examples of the opportunities offered to and used by the students.

An important role in the organization of Turība University research work is given to the engagement of students in scientific research. The involvement of students in scientific research is promoted also in the framework of the study direction. Already during the short-cycle professional higher education program and in the development of independent research students implement practice-based research as part of their regular study work and qualification work. This work is later presented defending their study and qualification papers, which allows the implementation of a discussion about the results of the research and its application in practice.

An important role in the formation and development of students' research skills is played by the Turība University Student Research Work Conference, which has been organized in the framework of the annual Turība University International Scientific Conference since 2015. The conference aims to promote the involvement of students in science and research, to promote the development of creative abilities and professional development of students by updating their knowledge, as well as to identify the best and most successful research authors in various fields of science.

Turība University students develop extensive research on a broad range of topics annually. The topics of the papers which have received the highest ratings can be viewed on Turība University's website.

<https://www.turiba.lv/en/research/student-research>

Students are also involved in the preparation of scientific publications, for example, the publications "Environmental Sustainability Aspects" and "The Demand and Supply of Latvian Catering Companies" were prepared as part of the project "Climan".

The involvement of students in research is also motivated by informing and inviting them to submit applications to the "Student Research Paper Competition" announced by the Investment and Development Agency of Latvia (LIAA). Although students' works are submitted practically every year during the period covered by this report, the 1st place won by A.T. and the recognition of K.O. can be considered particularly significant achievements.

The Latvian Investment and Development Agency's Tourism Department (formerly, the State Agency for Tourism Development (TAVA)) organizes competitions for scientific research works aimed at promoting the research and analysis of the Latvian tourism industry and promoting students' scientific research activities in the field of tourism. The following students have also successfully participated in TAVA competitions:

- In 2014, N. K., a student of the first-cycle professional program "Tourism and Hospitality Management", won 1st place in the TAVA Scientific Research Competition. The topic of her qualification paper was "The use of brand personality in the positioning of Latvian cities". The student acquired an average grade issued by the members of the commission of 9.67.
- In 2015, the 2nd place was won by L. K. a student of the first-cycle professional programme "Tourism and Hospitality Management", whose bachelor's thesis topic was "Involvement of Latgale scenery platforms in tourism and market advancement".
- In 2017, A. T., a student of the second-cycle professional study program "Tourism Strategic Management", won 1st place in the TAVA Scientific Research Competition. The topic of her master's thesis was "Latvian tourism development strategy for attracting the South Korean tourism market".
- In 2018, the 3rd place was won by D. B., a student in the second-cycle professional study programme "Tourism Strategic Management". Her master's thesis was written on the topic "Tourism development strategy of the Sēlija region".

The engagement of students in research is also promoted by the existing Turība University industry cooperation networks, for example, in the framework of cooperation with SJSC Latvijas Valsts Meži.

This cooperation aims to implement applied research to obtain conclusions aiming to create and promote recreational opportunities by encouraging the residents of Latvia to use the availability of forests and spend their spare time outdoors. In the framework of this cooperation and as her qualification paper, student K. D. is conducting research and developing a marketing plan for the tourism and recreation centre "Spāre" of SJSC "Latvijas valsts meži" (the topic of the paper: Marketing plan of tourism and recreation centre "SPĀRE" of JSSC "Latvijas valsts meži"). Similar cooperation has also been implemented with, for example, the Latvian Restaurant Association, the Latvian Association of Travel Agents and Tour Operators, and industry companies.

In the study direction, students conduct research useful and significant for the tourism sector. Other successful examples include the master's thesis research carried out by S. S. and D. K., graduates of the second-cycle study programme "Tourism Strategic Management" in 2023, on the development of tourism and development prospects in the rural areas. (The topic of D. K. master's thesis: "Integration of Kolka and Dundaga Parish into Talsi municipality tourism offer: solutions to small destination development challenges". The topic of S. S. master's thesis: "Strategic partnership in the activities of Northern Latvia regional tourism management organizations and its approach").

Students have initiated and advanced successful development plans in the second-cycle study programme "Tourism Strategic Management" The examples include:

- Research paper "Upper Daugava tourism destination development strategy" developed by K. S. (handed over to Daugavpils Municipality Tourism Agency TAKA, Krāslava and Daugavpils TIC representatives).
- Research work developed by I.M. "Tourism development strategy of Liepāja military port".

Cooperation with Lapland University of Applied Sciences and the Nordplus project has resulted in an intensive training course "Greener Business Practices as Competitive Advantage for Micro and Small Tourism Companies in the Nordic-Baltic Region" which was implemented focusing on sustainable tourism and its promotion in the Nordic and Baltic regions. Sustainable tourism is one of the main directions of scientific research for the Faculty, therefore the involvement of students in this type of training project is highly valuable. As part of the Intensive study week, students D.N. (the second-cycle study programme "Tourism Strategic Management") and E.F. (the first-cycle study programme "Tourism and Hospitality Management") together with the direction lecturer Daina Vinklere visited Lapland. The training course offered students the possibility to learn about the activities and tourism stakeholder communications of Lapland tourism and hospitality companies in the context of sustainability. The ability not only to implement sustainability practices, but also to communicate and explain them, is becoming an increasingly important challenge for industry stakeholders.

2.4.6. Provide a brief description and assessment of the forms of innovation (for instance, product, process, marketing, and organisational innovation) generally used in the higher education institution, especially in study field subject to the assessment, by giving the respective examples and assessing their impact on the study process.

Various innovations and innovative methods are being applied in the study process. Turība University lecturers have been provided with the opportunity to acquire various skills and improve of knowledge in several seminars. (In the 2.3.6 Appendix)

FIT study direction is proud of the Business Incubator established on the University's premises - an

environment adapted for the development of business ideas and innovative solutions. Students can work individually, or in teams, and get valuable advice.

To support business innovation, a "Business Night" idea competition has been promoted by the University. It involves teams of participants who must create a business idea plan within 24 hours, which at the same time would be a solution to one of the problem situations proposed by the organizers of the competition. The lecturers of the direction participate in the competition, both by consulting the participants and evaluating the results.

With the support of the European Social Fund project "Improvement of Management at Turība University" (project no.8.2.3.0/18/A/007) in 2020 the BATIS mobile application has been developed. The BATIS mobile application has been developed for easy daily use and there is available all main functions.

2.5. Cooperation and Internationalisation

2.5.1. Provide the assessment as to how the cooperation with different institutions from Latvia (higher education institutions/ colleges, employers, employers' organisations, municipalities, non-governmental organisations, scientific institutes, etc.) within the study field contributes to the achievement of the aims and learning outcomes of the study field. Specify the criteria by which the cooperation partners for the study field and the relevant study programmes are selected and how the cooperation is organised by describing the cooperation with employers. In addition, specify the mechanism for the attraction of the cooperation partners.

To fully achieve the goals and learning outcomes of the direction, Turība University's study direction is engaging in various types of cooperation frameworks with Latvian institutions. These cooperation efforts result in students receiving internship offers, job opportunities in the industry companies, guest lectures and study tours. Cooperation improves interaction and engagement with industry entrepreneurs and employers.

Membership of non-governmental organisations (professional associations in the specific sector are the main mechanism used to expand the network of cooperation partners, to gain new contacts with companies, company representatives, destination management organisations).

Turība University is a member/partner of:

- Latvian Hotel and Restaurant Association (LVRA)

LVRA is an employers' organization that unites accommodation and catering companies for professional cooperation aimed at improving the quality of customer service, organizing the Latvian hotel market and representing the Latvian hotel and restaurant business internationally. LVRA has over 300 members - restaurants, hotels, educational institutions and other employers. The Dean of the Faculty Ēriks Lingeberziņš is a member of the Board of the LVRA. Turība University membership in the association provides for the exchange of knowledge and competencies.

- Latvian Convention Bureau (LKB)

Participation in the Latvian Convention Bureau (LKB) ensures and strengthens the involvement of students in the industry. In the framework of the participation, students are offered internships,

study tours, and the development of networking contacts.

- Association of Latvian Travel Agents and Operators (ALTA)

ALTA is a professional public organization (association) established in 1991 as a result of a merger of travel agents and tour operators to create a joint management body which, based on equality, laws and ALTA Statutes, would coordinate the activities of travel agents and tour operators, defend their interests and represent the Latvian tourism business internationally. Since May 2022, Ēriks Lingeberziņš, who has been the Dean of the FIT since September 2021, has been elected as the Chairman of ALTA.

- The Latvian Association of Tourism Information Organization (LATTURINFO)

Cooperation has been developed aimed at ensuring mutually beneficial cooperation in the preparation of qualified experts in the field of tourism destination management and tourism information in Latvia. The Faculty is represented by lecturer Daina Vinklere, who is a recognized expert in the field with considerable work experience.

- Latvian Association of Private Institutions of Higher Education

The Association aims to represent the interests of universities founded by legal and natural persons and to promote their closer integration into the common Latvian and international higher education system.

- Latvian College Association

The Association's activities aim to promote the development and improvement of colleges and universities that implement short-cycle professional higher education programs and to raise the efficiency of their activities.

A network of industry organisations and companies enables to select and implement joint activities with partners. The main criteria for attracting cooperation partners are the possibilities of providing internships, according to the programs of the field of study, for students of different levels, study forms and languages, attracting guest lecturers to integrate specific industry issues into study courses, acquiring formal and informal knowledge for lecturers and students, opportunities for involvement in research projects, developing the reputation of the field of study, building the image of the industry.

Cooperation with local municipalities is implemented when the cooperation enables students to develop and use the knowledge acquired during their studies applying in practice skills in applied research, working with examples or tasks provided by local governments.

In 2022, Turība University signed a letter of intent with Mogotel Hotel Group. The cooperation provides an opportunity for students to gain internships in an international hotel network and to get acquainted with the industry as a whole by practising what they have learned during their studies. Mogotel professionals conduct guest lectures for students of the study direction and participate in the improvement of study programs.

Sabīne Krieviņa (Mogotel Hotel Group Project Management Director) is also a member of the FIT Council.

In 2023, Turība University concluded a memorandum of cooperation with SJSC Latvijas Valsts Meži. The Memorandum sets out four cooperation objectives:

- to create and develop recreational opportunities, encouraging Latvian residents to spend their spare time and relax in the forest environment;
- to stimulate ideas for new sustainable recreational services in the Latvian state forest areas,

- to implement various activities that promote public environmental literacy, enjoying fresh air, while raising awareness of the Latvian forest environment,
- to promote the understanding of the forest as the largest and most accessible recreational place for every resident of Latvia among students and employees of the tourism industry.

In the framework of cooperation, future tourism specialists have the opportunity to gain a practice-based learning approach by performing case studies of tourism and recreation objects offered in the country's forest territories. Students are also provided with internships and study trips with LVM experts, raising awareness of the forest as a healthy environment among local and international students.

Cooperation with LVM is successfully implemented in practice. A study trip where local and foreign students in the 4th year of the study direction went on a study tour to LVM tourism and recreation facilities in Kurzeme stands as a good example of this cooperation. The purpose of the study trip was to learn the diversity of the facilities, activity patterns and challenges in practice. The study tour was successfully integrated into the study courses "Tourism Planning and Management" and "Rural Tourism", where, in the framework of the courses, students were tasked to develop recommendations for the improvement of the operation of a particular company. This type of study tour also helps create an interaction between foreign and local students, as well as providing foreigners with an insight into the Latvian environment, not only using study materials but also in practice.

(<https://www.turiba.lv/lv/jaunumi/starptautiska-turisma-fakultates-studentu-macibu-brauciens-uz-lv-m-turisma-un-atputas-objektiem>)

In March 2024, a cooperation agreement was concluded with Kalnciema Street (Kalnciema Quarter). Cooperation will be established in the framework of which students will be provided with field trips, involvement in organizing events, and participation in the Mentors' Association. Cooperation with the Kalnciema Quarter will provide internships for the "Event Production and Management" program students. The cooperation aims to promote the improvement of professional higher education and the business environment, the development and education of employees working in this field, seeking to provide students with more opportunities for studies, scientific research and creative work, using the resources and intellectual potential at the disposal of both parties.

The investment and Tourism Agency of Riga (RITA) recognizes the course "Guide Work" organized by the FIT, resulting in granting a license for the Riga tour guide upon graduation from the course. Turiba University's programme "Tourism and Hospitality Management" offers students this course free of charge as part B limited optional courses.

The University has concluded several cooperation agreements with other Latvian higher education institutions. Cooperation agreements have been concluded following the implemented study programs and the cooperation is focused on the provision of study processes in the event of termination programs. For student takeover in case of necessity, cooperation agreements have been concluded with the University of Economics and Culture, as well as Vidzeme University of Applied Sciences.

The "Afternoon with a Suitcase" negotiation cycle was created and implemented in 2021 aimed at promoting and updating specific industry-related issues. The negotiation cycle was organized by the FIT by inviting industry entrepreneurs and experts ready to share their experiences, knowledge and opinions on the topical issues in the industry. Discussions were streamed on Turiba University's Facebook page and could be watched by anyone interested. The discussions were led and attended by the Dean of the Faculty of International Tourism, Chairman of the Board of ALTA, Ēriks Lingebērziņš, CEO of SIA "Balticvision Riga".

The discussion cycle consisted of 6 discussions on various topics related to business, tourism and events:

- “Co-creation in tourism - how to compete in cooperation?” (participants of the discussion: Aiva Vancāne, founder and Chairperson of the Board of the tourism regional brand "EXIT RIGA", Santa Jermičuka, Head of the "Līgatne Culture and Tourism Centre")
- “Creating unforgettable feelings and the price of the service” (participants of the discussion: Valdis Vanadziņš, General Manager of Pullman Riga Old Town, hotel sales expert Julija Žagunova)
- “Myths and Reality in the Current Tourism” (participants of the discussion: Artis Gustovskis, Chairman of the Board of the Association “Kurzeme Tourism Association”, Aivars Mackevičs, Director of BalticTravelnews.com)
- “Tourism – business for recreation and entertainment” (discussion participants - Inese Krūmiņa, owner and Chairperson of the Board of travel agency "Travel Art LV", Creative Director of "Sigulda Adventures", creator of "Miķeļa Ūsu Vasks", event manager Miķelis Visockis)
- “From a wild valley to 5 stars – organizing a trip through the eyes of a tourist” (participants of the discussion: TV and radio broadcaster and nature researcher Jānis Kļaviņš, founder of the International College of Cosmetology Marika Ģederte)
- “Events today and tomorrow – from a creative idea to a successful performance” (participants of the discussion: Diāna Zirniņa, Head of the Latgale Embassy GORS, Liva Čudere, Project Manager of the XII Latvian School Youth Song and Dance Festival Partners)

2.5.2. Provide the assessment as to how the cooperation with different institutions from abroad (higher education institutions/ colleges, employers, employers’ organisations, municipalities, non-governmental organisations, scientific institutes, etc.) within the study field contributes to the achievement of the aims and learning outcomes of the study field. Specify the criteria by which the cooperation partners suitable for the study field and the relevant study programmes are selected and how the cooperation is organised by describing the cooperation with employers. In addition, specify the mechanism for the attraction of the cooperation partners.

Turība University has established cooperation with over 100 universities internationally, and cooperation agreements with these partners provide opportunities for organizing higher quality scientific fora, student exchanges, as well as training and studies of lecturers abroad. Cooperation is implemented in the framework of Erasmus+ mobility, double diploma, and bilateral exchange programmes. Information about opportunities and partner schools is available on Turība University website: <https://www.turiba.lv/en/for-students/exchange-programs>

The criteria for attracting cooperation partners are: networking opportunities with higher education institutions offering similar study programmes in the fields of event production, tourism and hospitality, the potential to develop double degree programmes in the future, mobility opportunities for students and lecturers, research areas and opportunities for joint projects.

Cooperation is currently focused on existing networks, firstly with La Fondation pour la Formation Hôtelière, secondly with UNWTO Ted.Qual and thirdly with existing partner universities.

For over 10 years, Turība University has been a member of the “La Fondation pour la Formation Hôtelière” Foundation. “La Fondation pour la Formation Hôtelière” is an organization launched in

1973, which aims to support the development of the tourism and hospitality sector in general, but especially the training of specialists, and their career development in the countries of Central and Eastern Europe. Turiba University is one of the 30 Central and Eastern European educational institutions that are members of the organization (The full list of members can be found here: <https://www.lafondation.org/partners>). Participation in the organization offers, inter alia, an annual multi-day conference at one of the participating institutions.

The 2023 conference took place in Riga from 1 to 3 June at Turiba University and was organized by the FIT. The topic of the 2023 conference was “Employment in the 21st Century: Challenges and Solutions in the Tourism and Hospitality Sector”. Representatives of the organization's participating institutions, as well as the Mogotel Hotel Group, which STF invited as its cooperation partner, spoke at the conference and shared their research results.

In the framework of the “La Fondation pour la Formation Hôtelière” projects, FIT has received financial support for the purchase of faculty computers, organization of study trips for students and funding for the improvement of study materials, including e-learning.

Membership in the University Network of the European Cultural Capital. The aim and mission of the Association is to develop inter-university cooperation, promote interaction between cultural capitals and universities, and work out development activities. The Association holds annual conferences where its members can participate.

The Faculty is involved in several projects in cooperation with foreign institutions.

The Climan project, whose main objective is to help partner universities in Georgia and Ukraine to become research centers on climate change, thus contributing to the mitigation of climate change on a global scale. Turiba University operates as an expert in providing, supporting, consulting, training, participating in conferences.

In the framework of the Climan project, there are:

1. Improved existing master's programs by integrating climate management modules into them.
2. Climate change management advisory centres have been established at partner universities and their sustainable existence;
3. Strengthened institutional capacity in partner universities that will develop recommendations for the industrial, transport, energy and tourism sectors, as well as local governance institutions

“SECA” project to develop guides, videos and social media materials on sustainable entrepreneurship. Within the framework of the project, bat lecturers participated in a five-day training in Germany, where they, together with their colleagues from Finland and Germany, improved their knowledge of methods and approaches to teaching sustainable entrepreneurship topics within the framework of the SECA project. Ēriks Lingebērziņš, Dean of the Faculty of International Tourism, was also among the lecturers who went to exchange experience in Germany.

Within the framework of the SECA project, in cooperation with the International Faculty of Tourism, a conference "Sustainability in Action" or "Sustainability in Action" was also organized. The conference was attended by entrepreneurs, students and instructors alike. The conference consisted of 2 parts, where the first part was devoted to instructors and entrepreneurs, while during in the second part students presented their research on sustainable tourism. Students were evaluated and engaged in discussions by entrepreneurs, thus creating mutual interaction and feedback.

The TRAIN-e-HOTEL project, which aims to develop training materials for students in the tourism

sector. Within the framework of the project, the engagement of Turība University students (with an emphasis on tourism students) in various educational activities was implemented to familiarize them with the tourism sector, more specifically, with the activities of hotels and hospitality companies. Students were divided into groups and had the opportunity to develop a plan for their dream hotel. A mentor was attracted to each group of students, who provided support, and shared practical knowledge, thus providing feedback.

Membership in the UN World Tourism Organization (UNWTO) and re-accreditation of Tourism.TedQual until 2026, which is the maximum possible period. TedQual accreditation has been granted to the "Management of Tourism and Hospitality Industry Companies" bachelor's programme and the "Tourism Strategic Management" master's programme. TedQual accreditation has been obtained 2 times during the reporting period.

To obtain the accreditation of the World Tourism Organization, 6 main areas are assessed:

- Employers
- Students
- Curricula and pedagogical system
- Faculty
- Principles of management
- Compliance with and enforcement of the Global Code of Ethics for Tourism

From a possible total of 845 points, the programmes submitted for FIT accreditation scored 823 points, or 97.39%.

Turība University and FIT cooperate with foreign universities creating joint projects that promote interaction between students from different countries, exchanges of experience and practical activities within the framework of study courses in an international environment.

In cooperation with the University of Applied Sciences of the Netherlands, Tio University, which is also one of the Erasmus + cooperation universities, student networking and work think tanks were organized in 2016, 2017, 2018 and 2019. In the framework of this cooperation, Tio University of Applied Sciences students visited Turība University and worked together with FIT students on the development of a strategy for various products.

FIT also welcomed students from the Swiss higher tourism education institution HFT Luzern, who visited Latvia as part of their study trip. In the framework of the study trip, 2 discussions were organized, in which the Faculty and FIT students participated in discussions:

- "Tourism Business Environment in Latvia" discussion, conference at Radisson BLU Hotel Rīdzene

Creative discussion between Turība University and HFT Luzern students on the peculiarities of the business environment in Latvia and Switzerland.

Academic staff of the study programmes use existing networks in Latvia and abroad to seek new cooperation partners.

2.5.3. Specify the system or mechanisms, which are used to attract the students and the teaching staff from abroad. Provide the assessment of the incoming and outgoing mobility of the teaching staff in the reporting period, the mobility dynamics, and the issues which the higher education institution/ college faces with regard to the mobility of the teaching staff.

The attraction of foreign students and academic staff takes place mainly in the framework of the Erasmus+ mobility programme and its procedure is laid down in the "Regulations of the Erasmus+ mobility programme" (approved at the Senate meeting on 22.05.2019)

Until the deadline specified by the University, a foreign student completes online application form at www.turiba.lv and applies for studies in the Erasmus exchange program by attaching a copy of the identity document, a photo, Curriculum Vitae and the Study Agreement containing the study courses from the list of study courses offered by the University.

The study agreement must be signed by the Foreign Student and the Partner University. After receiving the application of the foreign student, the University checks the possibility for the foreign student to acquire all the study courses included in the study agreement. If this is possible, the Dean of the relevant faculty and the Vice-Rector for Study Development and International Cooperation signs a study agreement. If changes in the study agreement are required, the signed study agreement is accompanied by amendments that are sent to the Partner University. After signing the study agreement, the foreign student is included in the study group of exchange students by order of the Rector.

Mobility and recognition of study courses acquired during mobility are implemented following the regulations of the Erasmus + mobility programme. There is a procedure in place which envisages that before entering the mobility exchange, the student agrees on the specific study courses (taking into account the study courses implemented in the programme) with the Partner University and the Faculty, and draws up a study agreement. At the end of the mobility exchange, the student submits the certified extracts of his/her academic performance issued by the Partner University for the courses taken. Successful (meeting of Turiba University Senate on 22.05.2019, Minutes No. 5)

Students of the study direction take advantage of the opportunities provided by exchange programs. Students of the first cycle professional bachelor's "Tourism and Hospitality Industry Enterprise Management", "Event Production and Management" and the second cycle higher professional master's "Tourism Strategic Management" program are on their way to outgoing mobility.

The incoming mobility takes place in the framework of study programmes that are implemented in English - the first-cycle professional bachelor's programme "Tourism and Hospitality Management" and the second-cycle higher professional master's programme "Tourism Strategic Management".

Data on foreign students, on the outgoing and incoming mobility of students and academic staff during the reporting period divided by study programmes are attached in the Annex.

Since 2013 18 academic staff members engaged in the study direction have participated in the outgoing mobility exchanges. The countries where the lecturers have travelled most of all include Greece, Spain, and Portugal. In terms of incoming academic mobility, there have been 21 visits, mostly from Turkey and Poland.

The largest number of foreign students engaged in the programmes of the direction was accounted for during the period from 2017 to 2020. Since 2020/2021 there has been a decrease in the number of foreign students, which can be largely explained by the COVID-19 pandemic in the world, the restrictions resulting from it, its impact on the tourism sector and, consequently, education related to this sector. Similar peculiarities of the indicators are also observed in the incoming and outgoing mobility indicators for lecturers and students.

Mobility within the faculty is planned and organized in accordance with the information provided by

SSN (International Cooperation Department) on the available volumes of lecturer mobility. The dean of the faculty is informed about it. The decision on the mobility of lecturers is made in cooperation with the heads of departments, ensuring the involvement of primarily elected teaching staff and those teaching staff who implement study courses in several study programs implemented in the faculty. Therefore, mobility is planned within the faculty, without separate study programs. The mobility of incoming teaching staff, after receiving information from SSN, is planned in cooperation with the dean of the faculty, who ensures the relevance of the mobility content to the widest possible range of students (programs and groups) in order to achieve the highest possible return. Then, in cooperation with the heads of the departments, specific activities are planned, linking them to the content of the corresponding study programs. The usefulness is always evaluated so that the incoming mobility is binding for all study programs of the direction.

Mobility performance is considered to be stable, with a particular upward trend in interest from teaching staff over the last few years. As regards difficulties, the diversification of placements should be highlighted, where the situation could be improved by establishing new contacts and engaging in new international cooperation projects. Seasonality is also a constraint to mobility, as is the case of winter resorts, where internships are not possible due to students' study schedules.

Information and a list of mobility programs for cooperation universities can be found here: <https://www.turiba.lv/lv/studentiem/apmainas-programmas>

Attached:

Appendix 16. Statistical data on foreign students and teaching staff

Appendix 17. Statistical data on outgoing and incoming mobility of students

Appendix 18. Statistics on inbound and outbound mobility of teaching staff

2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures

2.6.1. Assessment of the fulfilment of the plan regarding the implementation of the recommendations provided by the experts during the previous accreditation of the study field, as well as the assessment of the impact of the given recommendations on the study quality or the improvement of the study process within the study field and the relevant study programmes.

The table of expert report on the assessment of the study direction of the Study Direction Accreditation Commission of 03.06.2013 the following evaluation was received for the study direction:

Accreditation decision	Quality	Resources	Sustainability	Cooperation
------------------------	---------	-----------	----------------	-------------

To grant
accreditation
for 6 years

Good

Good

Good

Good

Recommendations

- To develop joint study programmes with foreign higher education institutions
- A specific study research niche needs to be identified/established
- The link between the study direction and the research work of students and the academic staff should be strengthened
- Students should be encouraged to take optional courses at other Latvian and foreign higher education institution

Appendix 19 presents the implementation plan for the recommendations.

To develop joint study programmes with foreign higher education institutions

Since 2014 international cooperation has been one of the priorities implemented in various ways. Turība University has established close cooperation with foreign educational institutions in the implementation of international cooperation programmes - Erasmus+, Double Diploma Programme, Bilateral Exchange Programme. In the framework of bilateral exchanges, Turība University cooperates with 64 foreign educational institutions, while in the framework of the Erasmus + programme - with 125 foreign educational institutions and in the double diploma programme it cooperates with 10 foreign educational institutions. The full list of exchange cooperation institutions is available here: <https://www.turiba.lv/lv/studentiem/apmainas-programmas>. The UN Ted. Qual network and the La Fondation pour la Formation Hôtelière network have also been used for this purpose. However, the work carried out until 2020, in connection with the negative impact of COVID-19 on tourism, hospitality and event production sector in Latvia and worldwide, has had an impact on the Faculty's development priorities. From 2020 to 2022 the main priority was the implementation of study programmes, taking into account the existing restrictions in the country, as well as the provision of student internships (which has been a significant challenge, taking into account the restrictions that affected the hospitality and events sector in particular).

Although the programmes linked to the study direction are not implemented in cooperation with foreign educational institutions, close cooperation is being established, providing students and lecturers with mutual mobility opportunities. Students and lecturers are encouraged to go abroad on mobility programmes - an opportunity which is being actively used. From 2013 to 2023, 18 different lecturers, engaged in the study direction, have participated in the outgoing mobility projects both for the exchange of experience and for the teaching of study courses.

Students have the opportunity to participate in the double diploma exchange programme, the Erasmus + programme and the bilateral exchange programmes. A double diploma represents a good opportunity for students to gain international experience while studying and staying for a period of 1 to 2 years (for students of the bachelor's program) or 1 to 2 semesters (for students of the master's program) at a partner university. Since 2013, the double diploma in the first-cycle professional program "Tourism and Hospitality Management" has been acquired by 8 students, while 4 students were those engaged in the second cycle professional programme "Tourism Strategic Management". 7 students of the second-cycle programme studying in foreign universities have obtained a double diploma at Turība University. Inbound mobility indicators show that Turība University and FIT are a desirable destination for foreign students.

The COVID pandemic, which had a negative impact on the education sector and the tourism and

services sector as a whole, has been a serious challenge during the reporting period. The restrictions initiated during the COVID pandemic hampered the implementation of broader forms of international cooperation and the flow of students. During the period of the COVID-19 pandemic, a drop in the incoming and outgoing mobility indicators was also observed, which was facilitated by international entry restrictions, restrictions in general, so the implementation of this development direction remains possible and in the period from 2023, opportunities to create a new master's study program with one of the existing cooperation partners are assessed, focusing on the service sector and the integrity of the tourism sector in the broader service industry.

A specific study research niche needs to be identified/established

The study direction research is in line with Turība University's overall vision of business education, which implies that business is part of every study programme. The research direction of the study direction is tourism and event business and related directions. The main research directions:

- Digitalization aspects of tourism and hospitality services in the business environment
- Digitalization of business
- Activities and development opportunities of companies in the tourism and hospitality sector

The direction of business research in tourism, hospitality and event production covers topics such as the export capacity of Latvian tourism and hospitality services, the promotion of services in international markets, and the quality of services.

In accordance with the set common research directions, Turība University operates and supports the development of sustainable business, which is also integrated as a Faculty research direction. An example of this is a signed Memorandum of Commitment to Sustainable Business in the Catering Industry. The Memorandum aims to promote the understanding of the principles of sustainability by the public and the parties involved in the catering sector, as well as to promote their impact in the provision of catering services. The Memorandum encompasses 19 principles of responsible and sustainable business, based on the world-renowned sustainability aspects of the sector, and taking into account the best international practices for sustainability assessment, as well as recommendations of industry and other stakeholders. For Turība University as an educational institution, this memorandum represents an important step in committing to the content of study courses to ensure the knowledge and understanding of sustainability issues of the employees later in the industry.

The mutual signing of the memorandum took place in the framework of the Turība University International Sustainability Conference "Sustainability in Action".

The link between the study direction and the research work of students and the academic staff should be strengthened

Scientific activity and preparation of publications for both academic publications and a popular scientific form are carried out in connection with the content of the study programmes and the tasks and objectives of their implementation. This includes joint research projects of the academic staff and students in the framework of bachelor's and master's theses in the fields of tourism monitoring, sustainable tourism development, dark tourism, etc.

Based on the research directions, students are encouraged to create their own final paper research in accordance with the research directions that are relevant in the particular field and science. The lecturers involved in the study programmes, who implement research in one of the directions, involve the students in the development of the final papers. For example, Associate Professor, Agita Doniņa, implementing the research direction of sustainable business environment of tourism and services industry, attracts students to the development of diploma papers and master's theses,

Prof. Ineta Lūka engages students in the field of employment, related knowledge and skills research (for example, supervising final papers related to the qualification of tourism, hospitality and events sector employees, the development of appropriate competence and the impact on the quality of services), Laura Pole, who is competent in the field of catering, supervises the final papers in the appropriate research direction on the business environment in the field of catering, which corresponds to the direction of the Doctoral studies of the lecturer; Ēriks Lingeberziņš, implementing applied research into the needs of the industry, supervises final papers in areas related to business environment issues, development of services and their sale.

Students should be encouraged to take optional courses at other Latvian and foreign higher education institutions

In the framework of cooperation with the International College of Cosmetology until 2024 and the integration of the College into Turība University structure, students of the bachelor's study programme "Management of International Tourism Industry Companies" had the opportunity to conduct Part C of the optional courses offered by the International College of Cosmetology. Part C optional course students had the opportunity to learn:

- A holistic approach to human health
- The basics of saloon operation
- Nutrition studies

In the framework of Erasmus +, Bilateral Exchange and Double Diploma programmes, students are encouraged to take optional courses at particular foreign educational institutions. The study courses that students study at foreign educational institutions are added to the agreement by communicating with the Erasmus coordinator and the Faculty, the Dean of which confirms the relevance and value of the study courses for the study programme and the possibility of equating them. However, if it is not possible to equate the study course with the courses in the study programme, students are encouraged to take a specific course(s) as an additional part to expand their knowledge.

However, the acquisition of optional study courses at other Latvian higher education institutions has been limited due to the small offer of similar study programmes in Riga. The range of similar study programmes in Latvia is minimal, which limits the choice for university students.

Expand opportunities for joint research between students and academic staff from BAT and foreign universities

Taking into account the recommendation received at the end of the previous accreditation to expand opportunities for joint research of students and academic staff of BAT and foreign universities, several activities have been implemented since 2013, which are aimed at expanding such cooperation, which has resulted in both research and mobility events.

First of all, a project department has been established, the main task of which is project implementation and fundraising. The activities implemented within the framework of the projects are discussed in section 2.4 of this report. and the relevant sections in the appendices.

Secondly, using bilateral cooperation with directional participation in international cooperation networks (La Fondation Pour La Formation Hotelier and UN WTO Ted.Qual). An overview of the benefits of the implemented cooperation is presented in section 2.5 of this report.

Thirdly, BAT continues to implement and continuously seeks opportunities to expand the possibilities of the double diploma program in the development of research students' final theses. Currently functioning programs are with Excelia business school, Rey Juan Carlos University. Opportunities are being sought to implement the program as part of the direction also with Lapland

University of Applied Sciences.

Fourthly, the international cooperation of the teachers of the field of study, which is summarized in the annual reports of BAT's scientific activities.

Fifth, annual cooperation with the Lapland University of Applied Sciences is implemented, implementing joint student research. In 2023, STF hosted a group of nine students from this university in an intensive study course on sustainable tourism with the aim of presenting proposals for the improvement of tourism in Tukuma region.

2.6.2. Implementation of the recommendations given by the experts during the evaluation of the changes to the study programmes in the respective study field or licensed study programmes over the reporting period or recommendations received during the procedure for the inclusion of the study programme on the accreditation form of the study field (if applicable).

During the reporting period, a change evaluation procedure was carried out, where BAT requested the following changes to the first cycle professional study programme "Management of Business and Recreational Activities":

- change the title of the bachelor's study programme "Business and Recreational Event Management" to "Event Production and Management"
- to authorise the full-time and part-time extramural study programme.

Based on the evaluation visit on 18 July 2018, the evaluation process approved the changes requested by BAT to the study programme "Management of Business and Recreational Events" (existing title "Event Production and Management") and made recommendations:

- Develop appropriate course descriptions, including a plan, rules, requirements and assessment criteria for part-time distance learning.
- Improve the content of tourism-related study courses by including related topics to the events sector.
- Develop common model themes for theses and bachelor theses closely linked to the events sector.

In the period since the changes were made, appropriate course descriptions have been developed and the study programme is delivered both full-time and part-time. The content of the study programme has been supplemented with relevant courses covering event production as a form of entrepreneurship. The study programme does not offer model themes, but encourages students' creative expression by selecting themes which are reviewed, approved or proposed for revision at departmental meetings.

The changes made have had a positive impact on the study programme, as evidenced by the number of enrolments since 2019. In addition, the change of the programme name has allowed the programme to broaden the scope of tourism and hospitality education to include the events sector. These benefits are analysed in more detail in the 'Programmes' section of this report, under the study programme 'Event Production and Management'.

Annexes

I - Information on the Higher Education Institution/ College		
Information on the implementation of the study field in the branches of the higher education institution/ college (if applicable)		
List of the governing regulatory enactments and regulations of the higher education institution/ college	Normative dokumenti_LV_ENG_akreditacija_05.2024.pdf	Normative dokumenti_LV_ENG_akreditacija_05.2024.pdf
The management structure of the higher education institution/ college	ENG_D1_BAT_Organizatoriskas_strukturas_shema_45.vers_ENG.pdf	D1_BAT_Organizatoriskas_strukturas_shema_45.vers.pdf
II - Description of the Study Field - 2.1. Management of the Study Field		
Plan for the development of the study field (if applicable)	3_BAT_study_direction_development.pdf	3_BAT_virzientu_attistiba.pdf
The management structure of the study field	4_Parvaldibas_struktura_ENG.pdf	4_Parvaldibas_struktura.pdf
A document certifying that the higher education institution or college will provide students with opportunities to continue their education in another study programme or another higher education institution/ college (agreement with another accredited higher education institution or college) if the implementation of the study programme is terminated.	5_sadarbiba_par_izglitiba_snodrosinasanu_eng.pdf	5_sadarbiba_par_izglitiba_snodrosinasanu.pdf
A document certifying that the higher education institution or college guarantees compensation for losses to students if the study programme is not accredited or the study programme license is revoked due to actions (actions or omissions) of the higher education institution or college and the student does not wish to continue studies in another study programme.	643_20.05.2024_AIC_Zaudejumu_kompensacija_STF_en.pdf	643_20.05.2024_AIC_Zaudejumu_kompensacija_STF.edoc
Standard sample of study agreement	7_Studiju_ligums_tipveida_eng.pdf	7_Studiju_ligums_tipveida_lv.pdf
II - Description of the Study Field - 2.2. Efficiency of the Internal Quality Assurance System		
Analysis of the results of surveys of students, graduates and employers	8_Studejošo, absolventu un darba devēju aptauju rezultātu analīze_ENG.pdf	8_Studejošo, absolventu un darba devēju aptauju rezultātu analīze.pdf
II - Description of the Study Field - 2.3. Resources and Provision of the Study Field		
Basic information on the teaching staff involved in the implementation of the study field	9_Mācībspēku_saraksts_virzienam_eng.pdf	9_Mācībspēku_saraksts_virzienam.pdf
Biographies of the teaching staff members (Curriculum Vitae in Europass format)	cv_eng.pdf	cv.pdf
A statement signed by the rector, director, head of the study programme or field that the knowledge of the state language of the teaching staff involved in the implementation of the study programmes within the study field complies with the regulations on the state language knowledge and state language proficiency test for professional and official duties.	11_Apliecinajums_par_valsts_valodas_zinasanam_eng.edoc	11_Apliecinajums_par_valsts_valodas_zinasanam_lv.edoc
A statement of the higher education institution/ college on the respective foreign language skills of the teaching staff involved in the implementation of the study programme at least at B2 level according to the European Language Proficiency Assessment levels (level distribution is available on the website www.europass.lv, if the study programme or part thereof is implemented)	12_Apliecinajums_par_ENG_zinasanam_eng.edoc	12_Apliecinajums_par_ENG_zinasanam.edoc
II - Description of the Study Field - 2.4. Scientific Research and Artistic Creation		
Summary of quantitative data on scientific and/ or applied research and / or artistic creation activities corresponding to the study field in the reporting period.	13_kvantitativie_dati_zinātniskās_aktivitātes_eng.pdf	13_kvantitativie_dati_par_zinātniskajām_aktivitātēm.pdf
List of the publications, patents, and artistic creations of the teaching staff over the reporting period.	14_STF_publicācijas_eng.pdf	14_STF_publicācijas.pdf
II - Description of the Study Field - 2.5. Cooperation and Internationalisation		
List of cooperation agreements, including the agreements for providing internship	15_sadarbības_līgumu_saraksts_ENG.pdf	15_sadarbības_līgumu_saraksts.pdf
Statistical data on the teaching staff and the students from abroad	16_Statistikas_dati_par_ārvalstu_studējošajiem_un_mācībspēkiem_eng.pdf	16_Statistikas_dati_par_ārvalstu_studējošajiem_un_mācībspēkiem.pdf
Statistical data on the incoming and outgoing mobility of students (by specifying the study programmes)	17_Statistikas_dati_par_studējošo_izejošo_un_ienākošo_mobilitāti_eng.pdf	17_Statistikas_dati_par_studējošo_izejošo_un_ienākošo_mobilitāti.pdf
Statistical data on the incoming and outgoing mobility of the teaching staff	18_Statistikas_dati_par_studiju_virziena_mācībspēku_mobilitāti_eng.pdf	18_Statistikas_dati_par_studiju_virziena_mācībspēku_mobilitāti.pdf
II - Description of the Study Field - 2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures		
Report on the implementation of the recommendations received both in the previous accreditation and in the licensing and/ or change assessment procedures and/ or the procedures for the inclusion of the study programme on the accreditation form of the study field.	19_Rekomendācijas_en.pdf	19_Rekomendācijas.pdf
An application for the evaluation of the study field signed with a secure electronic signature	AIC_STF_studiju_virziena_akreditaciju_en.edoc	AIC_STF_studiju_virziena_akreditaciju.edoc
III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme		
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period		
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard		
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		

Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme		
The curriculum of the study programme (for each type and form of the implementation of the study programme)		
Descriptions of the study courses/ modules		
Description of the organisation of the internship of the students (if applicable)		
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Other annexes

Name of document	Document
Profesionālā pilnveide.pdf	Profesionālā pilnveide.pdf

Event Production and Management (42812)

Study field	<i>Hotel and Restaurant Service, Tourism and Recreation Organisation</i>
ProcedureStudyProgram.Name	<i>Event Production and Management</i>
Education classification code	<i>42812</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Agita</i>
Surname of the study programme director	<i>Doniņa</i>
E-mail of the study programme director	<i>agita.donina@turiba.lv</i>
Title of the study programme director	<i>Asociētā profesore</i>
Phone of the study programme director	<i>+371 67619693</i>
Goal of the study programme	<i>Prepare versatile educated, creative, competitive organizers of business, recreational, cultural and other types of events in Latvia and the international environment, event merchants and business managers, including those elements in the study process, which promote the growth of the student's personality, develop the ability to work in a team, encourage creative expressions and develop management skills and competencies based on technologies and sustainable development.</i>
Tasks of the study programme	<p><i>Tasks of the programme:</i></p> <ul style="list-style-type: none"> <i>• to provide students with the opportunity to acquire the necessary knowledge by organizing a logical, successive and balanced study process, which includes the acquisition of the latest developments, knowledge and trends in the field of events as services in a broader sense of the term;</i> <i>• to form and develop the skills and abilities of students necessary for the organization, planning and management of events;</i> <i>• to enable students to learn the latest technologies and innovations in the relevant field;</i> <i>• to provide students with the acquisition of professional skills during the internship in respective companies in Latvia and abroad;</i> <i>• to promote students' development for mentally and physically developed, free, responsible and creative personalities who can take responsibility for decisions in their work, organization and the industry;</i> <i>• to organize and implement an orderly, mutually complementary study system;</i> <i>• to promote self-education of students, develop their skills and ability to acquire, process and use information;</i> <i>• to provide students with access to the topicalities of the industry in Latvia and internationally, following the trends of the sector, the labour market, sustainability and technological development.</i>

Results of the study programme	<p><i>Is able to identify feasibility of actions and use knowledge to assess the cost-effectiveness of implementation for the organization.</i></p> <p><i>Knows current trends in the recreation and business events industry.</i></p> <p><i>Organizes and plans different types of events, taking into account the resources required for cultural, sporting, business, recreational or other types of events.</i></p> <p><i>Applies a data-driven scientific approach to solve problems related to job responsibilities by carrying out independent research using IT and digital tools.</i></p> <p><i>Takes responsible decisions and initiative;</i></p> <p><i>Knows the principles of organizational governance and performance and the ability to make proposals for their improvement.</i></p> <p><i>Evaluates creative solutions for the implementation of activities in the context of economic feasibility.</i></p>
Final examination upon the completion of the study programme	<i>Diploma paper</i>

Study programme forms

Full time studies - 4 years - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's Degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Company Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 4 years, 4 months - latvian

Study type and form	<i>Part time extramural studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>4</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's Degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Company Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

On 8 August 2018, the Study Accreditation Commission (SAC) meeting approved the changes in the study programme changing its title from "Management of Business and Recreational Events" to "Event Production and Management". The type and form of implementation of the study programme were updated to part-time studies with a duration of 4 years and 4 months. (SAC Decision No. 90-A).

Since the changes affected the title of the study programme, several tasks were performed to promote the popularity and visibility of the study programme. The change of the title of the study programme proved right, which is also evident in the changes in the number of matriculated from 2020 (the number of matriculated has doubled) (an overview is available in Appendix 2). In subsequent years it continued to grow, reaching the highest rate in 2021, when 34 students were matriculated. The total number of students has stabilized and increased. A particularly pronounced trend in the increase in the number of students has been observed in the part-time study programme. This is because the study programme is chosen by those who are engaged in the production of events or in a related field as well as the current industry experts who, by evaluating the content of the programme and its compliance with the current events and needs of the industry, select it to strengthen their practical knowledge with theory expanding their professional competence.

The study programme was accredited and implemented following the professional standard "Manager of a company and institutions" approved in 2002. With the changes in the professional standard and the framework of this accreditation, the study programme has been improved so that it complies with the new professional standard "Company Manager" by changing individual study courses accordingly or improving the existing study courses (e.g., the study course "Management" has been removed from the study programme and replaced by the study course "Management of a Sustainable Organisation").

The study programme "Event Production and Management" leads to a professional bachelor's degree in business management and a qualification as a business manager. Taking into account the strategy of the University, the strategy and objectives of the study direction, the programme is aligned with the professional standard PS-115 "Business Manager", agreed at the meeting of the Tripartite Cooperation Sub-Council for Vocational Education and Employment on 18 September 2019, Minutes No 6. Event production is one of the types of business, the implementation of which directly allows to achieve the goal defined in the study direction - to prepare specialists who, through the implementation of the planning and sale of events as services, will promote the export and exportability of Latvian services. Event production is one of the service sector business activities where, alongside general business knowledge, skills and competences, the knowledge and skills necessary for the management of service sector enterprises are acquired in depth, with a particular focus on the event sector.

The completion of the study programme and the Bachelor's degree in Business Administration to be awarded are in line with the aim of the study programme and reflect the essence of the study programme.

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

Turība University tourism and hospitality education has been implemented for over 30 years and the creation of the program "Event Production and Management" has been a natural and purposeful stage of the study direction development. Currently, the study programme complements Turība University's study direction "Hotel and Restaurant Service, Tourism and Recreation Organization" by providing the content of the study programme, which expands the scope of the direction. It provides an opportunity to acquire knowledge and skills necessary for the development of the field of event production, which, in turn, is closely related to the strategic direction and priority of the development of the tourism sector in Latvia – the development of business tourism.

The study programme "Event Production and Management" (42812) has been developed and is implemented following the Law on Higher Education Institutions of the Republic of Latvia, the relevant Cabinet of Ministers Regulations, the "Company Manager" professional standard, as well as European quality assurance guidelines for higher education. Example of Diploma and Diploma attachment is added in Appendix 1.

The study programme is implemented as full-time studies (4 years) and part-time studies (4 years and 4 months).

The scope of the study programme – 240 CP.

The code "42812" of the study programme confirms to the study programme and its parameters.

- 42- first cycle professional study programme (duration of studies in full- time studies at least 4 years)
- 8 - Educational thematic group "Services"
- 81-Educational thematic area "Individual services"
- 812- Educational programme group "Tourism and Leisure Organisation"

The study programme "Event Production and Management", goals and objectives fully comply with the goals and objectives defined for the study direction "Hotel and Restaurant Service, Tourism and Recreation Organization".

The admission of applicants to the study programme takes place under the Turība University document "Enrolment regulations for academic year 2024/2025". The set admission requirements are consistent with the goal and objectives of the programme and provide an opportunity for students to achieve the defined learning outcomes during their studies. Admission to the first-cycle Professional study program "Event Production and Management" is conducted competitively, based on the centralized examination in the following subjects: the Latvian

language, foreign language (English, German, French or Russian) and mathematics. Applicants who have completed their secondary education before 2004 must have a successful assessment in the relevant subjects.

The programme is regularly improved by updating study courses, and creating cooperation with the industry companies, thus providing students with up-to-date learning information and practical experience. The programme meets the goal set by the study direction, developing the export capacity and recognition of Latvia as an event destination. The programme is in line with Turība University's strategic goal of creating interdisciplinary study programmes.

The cost-effectiveness of the study programme and the enrolment rates after the changes made in 2018 determine the relevance of the offered forms. Analysing the enrolment rates and students' previous education or professional experience, it can be concluded that the study programme can be implemented in two ways. Firstly, as a full-time program, which is most often chosen by secondary education graduates who want to link their professional activity with entrepreneurship in event production and, secondly, as a part-time course, where those working in event production who are aware that their future professional development or the development of the institutions they manage depends on their ability to manage an organisation in a modern environment, applying current management and event production solutions, choose to supplement their professional knowledge. Enrolment figures over several years show a steady demand for these types of programme delivery and, with reference to national planning documents, it can be concluded that event production, both domestically and internationally, will continue to be a relevant business in the future.

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The National Development Plan 2021-2027 includes actions focusing on achieving the vision of Latvia 2030, inter alia, providing that "Latvia – our home – a green and tidy, creative and easily accessible place in the international space, for the sustainable development of which we are responsible to future generations". Latvian creativity also manifests itself in the organization of events. The field of event production can be considered a broader sector of the tourism industry, defining event tourism as the organization and promotion of an event in a city, region or country to attract local and/or international tourists.

To achieve the priority "Knowledge and skills for the growth of personality and country" established in the NDP, the need to implement the transition from a resource economy to an economic model based on knowledge, creativity and innovation and to provide a highly qualified workforce necessary for this goal is identified as a course of action. An action direction of action titled "Contribution of culture and sport to a sustainable society" defines that culture and sport must contribute to the economic and social growth of Latvia by creating a creative and sustainable Latvian society. This goal is to be achieved in cultural and sporting events, the planning, organization and implementation of which requires expert knowledge.

According to the report of the Ministry of Economy "On the Latvian Tourism and Events Industry Export Promotion Strategy until 2027", business tourism and related events, their organization and production, are one of the main tasks for ensuring the international recognition of Latvian tourism to promote Latvian tourism exports, promoting Latvia as an attractive and safe tourist destination during any season. The development of event production in Latvia in the future is also associated

with the organization of major (large-scale) events, for which an appropriate funding regulation is being developed. An information report has been drawn up setting out the criteria and planned investment. The development of such measures in the future directly confirms the development potential of the industry and the need for future graduates with appropriate education.

Since the study direction programme is implemented in Riga, the development trends of the industry in the city of Riga have also been taken into account. One of the goals of the Latvian Sustainable Development Strategy is to develop Riga as an important cultural, tourism and business centre in Europe, which envisions Riga as a place for business, recreational and business events by organizing events of various scales in the MICE sector.

The social substantiation for the implementation of the programme stems from:

- the need to ensure the well-being of life in any Latvian municipality, meaning the organization and implementation of sports, cultural and other public events. In addition, it is particularly important to implement a variety of measures, ensuring the formation of an inclusive society and the satisfaction of the needs of various members of the society.
- To promote the implementation of neighbourhood initiatives of Riga as the largest municipality.
- The necessity for Latvian traditions forming the Latvian identity and measures maintaining the Latvian way of life. Events like these most often are social events.

The provision and implementation of international, local and regional events require experts competent in the event production. Regional or thematic events can create and strengthen mutual connections, creating a sense of community and society, building an identity of belonging to a culture and place, as well as ensuring, for example, public engagement in the promotion of democracy. Depending on the objective of the event, its organization requires theoretical knowledge and skills in planning, organizing and managing events, the development of which is provided by the study programme.

An annual informal conference for secondary school students "Rosinātava" ("Encouragement") is an event, which is fully planned, organized and implemented by students themselves and constitutes part of the study programme. The headline of the event is inspiring personalities becoming Encouragers and motivators to young people by sharing their experiences and providing inspiration. Students are provided an opportunity to create their creative concept of the event in the study process and implement the event.

Every year, the BAT Development Department conducts a alumni survey with the aim of collecting data and analysing the employment of BAT alumni. According to the 2023 year alumni survey, 67% of the surveyed graduates of the "Event Production and Management" programme state that they had already been working during their studies at Turība. Since the study programme envisages conducting internships every study year, students often continue to work in their internship placement company as full-time employees. During the studies, students of the specific programme are involved in the implementation of various event projects, where they continue to operate as full-time employees if this cooperation proves to be successful.

60% of respondents indicate that they act as project managers, 20% are company managers and the remaining 20% act as assistants, experts and performers. 56% of graduates also indicate that they work in a company whose profile is linked with their educational speciality. These data reveal that graduates of the programme successfully enter the labour market and expectations are that with the development of the event industry, the demand for such experts will increase.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

During the reporting period (2013/2014 – 2023/2024) the number of students in the study programme "Event Production and Management" has been changing. It should be noted that since 2020/2021, when the programme was launched also in the form of part-time studies, the number of students has increased. The matriculation and, consequently, the total number of students positively affected by the change of the title of the study programme in 2018. Since changing the title of the programme, the total number of students has only increased.

There is a reason to think that the number of students matriculated in the study programme to date is not significantly affected by the generally negative demographic situation in the country. At the same time, the demographic situation and the increase in the number of secondary school graduates who have left the country for abroad prevent a significant increase in the number of students in the study programme.

Since the study programme is not currently implemented in English, the dynamics of the number of students in it are not affected by the export of education.

General statistical data on the number of students, matriculated students and graduates in the study programme "Event Production and Management".

Year	Matriculated	Students	Graduates
2013	25	95	3
2014	13	89	20
2015	10	70	14
2016	29	69	8
2017	12	60	9
2018	11	55	3
2019	13	54	8
2020	26	68	8
2021	34	78	6
2022	25	79	6
2023	31	85	

As seen in Appendix 2 the total number of students has increased and approached the all-time maximum, which was achieved shortly after the opening of the programme and under different

external environmental conditions. The changes made to the study programme in 2018 have ensured the renewal of the demand for it. The decision to implement the programme in the form of part-time studies has been particularly successful (the related considerations are mentioned in paragraph 3.1.1. analyzing the changes made).

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

Not relevant

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The study programme has been created and is regularly reviewed and updated to ensure the training of specialists capable of integrating and independently working in companies of event production as a service sector, planning, organizing and managing them.

A professional approach to event management consists of both experience and knowledge in this field. The study programme "Event Production and Management" provides versatile knowledge starting from event planning, organization, budgeting and sponsorship to risk management and copyright application. The knowledge provided in the course of the acquisition of the study programme "Event Production and Management" allows students to implement the organization of events as a means of building a business. Students learn entrepreneurship, which allows them not only to build a career in a fast-growing industry in Latvia and internationally but also to establish their own companies.

The outcomes, aims and objectives of the study courses are aligned with both the objectives of the field of study and the objectives of the study programme. The aim of the field of study to ensure the development of general professional competences in the management of event production as a service industry is achieved through the outcomes, aims and objectives set out in the courses of study such as Sustainable Organisation Management, Hospitality and Customer Service, Macroeconomics, Business Event Organisation, Business Administration, etc. The aim of the field of study is the application of knowledge and skills in scientific and practical research through, for example, study courses such as Product Sales, Business Regulatory Framework, Tourism and

Market Research, Introduction to Research Methods, etc. The aim of the study direction, which is focused on the transfer of knowledge from the academic to the business environment to ensure the development of exportability and recognition of Latvia as an event destination, is achieved by, for example, the results, aims and objectives of the study hail such as Event Production, E-marketing, Sport Event Production and Management.

In addition, professional elective courses are offered which, in line with the aims of the field of study and the purpose of the study programme, are aimed at developing in-depth competence in event production as a form of entrepreneurship.

The aim of the study programme is linked to the outcomes, aims and objectives of the study courses, by structuring the study courses in several thematic areas covering the specifics of entrepreneurship in the service sector, the business environment, its influencing factors, personal growth and skills development and development

The content of the study programme is updated in various forms and with a certain regularity: 1) every year at the meetings of the Faculty Council attended by industry professionals, the content of the programme and its compliance with the current situation and trends in the industry are assessed. The Faculty Council may initiate the creation of new study courses so that the content of the study programme is in line with the current situation in the industry.

2) To ensure that the content of the study programme is up-to-date, lecturers who at the same time are also industry professionals are engaged in the implementation of study courses.

3) As an additional way to update and improve the content of the study programme one should mention the cooperation of specialized study course lecturers in developing and updating study course descriptions, ensuring the uniqueness, proportionality and succession of topics in the creation of the content of the study programme.

Such study courses as Event Production, Organization of Business Events, Product Sales, Management of Cultural Events, etc. are aimed at ensuring the development of students' professional competencies. In turn, study courses such as Introduction to Research Methods, Social Psychology, Tourism and Market Research, Risk Management , etc. are focused on the application of the acquired knowledge and skills in research. In contrast, study courses such as Hospitality and Customer Service, International Relations, etc. are aimed at creating solutions for developing the export capacity and visibility of Latvia as an event destination.

According to the aim of the study programme, the study program consists of study courses that focus on the development of general competence in competitive business (Management of Sustainable Organization, Macroeconomics, International Project Managment, Tourism Economics and Globalization, etc.), specialized courses in the field of event production are focused on the acquisition of knowledge and skills necessary for event planning, management and production. There are also study courses that, following the aim of the study programme, stimulate creative expressions, management skills and competencies (for example, Acting skills, Self-realization Skills in a Team, Philosophy, Creativity and Leadership, etc.).

The first year of the study programme includes study courses that provide a professional orientation to the specifics of the field (study courses Recreation and Sports, Hospitality and Customer Service, Event Production, etc.), as well as provide general knowledge in business (Management of Sustainable organization, Microeconomics, Macroeconomics, etc.), as well as develop general skills that are focused on work in the field of event production and are provided by studios such as Acting skills, Social Psychology, etc.

After the acquisition of knowledge and skills, which provide direction in the event production, the

second study year includes such study courses which ensure knowledge and skills aimed at the organization of independent work, introduction to the issues related to the profitability of event organization, team building and product sales. They are complemented by study courses focused on specific professional knowledge and skills – Business Events, Technical Providing of Events, and Organization and management of sport events, which provide knowledge in various areas of event production and promote the development of competencies required for event production.

In turn, during the third study year, study courses focus on the positioning of events as service products in the market, the acquisition of knowledge and skills necessary for market research, as well as other study courses that are purposefully focused on various aspects of event production in the context of the service sector.

During the fourth study year, various study courses are planned, which ensure the ability of the graduates of the programme to assess the factors influencing the creation of events and the external environment of the entire sector. In the framework of the study course Events project realization, the students of the programme develop, organize and implement an event "Rosinātava" ("Encouragement"), reflecting their capacity to apply all the knowledge and skills acquired during the study programme.

Study courses are linked to internships scheduled at the end of each study year. The tasks of the internship are subordinated to the knowledge and skills acquired in the study courses during the respective study year.

State examination – the development of the diploma paper is planned at the end of the studies. The topics of the Diploma Paper are discussed at the meeting of the Department, with the participation of the Department's academic staff, including those who have been engaged in the implementation of the study programme as professionals. Following Turība University Regulations "Regulations on Final Examinations", representatives of the industry are invited to the presentation/defence commissions of the diploma papers providing feedback on the topicality of the issues and compliance with the industry and the needs of the labour market.

In the study programme, students are provided an opportunity to specialize in the management of sports events. The specialization certificate is awarded to students who have completed the professional and optional courses included in the study programme and have undertaken at least two internships at organizations in the relevant field (organization of sports events).

The certificate of specialization is awarded by the order of the Dean of the Faculty of International Tourism and is issued to the student simultaneously with the diploma of the study programme.

The award of the specialization certificate is performed based on the Regulations “ "Tourism and Hospitality Management” and “Event Production and Management” for obtaining the specialization certificate of study programmes” approved at the 21.02.2024 meeting of the International Tourism Faculty Council, minutes No.1/2024

Attached:

Appendix 3. Study programme compliance with the national education standard

Appendix 4. Compliance of the study programme with the professional standard.

Appendix 5. Mapping of the study programme

Appendix 6. Study programme plan

Appendix 7. Course descriptions

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

Not relevant

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study programme is implemented in the form of full-time and part-time studies. In full-time studies, learning place on weekdays, according to the schedule of classes. In part-time studies, lectures and practical classes are held every second week on Friday evenings and Saturdays.

The study programme is implemented using various study methods: lectures, seminars, discussions, practical classes, use of online resources, study of scientific literature, applied games, individual and group consultations, practice, study tours, case studies, development of students' independent practical work (individually and in groups), presentations. Modern information technologies are broadly used in the study process (for example, the online platform Cisco Webex for guest lectures). During the classes, lecturers and students have the opportunity to use computer rooms.

One credit point is a study accounting unit corresponding to the student's 25 academic hours of work. BAT has developed a document "Methodology for the transition from the Latvian credit system to the European credit transfer and accumulation system (ECTS)" (https://batis.turiba.lv/NormativieDokumenti/DokB/1/N163_Metodika_parejai_uz_ECTS_1.vers.docx only in Latvian), which determines the procedures by which the transfer of study courses from the Latvian credit system to the European credit transfer and accumulation system (ECTS) takes place in all level study programmes implemented by BAT.

Regardless of the form of study, great emphasis is placed on practical work to achieve the study objectives. In the full-time programme, students attend theoretical and practical classes in person, together with other students, while in a part-time form, the emphasis is on the independent work of students who plan their own time and perform the tasks taking into account the recommendations of the lecturer, the description of the study course. The study plan and lectures are drawn up with a view that the students obtain all the necessary theoretical information and, when conducting independent studies, perform practical tasks resulting in achieving the overall objectives of the study programme.

In each study course, the lecturer selects the most appropriate teaching method that contributes most efficiently to achieving the results of the study course and the overall study programme. Several teaching methods can be employed in the framework of a single study course.

Following the basic principles of student-centred education, the requirements for the acquisition of study courses, their results, which form the final assessment and percentage distribution are clearly defined. Lecturers evaluate regularly and improve the methods of teaching study courses, promoting student independence, while ensuring their guidance and support.

The assessment provides students with an opportunity to show the extent to which they have achieved the expected learning outcomes. When evaluating regular tests, lecturers provide an in-depth assessment, substantiating the assessment and providing feedback to the students. The evaluation is consistent, fair, and carried out following the approved procedures.

There is a procedure in place for reviewing student appeals.

The basic form of assessment of a study programme acquisition is an examination that students must pass at the end of each study course. Only those students who have completed all the requirements set out in the study course description and have implemented the obligations set out in the agreement on the acquisition of education are admitted to the final examination of the study course.

The program aims to prepare competitive organizers of various types of events. To achieve this goal, students apply the acquired theoretical knowledge already during the study process and in the 4th study year practically plan and organize a public event at the national level – an informal conference for secondary school students "Rosinātava" ("Encouragement"). The event is organized with the involvement of the academic staff and industry professionals who act as mentors for students (for example, director Kārlis Anitens, director and producer of the creative agency "Al Production" Aiga Baikova and others).

The first "Rosinātava" ("Encouragement") event was organized in 2018 when it already gained the attention of the event industry. In the framework of the Latvian event forum, the "Rosinātava" team was recognized as the best debut in 2020. The team of organizers of the informal conference received such a title for the excellent organization of their event at the cultural centre "Siguldas Devons".

As part of the study courses, students work in working groups and develop projects. Students have the opportunity to attend guest lectures, where industry professionals share their knowledge on issues related to the topic of the particular course, theory. As part of the study courses, students go on study tours, visit companies, meet entrepreneurs who share their experience, and knowledge, and tell and show how a particular company, product, etc. works in practice.

An example of this approach is visiting various business venues in Riga. The tour took place in the framework of the study courses "Business Events", "Events scenario and production" and "Management of Cultural Events" when the students were introduced to the production and filming of various television programmes.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign

students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

To achieve the planned results of the study programme and to encourage students to acquire skills and build competence, the content of the programme provides for 4 internships totalling 39 CP:

-1st study year internship for 4 weeks - 6 CP. The aim of the traineeship is to give students the opportunity to get to know different event and leisure companies. The related tasks are to get to know the specificities of the activity of an event production, event venue or other related companies, according to the defined tasks.

- 2nd study year internship for 4 weeks - 6 CP. The aim of the traineeship is to learn the principles of business operations, resource planning and utilisation of resources in the sector. The tasks of the traineeship are related to research aimed at business and resource planning.

- 3rd study year internship for 6 weeks - 9 CP. The aim of the traineeship is to raise awareness of the different types of events, their commercial differences, marketing methods, HR processes. The objectives of the traineeship are aimed at developing event planning and management skills.

- 4th study year, a pre-diploma internship for 12 weeks - 18 CP. The aim of the traineeship is to develop skills and demonstrate competences in line with the occupational standard for managers. The internship tasks are related to the analysis of micro and macro environment, application of various research methods in practice

In the Appendix 8 is attached document "Practice Regulations", which sets out the procedures for organising internships.

The internships aim to strengthen the knowledge acquired during the theoretical courses in practice and to improve professional skills in event production and management, and company management.

With the help of the practice, theoretical knowledge is also systematized, strengthened and expanded. The student develops the ability to make decisions, be creative in defining problems and offer specific solutions. The University supports the achievement of the tasks set for the student's study internship by appointing an individual internship supervisor from the academic staff.

The Faculty has engaged a coordinator of international internships who operates permanently helping students to find an internship abroad and managing the processing of the necessary documentation, as well as supervising cooperation with internship placement companies.

Internships are also offered by Latvian companies and organizations. When assessing the compliance of a company as an internship provider, students are informed about the internship opportunities (-ies) at the particular company. Students are informed about the ongoing internship opportunities on the internal information system BATIS.

Turība University opened a career centre in 2023 which provides support to students, graduates and pupils in their career development. A career consultant working at the Career Centre supports students in finding and selecting an internship placement. For example, on 7 March 2024 Turība University Career Centre, in cooperation with the Student Self-government, organized an event "Internship Market", which assisted students in their career development and the search for internships. The "Internship Market" event brought together students and entrepreneurs who had to register in advance to participate in the event. A networking opportunity was organized as part of

the event engaging entrepreneurs from various sectors, and students gained information about the ongoing internship and job opportunities. Industry professionals also shared inspiring stories from their professional experience. As a result of the event, students and entrepreneurs were able to agree on further cooperation and students gained their internship opportunities.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

Not relevant

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

Students develop a qualification paper based on the knowledge acquired during their studies on topics relevant to the industry and daily practice. By order of the Dean, each student submits to the Faculty his/her desired subject of the qualification paper within the specified time framework. The topics are examined at the meeting of the profiling department, where their topicality in the field, the formulation of the topic, as well as similarity/coincidence with the topic of another student's bachelor's thesis are assessed. If necessary, students are provided with recommendations for corrections and clarifications. Topics are approved by the decree of the Dean. This procedure stimulates the development of papers on topical issues and promptly eliminates the possibility of plagiarism risk.

The topics of the final papers of the students correspond to the aim of the study programme and can be divided into several thematic groups. Topics of the final papers that are focused on the creation of new products or a significant improvement of existing products, such as:

- Growth retreat for women as a business project;
- Organization of an event "Renewal of Marriage Vows" on cruise ships;
- Creation of the Intangible Cultural Heritage Festival in the Suiti cultural area;
- Development strategy of the event "Spring Tourism Rally";
- Development strategy of the event "L'elegante Pop-Up Picnic" outside Riga;
- Organizing events in non-traditional places: possibilities and limitations;

Topics that focus on the use of digital technologies in event production, such as:

- Extended reality technology team-building events in the Latgale region;
- Content marketing for customer attraction for brands "Rīgas Šampanietis" and "Cosmopolitan Diva";
- The use of digital tools and its forms in the Latvian event industry;
- The use of keywords in the digital marketing of public events;
- The role of influencers in the promotion of public events;

Topics that cover various issues related to the production and hosting of events, such as:

- Shows on Latvian television;

- Managing volunteer work at the event "Riga Conference";
- The use of sustainability criteria in public events in Latvia;

The average grades of the state exam in the programme:

study year 2018/2019	study year 2019/2020	the study year 2020/2021	study year 2021/2022	study year 2022/2023	2023/2024 study year
8.00	8.13	7.63	7.33	7.00	7.00

A report on the final paper evaluations acquired in the study programme is attached. The average State examination grades for the programme have been good in recent years, ranging from 7.63 to 7.00. The area of event production is constantly evolving and the topical issues facing this field are constantly changing. Students enrolled in the programme try to adapt to the current issues. However, they often face challenges related to the availability of data. Many events tend to be casual, and unsustainable in the long run, which sometimes makes it difficult to research the topic. The challenge to choose topics was particularly true in the 2022/2023 academic year taking into account the restrictions on gatherings that existed at the time, which affected the event industry and reduced the intensity of event organizing and new forms of events.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

Lectures are held in conference rooms, lecture rooms, and computer classes, students have free access to a modern library with a spacious reading room. Lecture rooms are equipped with high-quality visual equipment – whiteboards, screens, multimedia projectors, and audio and video equipment. Computerized workplaces are available to students. Stationary and, if necessary, portable multimedia projectors are also installed. Order and cleanliness in classrooms and common areas are taken care of by the University's service department, whose employees regularly carry out cleaning and ventilation of the premises.

Turiba University has four computer classes: 29, 30, 34 and 32 student places + lecturer's workplace with projector. Reading room with 32 computers for students' independent work, 75 workplaces without computers. The computer room of the youth tourism accommodation with 20 computers for the independent work of the students.

25 lecture rooms equipped with a computer and a multimedia projector or a TV. For all computers: MS Windows operating system and MS Office. Building A of Turiba University has 10 language classes designed for a smaller number of students (10-20 students) to take language courses in groups. Students and employees during their studies or employment at Turiba have access to MS Windows and MS Office. Data storage and user authentication are provided utilizing MS Windows

and Novell OES servers. Moodle environment is used for the part-time distance learning (e-learning) process. Library work is provided by ALISE.

Turiba University operates its own IT Department, which ensures the operation of the IT environment. The Technical Service ensures the operation and development of computer equipment and the computer network, while programmers provide for the functioning and development of Turiba University's local IS and BATIS.

Turiba University invests annually and in proportion to the increase in the number of students, in the development of library technologies, the purchase of databases and adding the latest literature to the collection of its funds. The list of the required literature is updated every year according to the wishes of the academic staff and students. The library work is supported by ALISE.

Turiba University library offers open access with electronic registration of the hand-out and receipt of literature and an electronic catalogue of literature, books, periodicals and students' papers in the library information system ALISE: <https://w3i.turiba.lv/Alise/en/home.aspx>

The library offers the latest scientific literature on event production, various types of events, innovation and risk management in the field of event production. For example, the library collection has been supplemented with such books as:

- O'Toole, William, 1951-. Events feasibility and development: from strategy to operations / William O'Toole. - Second edition. - London: Routledge, Taylor & Francis Group; New York, NY, 2022. - xvii, 312 pages.
- Salama, Mohamed. Event project management: Principles, technology and innovation / Mohamed Salama. - Oxford: Goodfellow Publishers, 2021. - xiv, 264 p.: ill. - (Events management theory and methods series). - Index: p.[261]-264.
- Parent, Milena M. Managing major sports events: theory and practice / Milena M. Parent and Aurelia Ruetsch. - Second edition. - Abingdon, Oxon: Routledge; New York City, 2021. - xxviii, 493 pages.
- Getz, Donald. Event stakeholders: Theory and methods for event management and tourism / Donald Getz. - Oxford: Goodfellow Publishers, 2021. - viii, 184 p.: ill., sh. - (Events management theory and methods series). - Bibliography: pp. 174-176. . - Index: p. [177]-184.
- Janssen, Gebert. The real MICEbook: A book with all the basics for the MICE professional / Gebert Janssen; editor Ellen Richardson; illustrator Radboud Wanders; contributions: Anna Górská, Maarten Vanneste, Jiřina Jenčková, Igor Kovacevic, Liu Ping. - [Hoogland] : OBCO publishers, 2017. - 455 p. - With literature specification. - MICE stands for Meetings Incentives Conferences Exhibitions.

The library subscribes to periodicals in both printed and electronic formats. The library funds are predominantly in Latvian, Russian, English and German. Heads of departments, and programme directors, in cooperation with the library staff, develop a list of required book purchases and subscriptions to electronic databases for every new study year. The University subscribes to online electronic databases: Academic Term Database, Latvian Statistics, Letonika, Lursoft, EBSCO database repository, Proquest Computing database, as well as various test databases. Currently, the University holds subscriptions to Scopus and ScienceDirect databases, which are available in person accessing them from Turiba University library computers.

E-resources available at Turiba University library: Eurostat, baltictravelnews.com, German News Service, archive of Latvian Journal articles,

National Information Agency Leta archive, NEPLP Media Literacy Database, Nozare. lv - Leta business portal.

Turība University operates a well-equipped learning space ("Event laboratory"), which is designed and furnished with the required modern equipment. The study room hosts lectures, guest lectures and meetings with event industry professionals. Both students of the event industry and the Turība University Development Department use this adapted space for the filming of promotional materials, and practical activities of the study process.

Functioning conference halls are also made available and used for acquiring practical skills in organizing business events and conferences. During the study process, the auditorium "Silent Reading Room" is also made available, which is a closed-type room, adaptable for modelling an actual arrangement of events.

The resources are in line with the conditions for the implementation of the programme and are available and accessible to both full-time and part-time students. Classes are held in equipped classrooms (lecture rooms and computer rooms) on working days (full-time) or on Friday evenings and Saturdays (part-time). The BAT Free Access Library is available at any time. Students can access the online databases not only in the BAT library, but also remotely by logging in with their password in the BATIS environment, which does not make students subject to working time constraints.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

Not relevant

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The operations of BAT are provided by the company SIA "Biznesa augstskola Turība", which is registered in the commercial register of the Republic of Latvia and conducts commercial activities independently. For the implementation of the study program, the financial resources obtained by SIA "Biznesa augstskola Turība" are used, which correspond to the basic principles of business in order to make a profit.

The budget lines for study programme development are carefully planned each year to ensure the efficient use of resources and to improve the quality of higher education. Key items in budget planning include:

- Purchase of materials and equipment:

Technology upgrades: Funding is used to purchase the latest technology and equipment essential to the learning process.

- Academic Staff Development:

Training courses and seminars: Funds are used to provide continuing education and professional development for academic staff.

Research projects: Funding for research to develop new knowledge and improve curricula.

- Curriculum development and updating:

Funding is used to develop or update study programmes in line with labour market needs and innovation.

Upgrading existing programmes: Funds are used to upgrade existing programmes to incorporate the latest trends in the sector.

- Infrastructure development:

Construction and renovation: Funding is used for the construction, renovation and maintenance of buildings.

Improvement of teaching facilities: Investments to improve the learning environment, e.g. by upgrading classrooms and the library.

- Student support activities:

Scholarships and financial support: Part of the funding is used to provide scholarships for talented students.

Career and counselling services: Funding is channelled to services that help students plan their careers and find jobs after their studies.

The cost per student in the first-cycle full time study programme is EUR 1,608, but in part-time studies EUR 1,382 . The following items are included in the cost calculation (% distribution for full-time and part-time form is the same):

- Academic staff costs - salaries (25%)
- Academic administration costs - salaries (7%)
- Other costs of academic and scientific activities (9%)
- Other study costs, including library costs (13%)
- Costs of development, information technology, study support (18%)
- Operating costs of the premises, overhaul of premises, daily maintenance, utility, security and technical support costs (15%)
- Administrative costs, including property tax and property insurance (5%)
- Social Security costs(4%)
- Other costs (4%)

The largest percentage of the costs - 25% are formed by academic staff salaries.

See information on the costs per student within the programme in the Appendix. This information indicates the positions included in the cost calculation and the percentage distribution of funding among the specified positions. At least 10 students are required to launch a group, however, there are situations when groups are also launched with a smaller number of applicants in one of the study forms. The profitability of the programme as a whole and the impact of each programme on the overall profitability of the study direction are analyzed. Study direction Hotel and Restaurant Service, Tourism and Recreation Organization, where the study program "Event Production and

Management" is implemented, is important both in terms of business and content-wise, providing a comprehensive tourism industry education for various groups of students, therefore part-time studies also allow for the opening of smaller-sized groups.

If the number of applicants for a core programme, study form or mode of study is insufficient to open a group, enrolment restrictions may be imposed. The private sector has the opportunity to take decisions and start implementation much more quickly.

The feasibility of covering the costs with the available resources is assessed, which includes faculty staff salaries, teaching material costs, infrastructure costs, etc. The impact on the overall budget of the university if the group is opened with fewer students is also assessed. The management of the HEI, taking into account all the above factors, takes the final decision on whether or not to open the group, balancing financial considerations with academic quality and long-term strategic objectives to ensure the viability of the study programme. Developing a study programme can be strategically important, even if it is initially unprofitable. In such a situation, it is important to undertake careful planning and a strategic approach to ensure long-term success and financial stability and that Turiba University's turnover and profits are sufficient to ensure this.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualification of the teaching/academic staff employed in the study programme corresponds to the implementation goals of the study programme and the overall Turiba University objectives and tasks. One of the strategic tasks of Turiba University is to provide a professional team of academic staff for the implementation of the study process supporting the quality of study programmes and the implementation of the study process in science and research, practical experience in the industry, as well as operating in close cooperation with employers.

The selection of lecturers involved in the implementation of the study programme is based on the following criteria:

- Previous experience of academic work in the implementation of specific study courses;
- Previous experience in methodological work;
- Scientific activity direction and previous research topics, scientific degree
- Previous professional experience in event production or company management.

Considering the content of the study programme, it is important to ensure the synergy of academic knowledge with practical experience in the field, therefore, the lecturers involved in the programme come from both backgrounds and status: full-time lecturers and guest lecturers.

Following the degree awarded as a result of graduating from the study programme and the "Company Manager" professional standard, the objectives of the study programme include providing knowledge and developing competencies in business. Students acquire business competencies in the study courses implemented by the Turība University Department of Commercial Activity and its lecturers who are involved in the implementation of the study programme. Several of them hold a Doctoral degree: Aldis Bulis (Microeconomics, Macroeconomics, Rosita Zvirgzdiņa (Financial Management), and Zane Driņķe (Management of Sustainable Organization).

The competencies of business management are complemented by the knowledge and skills necessary for the production, management and organization of events, which are provided by both the lecturers of the Department of Tourism and Hospitality (Iveta Sprūdža (Business Etiquette and Communication in Hospitality), Ēriks Lingeberziņš (Product Sales), Maija Rozīte (Recreation and Sports), Daina Vinklere, etc. and the invited lecturers who are industry experts (Karlis Anitens (Event Scenario and Direction), Brigita Rozenbrika (Risk Management in Event Production), Andis Mizišs (Event Production), etc.). The attraction of guest lecturers – industry experts is an essential component in the implementation of this programme ensuring the achievement of the objective of the study programme and the fulfilment of the tasks. Eriks Lingeberziņš and Maija Rozīte hold a Doctoral degree.

Also, those lecturers are engaged in the implementation of the programme, ensure the growth of the student's personality, develop skills of working in a team, stimulate creative expressions – Baiba Grīna (Stage Image), Sanita Madalāne (Creativity and Leadership), Kristīne Neimane (Self-realization Skills in a Team), Ligita Smildziņa (Acting skills), Velga Vēvere (Philosophy).Velga Vēvere holds a Doctoral degree.

The implementation of the study programme is ensured by lecturers with the appropriate qualification (Doctoral degree) – Ieva Brence (E-marketing in Tourism), Agita Doniņa (Event Project idea), Ineta Lūka (Tourism and Market Research), Daina Škuškovnika (Social Psychology). Several lecturers hold Master's degrees (economics, management) and have professional work experience in the industry – Valentina Aidemire (MBA, CEO of company NB DMC), Vineta Apse (Master's degree in management), Anda Komarovska (Master's degree in management), Toms Markss (Master's degree in economics), Anna Medne (Master's degree in economics).

Mobility of the academic staff and students: to develop cooperation with other higher education institutions, including those outside Latvia, by agreeing on opportunities for exchanges of students and lecturers; to stimulate lecturers and students to participate in the Erasmus programme by delivering lectures, and the participation of one lecturer in the exchange of experience of the Erasmus programme. The continuous improvement of the qualification of lecturers raises the overall quality of the study process since the knowledge acquired can be used in study courses providing a more effective application of training methods.

37 lecturers are engaged in the implementation of the study programme.

Of all the instructors engaged in the implementation of the programme:

- 17 hold elected academic positions: 5 Professors, 3 Associate Professors, 3 Docents/Associate Professors, and 6 lecturers.
- 20 are guest lecturers

During the reporting period Ieva Brence, who has been an expert in the field of economics and business of the Latvian Science Council since 2015, started her work in the programme in 2022. Overall, 5 lecturers holding the status of an expert of the Scientific Council of Latvia are engaged in the implementation of the study programme:

- Ieva Brencē (LSC expert status until 07.09.2025)
- Ineta Lūka (LSC expert status until 12.07.2026)
- Ingrīda Veikša (LSC expert status until 08.05.2027)
- Maija Rozīte (LSC expert status until 04.01.2026)
- Rosita Zvirgzdiņa (LSC expert status until 06.12.2026)

To become an expert of the Latvian Science Council, it is necessary to meet the criteria for the qualification of an expert and to achieve definite results in scientific activities. The presence and engagement of experts in the implementation of the study programme is a significant indicator of quality reflecting a high professional level of the academic staff, which has been duly evaluated by the Council. Experts in the relevant field provide students not only with practice and theory-based knowledge but also with science results and in-depth research.

The quality of the study programme is also ensured by raising the qualifications of the academic staff and respective self-improvement. 13 lecturers holding a Doctoral degree are engaged in the implementation of the study programme, while another 3 lecturers are Doctoral students. Since 2018 3 lecturers involved in the study programme have acquired a Doctoral degree.

Five lecturers of the study programme are Professors and 3 are Associate Professors. The engagement of Professors and Associate Professors in the implementation of the study programme provides a positive impact on the quality of the study programme in the field of science and research.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

The composition of the academic staff involved in the study programme is stable. Taking into account that the objective of the study programme provides for the implementation of such content as to enable students to acquire the necessary professional competence, the emphasis is placed on the practical experience of the academic staff in the specific field. About 30% of the academic staff are direct professionals of the industry, who, in addition to theoretical knowledge, also provide students with practical experience-based opinions.

To ensure the quality of studies, regular lesson visits are conducted, in which the professionalism of the academic staff in working with students is assessed. The overall results are discussed at the meetings of the department and analyzed individually with lecturers.

After passing the study course exam, students have an opportunity to express their opinions about the study course lecturer. Surveys are conducted anonymously; thus, students are encouraged to express their opinions about the lecturers openly, indicating both their positive and negative features. The results of surveys and lecture visits are used to improve the work of lecturers and their delivery of classes.

Both academic staff and industry professionals are involved in the implementation of the study programme.

Examples include:

- Kārlis Anitens (playwright and director)

- Brigita Rozenbrika (producer at RB Agency)
- Baiba Grīna (makeup artist, stylist in various stage, TV projects)

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

Not applicable

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

Not applicable

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

Inter-teaching cooperation is implemented within the department. Departmental meetings are the main mechanism of cooperation. In order to promote cooperation between lecturers, the Head of Department plans the work of the Department, which includes the development of dialogue between lecturers. Lecturers of thematically related study courses cooperate in the process of updating study courses, according to the results of surveys, ensuring non-overlapping information in the content of study courses, integrating the latest trends and developments in the field into study courses.

Teaching staff from various faculties are involved in ensuring the study process, which promotes mutual communication, cohesion and cooperation among them. The cooperation of lecturers takes

place in the framework of related study courses, ensuring the uniqueness of the content of each study course. The cooperation is based on communication, which is implemented in the framework of the department and the format is the regular meetings of the department.

Several study courses complement each other, ensuring continuity in the content of the study program. For example, the course Event Project Idea provides the basis for the implementation of the course Event Project Realization, where the lecturers of both courses coordinate the development of the study content and cooperate in its implementation. In the Tourism and Market Research course, research is carried out for event project ideas that can be further developed in the Event Project Idea or Event Scenario and Production courses. Teacher collaboration ensures that the knowledge acquired in one course of study is built upon and used as a basis for subsequent courses of study.

Various professional development seminars are organized for lecturers, working groups where lecturers jointly improve their knowledge and engage in discussions that promote mutual interaction.

Turiba University often organizes guest lectures and depending on the topic other lecturers and their students are also invited to attend. Guest lectures are also organized for several groups together, combining the content according to the study courses. This way the cooperation mechanism between the academic staff is promoted and the interconnection of study courses is formed.

Turiba University lecturers have an opportunity to participate in various educational seminars on topical issues (for example, Generation Z, How to teach and how to work with Generation Z, Artificial Intelligence (AI) tools - OpenAI, the use of digital tools for creating study materials, etc.). Participation in educational seminars and acquiring new, up-to-date information increases the level of knowledge and qualifications of lecturers. Group work is strongly promoted in the framework of seminars, thus also ensuring cooperation among the lecturers of different faculties.

The cooperation of lecturers is also strengthened in the framework of annual scientific conferences, where lecturers as a team on various panel discussions, exchanging newly acquired information, finding common interests and developing cooperation and interaction.

At the end of the study year, a retreat meeting of the department is organized for the academic staff aimed at examining and discussing topical issues related to the completed study year and the prospects for the next study year. As part of the off-site meeting, an excursion is also organized, during which tourist attractions are viewed, hospitality companies are visited, and a meeting with an entrepreneur or an industry representative is organized. This type of off-site meeting is not only educational but also a team-building event, which facilitates cooperation.

The ratio of the number of students and academic staff within the study program at the time of submission of the report is 85:37

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	PV diploms un pielikums eng.pdf	PV diploms un pielikums lv.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	2_PVL datu analīze en.pdf	2_PVL datu analīze.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	PV atbilstība izglītības satandartam en.pdf	PV atbilstība izglītības satandartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	4_PV prof.standarts_eng.pdf	4_PV prof.standarts.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	5_Kartējums_PV_ENG.pdf	5_Kartējums_PV.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	6_PVL_plāns_ENG.pdf	6_PVL_plāns_LV.pdf
Descriptions of the study courses/ modules	PV_ENG.pdf	PV_LV.pdf
Description of the organisation of the internship of the students (if applicable)	8_prakses organizācijas apraksts_eng.pdf	8_prakses organizācijas apraksts.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Tourism and Hospitality Management (42812)

Study field	<i>Hotel and Restaurant Service, Tourism and Recreation Organisation</i>
ProcedureStudyProgram.Name	<i>Tourism and Hospitality Management</i>
Education classification code	<i>42812</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Laura</i>
Surname of the study programme director	<i>Pole</i>
E-mail of the study programme director	<i>laura.pole@gmail.com</i>
Title of the study programme director	<i>MBA</i>
Phone of the study programme director	<i>+371 67607661</i>
Goal of the study programme	<i>Provide balanced, recognized and competitive tourism education content that meets the needs of Latvia and the world and is implemented by highly qualified academic staff and tourism industry professionals enabling its graduates to demonstrate professional general and specialized knowledge corresponding to the principles of sustainable tourism development and enhancing their ability to make decisions in the changing business environment, assume responsibility and initiative and independently tailor their professional development according to industry needs.</i>
Tasks of the study programme	<p><i>Program objectives:</i></p> <ul style="list-style-type: none"> <i>• to organize a logical, successive, balanced inclusion of mandatory and optional study courses in the program, the content of which includes general and latest scientific knowledge, as well as specialized knowledge in the field of tourism and hospitality;</i> <i>• to include group work and creative tasks in study courses, providing students the opportunity to assume responsibility for the results of group work, present research results and critically evaluate them; use new approaches, strengthen creative leadership, planning, problem solving, communication and teamwork skills, use modern technologies;</i> <i>• to develop research skills, including the use of modern information and communication technologies, providing the opportunity to independently conduct research in order to be able to make data-based decisions;</i> <i>• to promote the development of students as socially responsible and creative personalities;</i> <i>• to provide students access to the latest scientific and professional literature and publications, electronic databases in tourism business management;</i> <i>• to provide students access to current industry trends both in Latvia and in the world with regard to sectoral, labour market and technology development trends;</i> <i>• to promote and support student initiative in extracurricular activities.</i>

Results of the study programme	<p><i>Knows current affairs of the tourism industry at local and international level.</i></p> <p><i>Demonstrates basic and specialized knowledge of different types of tourism organizations and the place of their services in the tourism ecosystem.</i></p> <p><i>Understands principles of sustainable tourism development, which can be applied in daily work within the scope of their duties.</i></p> <p><i>Takes responsible decisions and to take initiative.</i></p> <p><i>Is able to to use a data-driven scientific approach to solve problems related to their job responsibilities, carrying out independent research using IT and digital tools.</i></p> <p><i>Knows the principles of organizational management and performance and the ability to make proposals for their improvement.</i></p> <p><i>Is able to produce competitive and exportable tourism and hospitality products.</i></p>
Final examination upon the completion of the study programme	<i>Diploma paper</i>

Study programme forms

Full time studies - 4 years - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's Degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Tourism Services Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 4 years, 4 months - latvian

Study type and form	<i>Part time extramural studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>4</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's Degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Tourism Services Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 4 years - english

Study type and form	<i>Full time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>english</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional bachelor's degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Tourism Services Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies distance education - 4 years, 4 months - latvian

Study type and form	<i>Part time extramural studies distance education</i>
Duration in full years	<i>4</i>
Duration in month	<i>4</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional bachelor's degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Tourism Services Manager</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

No changes have been made to the parameters of the study program (the programme is implemented in accordance with Annex 102 of the accreditation sheet issued on 27 August 2018), but changes have been made in the content of the programs. For example, the name of the study course "Management" has been changed to "Management of a sustainable organization" in order to more accurately reflect the content of the study course and its relevance to current developments in the business environment. The study course "Culture of the Baltic States" has been transferred from part B to part A, and its name has been changed to "Society and Economy of the Baltic States", providing more knowledge about the factors influencing the development of Latvia as a tourist destination in the regional context. Responding to industry trends and factors affecting tourism development new optional study courses such as "Tour guiding" and "Urban tourism" are also offered. The name of the study course "Accounting and taxes" has been changed to "Taxes", ensuring the compliance of its content with the tasks defined in the professional standard. A new optional study course "Meetings and Conferences" is offered to provide opportunities to acquire the necessary knowledge for this rapidly growing type of tourism, promoting the competitiveness of program graduates in the labour market. Such program development by changing the content of individual study courses and creating new ones, including elective courses, is expected to be implemented in the future as well, ensuring that the program meets the needs of the labour market, industry development trends and the demand for continuous improvement, maintaining competitiveness.

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The study program "Tourism and Hospitality Management " (42812) has been developed and is being implemented in accordance with the Law on Higher Education of the Republic of Latvia, the relevant regulations of the Ministry of Education and Science, the professional standard "Tourism Services Manager", as well as European guidelines for quality assurance of higher education.

The code "42812" of the study programme confirms to the study programme and its parameters.

- 42- first cycle professional study programme (duration of studies in full- time studies at least

4 years)

- 8 - Educational thematic group "Services"
- 81-Educational thematic area "Individual services"
- 812- Educational programme group "Tourism and Leisure Organisation"

The study program is implemented as a full-time day study (4 years), part-time extramural studies as well as distance learning studies (4 years and 4 months) program. In the Appendix number 1 is attached example of diploma and diploma attachment.

The scope of the Study programme – 240 CP

From the moment of matriculation till their ex-matriculation, students acquire skills and competences in accordance with the program goals set, its objectives and learning outcome that correspond to the qualification acquired - Tourism services manager.

General skills and competences acquired by the student:

- Ability to communicate freely in the national language orally and in writing, observing the norms of literary language and using professional terminology for the performance of work duties.
- Ability to discuss constructively and present one's opinion in an argumentative style, ensuring the provision of information that is correct, comprehensible and in accordance with the norms of literary language;
- Ability to use foreign languages in oral and written communication and professional terminology in two foreign languages to perform work duties.
- Ability to communicate effectively in a multicultural environment observing principles of intercultural communication.
- Ability to apply mathematical thinking while making forecasts (in the sector, field, profession, organization), substantiating arguments and evaluating proposed solutions.
- Ability to construct such diagrams of the studied phenomenon, which contains only the elements necessary for the mathematical interpretation of the question.
- Ability to use industry research to influence and improve industry and organizational quality performance and ensure sustainable operations.
- Ability to manage data, information and content in the digital environment according to the specifics of the professional activity, using various digital tools, technologies and platforms.
- Ability to provide digital content of various formats and their distribution using digital communication means and technologies, respecting the norms of property rights and data protection.
- Ability to perform a professional set of tasks in a digital environment using digital devices and techniques to protect personal data, privacy and personal security.
- Ability to evaluate and purposefully plan the improvement of professional competences, incl. those of organisation specialists.
- Ability to effectively manage one's own learning and professional development/career and those of other specialists.
- Ability to use an analytical approach in professional activity and development of the professional field.
- Ability to analyse different points of view when managing / evaluating social interactions.
- Ability to use research methods in the field of professional activity.
- Ability to act as responsible citizens and participate fully in civic and social life.
- Ability to make responsible decisions and apply norms in professional activity in accordance with the requirements of the regulatory framework of labour law.
- Ability to analyse information related to non-standard work situations, evaluating the

responsibility, rights and obligations of the parties involved.

- Ability to determine the business model of the organization and adapt plans to achieve the set goals in changing circumstances.
- Ability to carry out one's professional activities in accordance with the chosen business model, planning and evaluating one's own goals and those of the team in creating new values.
- Ability to develop a business plan based on the developed model.

Professional skills and competences acquired by the student:

- Can conduct tourism industry market research on a regional, national and global scale
- Can determine the purpose of the organization's activities based on the organization's strategy.
- Can create a business plan for an organization of a certain field of tourism industry for a certain period of time.
- Can develop the organization's service offers, observing the criteria of service diversity and sustainability;
- Can develop and plan an investment plan for a period of time in the short term and long term
- Can provide the human resources management functions of the organization in compliance with personnel policy and strategy objectives;
- Can coordinate work processes in the organization, ensuring the continuity, systematicity and efficiency of work processes.
- Can organize and improve the work process, ensuring efficient use of time and resources.
- Can manage the work process, monitoring the performance of quality services and efficient use of financial resources
- Can control the work process by critically evaluating intermediate results, the progress of work processes and the return of all related resources.
- Can create an organization's service quality management system in accordance with professional industry and organization standards.
- Can establish an organization's service quality management system in accordance with professional/industry and organizational standards.
- Can participate responsibly in the organization's financial management, ensuring efficient use of financial resources.
- Can monitor and supervise the processes of creation and implementation of the organization's services;
- Can evaluate the classification of tourists for their organization for effective management of services.
- Can ensure the sustainability of tourism services, purposefully creating new opportunities for the development of the organization.
- Can ensure quality management of tourism services.
- Can critically research the market of retail tourism, evaluating the needs and wishes of consumers
- Can conduct comprehensive research of competitors' services, identifying the competitiveness of their services.
- Can promote services in the market, effectively communicating and cooperating in a multicultural environment.
- Can communicate with clients, cooperation partners, applying practical communication and intercultural communication skills.
- Can implement various marketing strategies using an analytical and innovative approach.
- Can sell and organize the active sales process, promptly responding to possible changes.
- Can use technological resources in the implementation of the work and services of

organizations in various sectors - catering, accommodation, tourism.

- Can use digital resources in the work processes of the organization, incl. in the digital environment
- Can manage information, data and content for the most convenient way for easy retrieval and storage.
- Can decide on the most appropriate ways to adapt and tailor the digital environment to one's needs.
- Can use digital tools in the sale of tourism services
- Can find solutions to complex problems related to distribution using digital technologies.
- Can ensure digital data management in the organization in the long term.

The study program "Tourism and Hospitality Management", its goals and tasks fully correspond to the goals and tasks defined by the study direction "Hotel and restaurant service, tourism and leisure organization".

The enrolment of students to the study program takes place in accordance with the BAT "Enrolment regulations for the academic year 2024/2025." The enrolment requirements set are in line with the goal and objectives of the program and provide students the opportunity to achieve the defined learning outcomes during their studies. Enrolment to the professional study program of the first cycle of studies "Tourism and Hospitality Management" takes place on the basis of a competition based on a centralized exam results in the following subjects: Latvian language, foreign language (English, German, French or Russian) and mathematics. Applicants who obtained their secondary education before 2004 must have a successful assessment in the relevant subjects.

The following additional requirements are set for foreign applicants:

- secondary education documents of foreign applicants must comply with Latvian standards. The recognition of educational documents obtained abroad is carried out by the Academic Information Centre
- knowledge of foreign applicants must meet the requirements of the BAT enrolment regulations;
- a document issued by an international institution within the last five years must be submitted, certifying that the foreign applicant's language skills for the relevant study program are at least B2 level. Such document is not necessary if the foreign applicant obtained secondary or higher education in the language of the implementation of the relevant study program, or the foreign applicant obtained secondary education in a country of the European Union and the European Economic Area or in the Swiss Confederation and the secondary education certificate includes the assessment of foreign language knowledge equivalent to at least B2 level according to the Common European Framework of Reference for Languages (CEFR).
- in order to apply for admission to higher-level study programs, the average grade in the previously obtained education level must be at least 60% for foreign applicants who are not citizens of the European Union;
- foreign applicants pay a registration fee of EUR 200.00, which is not included in the tuition fee and is not refunded if the studies are not started;
- foreign applicants who wish to study in the first-cycle study programme "Tourism and Hospitality Management" in English language are tested for knowledge in Social Sciences and English. Applicants must obtain 60-100% of the total points in the Social Studies test, in order to be enrolled for the mentioned study programme.
- foreign applicants who are not citizens of the European Union must have an average grade of

at least 60% in the previously obtained education level in order to apply for enrolment to undergraduate programs.

- Applicants shall register electronically on the BAT homepage www.turiba.lv. The submission of documents and enrolment after electronic registration is held at the Study information centre for studies in Riga, at the branches for studies in the respective branches during working hours. The registration of applicants and enrolment for the first year of studies after completion of secondary education shall commence in accordance to the dates set by the Minister of Cabinet regulations.
- The International Cooperation Department (SSN) upon receiving consent interviews foreign applicants who are not citizens of the European Union, citizens of the European Economic Area or citizens of the Swiss Confederation in order to ascertain their motivation to study in the chosen study program. The International Cooperation Department stores and makes available the video recordings of these interviews to the competent authorities upon request.

The program is regularly improved by updating study courses, building cooperation with industry entrepreneurs, thereby providing students up-to-date learning information and practical experience. Latvia's Sustainable Development Strategy for 2021-2027 envisages developing Riga as an important cultural, tourism and business centre in Europe and the National Development Plan for 2021-2027 envisages that "Tourism development in Latvia is one of the priorities of national economic and environmental development" as well. By fulfilling the development plans foreseen and criteria for industry development, as the demand for tourism industry services increases, the demand for industry specialists will also increase.

The skills that the student acquires while studying the program are necessary and useful for working in a tourism and hospitality company and in its management. The program is regularly improved by updating study courses and establishing cooperation with industry entrepreneurs.

After obtaining the first-cycle professional higher education bachelor's degree, students can continue their studies in the second-cycle professional higher education master's study program "Tourism strategic management", where they will obtain the qualification of an organization manager.

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The number of people employed in tourism and hospitality in Latvia in the period 2019-2023 has fluctuated between 25-35 thousand, not counting the tourism related fields of , which have a direct impact on employment in the tourism ecosystem. The tourism sector in Latvia accounts for up to 2% of GDP and the export value of tourism services is around 2 billion euros. Although compared to world trends, the potential of Latvian tourism, especially, the export potential of tourism and hospitality services, is not fully utilized, the changes expected in lifestyle and habits in the future will contribute to the increase in demand.

In Latvia's sustainable development strategy for 2030, one of the goals states that "Riga will be an important cultural, tourism and business centre in Europe. The urban-rural partnership will ensure a high quality of life throughout the territory of Latvia". Tourism is also mentioned as one of the possible solutions, foreseeing that "The creative industry (design, advertising, tourism, etc.) and culture, which has already proven its quality, play a major role in building the competitiveness of the national identity." Tourism is also mentioned as a course of action in connection with the use of

natural resources, development of transport infrastructure, growth of development centres and resorts.

On the other hand, the National Development Plan for 2021-2027 states that "Tourism development in Latvia is one of the priorities of national economy and environmental development. Increasing the flow of tourists would contribute to the growth of various industries. In order to attract travellers and promote Latvia internationally, it is important to develop attractive tourism products and sell them successfully".

Management of tourist attractions, product development, tourist destination management , development of the offer, as well as preparation of sustainable and exportable products for sale, requires education of qualified specialists. The success of the sustainable development of the industry is influenced by the professional competence of companies of the ecosystem of the industry, primarily the accommodation, catering and travel services sectors and their managers and specialists. In order to achieve the national development goals of the tourism sector, it is necessary to provide an adequate level of education.

The tourism industry labour market is broad, taking into account the range of satellite industries characteristic of the tourism industry - creative industries, leisure, recreation and entertainment activities, passenger transportation, events, etc.

Employment opportunities are available also in direct tourism sectors where, for example on the CV.lv employment portal there were on average around 120 simultaneous vacancies from December 2023 to January 2024. However, the aim of the study program should also be taken into account - to promote the entry of young specialists not only into the labour market as employees, but also by creating new service enterprises, supplementing the existing tourism ecosystem with new services, which would contribute to the industry's export capacity and international competitiveness.

The BAT study process places a lot of emphasis on professional knowledge and practical skills, because it is precisely these that are highly valued by employers today. This is confirmed by the fact that for several years BAT has been markedly ranked among the TOP3 universities recommended by employers and among private universities it occupies a leading position.

Every year, the BAT Development Department conducts a alumni survey with the aim of collecting data and analysing the employment of BAT alumni. About 65% of the respondents admitted that they got a job already while studying. It is possible to combine studies with work in the specific program, especially when studying part-time. Since the study program includes practice every study year, students often continue to work in the practice enterprise as full-time employees. Only less than 1% of respondents admitted that they did not manage to find a job after graduation.

27% of graduates of the study program admit that they work as managers, 47% of respondents work as specialists, executives. Almost 29% of respondents admit that they continue their studies at BAT after graduation.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Statistical data on the number of students, enrolled and alumni in the study program "Tourism and

Hospitality Management" as a whole.

Year	Enrolled	Number of students	Graduates
2013	201	847	152
2014	186	779	96
2015	210	769	89
2016	143	656	78
2017	216	644	81
2018	248	649	50
2019	201	542	54
2020	165	470	44
2021	99	356	55
2022	96	317	48
2023	149	299	45

Statistical data of students in each form of study programme:

Year	Full time studies, 4 years, Latvian	Full time studies, 4 years, English	Full time studies, 4 years, English, winter admission	Part time studies	Part time distance learning studies
2013	350	137		138	95
2014	309	141		122	82
2015	253	168	23	122	94
2016	172	163	41	96	80
2017	141	201	61	79	88
2018	112	245	87	87	76

2019	96	196	88	69	72
2020	78	184	77	60	59
2021	70	120	57	42	66
2022	49	109	54	32	73
2023	56	111	48	21	63

Over the past 10 years, the total number of students in the study program has decreased. There are two main reasons for this – firstly, the general demographic situation and the possible number of students enrolled and, secondly, the general perception of the industry, the labour market and the level of remuneration in the industry. The rapid development of digital technologies has significantly changed young people's perception of future professional careers and priorities. The perception of the tourism industry has changed in Latvia and the world. Publicly available information on the level of remuneration in various industries ranks the fields of tourism and hospitality among the lowest paid fields in Latvia over a long period of time. Such statistics influence the choice of young people. However, despite negative factors of the external environment, BAT's total number of students in the study program has stabilized and the rate of decline has decreased. In 2023, as a result of a successful enrolment campaign, the number of students enrolled increased by 55%. When analysing the total number of students in the program in 2023, it is necessary to take into account the significant impact of Covid-19 on the number enrolled, especially in 2021 and 2022. In 2023, the number of students enrolled in the Latvian stream was the highest since 2019, and the number of students in the Latvian stream increased. The number of students enrolled in the English stream increased, however, it was lower than in the period until 2020. Such indicators are related to enrolment regulations and the criteria established .

The number of students is also affected by drop-out rates and reasons related to it. One of the reasons for dropping out, where the number has increased, is the indicator "the requirements of the study regulations have not been met", which is basically related to academic debts.

Significant changes in the number of students studying full-time in Latvian are related to both the demographic situation in the country and changes in young people's priorities when choosing educational fields. The 2023 enrolment figures show that the situation has stabilised and the number of students is expected to increase slightly in the coming years. Full-time enrolments in English have stabilised and diversification of the student population is planned over the next few years, by diversifying countries of origin to ensure a full international experience.

The number of part-time students is on a downward trend. This form of study is mostly chosen by those working in industry who prefer the part-time distance learning offered by BAT as an alternative. It is expected that the number of distance learning students will increase in the next few years, which is why BAT is currently prioritising the development of this form of study.

Overall, when looking at the number of students enrolled in the programme, comparing it with the number of students enrolled in similar programmes in the country as a whole, it can be concluded that BAT's market share has remained stable despite the decline in the number of students. This confirms the observations on changing study habits, alternative forms of education and education opportunities abroad. The situation in 2022-2023 has stabilised due to successful external marketing activities, which allows planning for further development.

An overview of the data can be found in Appendix 2.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

Not applicable

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The study program "Tourism and Hospitality Management" is designed to offer the acquisition of the necessary knowledge in the fields of tourism and hospitality business, and also provides an opportunity to practically improve one's skills both in teamwork and in a multicultural environment, which is becoming a necessity nowadays. During their studies, students learn to understand the different way of thinking and life approach of other cultures, as well as develop critical thinking and the ability to express their opinion in a structured way. These are values that graduates can put into practice in their professional lives.

The topicality of the study program content is determined both by the Latvian tourism and hospitality industry trends and the labour market situation, as well as the directions and development trends in the international environment. The recommendations given by the external evaluation - TedQual certification of the UN World Tourism Organization, regarding tourism education programs and their content, are also taken into account while creating the study program and updating the content. In matters related to tourism ethics and sustainable development, the program provides study courses that include current sustainability and tourism ethics topics.

The outcomes, aims and objectives of the study programme courses are linked to the aims and objectives of the study programme. The aim of the study programme is to provide the knowledge and skills necessary for the development of sustainable tourism. The aims, objectives and outcomes of the study courses Introduction to Tourism, Tourism Geography, Tour Organisation and Management, Corporate Responsibility and Sustainability, for example, are subordinate to this objective. The study programme also aims to cover the need to acquire the knowledge to work in a changing business environment, which is linked to the learning outcomes of, for example, courses such as Management of Sustainable Organisations, Macroeconomics, Tourism Economics and Globalisation, etc. An equally important objective of the study programme is to develop the competence to take responsibility and show initiative, which is achieved through the aims and

objectives of courses such as Social Psychology, Applied Etiquette and Communication in Hospitality, Human Resources Management or one of the elective courses. In addition, the aims and objectives of the individual courses are also subordinated to the aims and objectives of the field of study, which focus on the ability to carry out independent research in order to make decisions related to one's professional activity.

The full-time study programme is delivered in both Latvian and English. The content of the study programme in English does not differ from the content of the study programme in Latvian. The programme in both languages is designed to provide students with the opportunity to acquire the knowledge and skills and develop the competences necessary to work successfully in an international environment.

The content and outcomes of the study programme version of part-time studies are the same as those of full-time study. Due to the lower number of contact hours, the course descriptions provide for different independent tasks in preparation for regular examinations. The practical timetable is described in the course description of each study course.

Several lecturers involved in the study process are related to the tourism industry, ensuring the integration of current events in the study program content, paying special attention to study courses focused on the operations of hotels and hospitality companies (Iveta Sprudža, Margarita Platace, Laura Pole), travel organization work (Valentina Aidemire, Harijs Egliens, Marta Baltiņa, Eriks Lingeberziņš) and related issues. The involvement of lecturers working in the industry provides the opportunity to create study course content that corresponds to current industry trends. Every year, the study program lecturers participate in various events dedicated to the current tourism industry affairs, such as the trade fair Balttour, Latvian Tourism Forum and others, forming close ties with industry entrepreneurs and other stakeholders.

The Faculty Council reviews study programs every year, making proposals for the inclusion of new study courses or changes in existing study courses. Representatives of both the public (e.g. Industry Policy Department of the Ministry of Economy of the Republic of Latvia) and private sector (including representatives of industry professional associations (Latvian Hotel and Restaurant Association (LVRA), Latvian Travel Agents and Operators Association (ALTA)) are represented in the Faculty Council, providing a sufficiently broad and versatile vision for the creation of study program content. The content of specialised study courses (hospitality and hotel business, catering services and their organization) is supplemented and updated by the lecturers of the respective study courses at least once a year.

In order to achieve the goal of the study program and fulfil the tasks, the study program should be built sequentially and gradually ensuring the acquisition of the necessary knowledge and skills. The study courses planned during the first year provide general knowledge and build skills for work in the tourism industry, in various companies of the industry. Study courses such as Introduction to tourism, Hospitality and customer service, Tourism Geography lay the basis for further studies. These are complemented by optional study courses - Tourism agencies and information systems and Hotel Department's Management, providing insight into one of the offered specializations.

Second year study courses provide skills and competences needed to manage structural units or departments of industry enterprises- Management of Sustainable organization, Accounting, Microeconomics, Business Process Regulations, etc. The content of the third-year study courses is designed to ensure the acquisition of marketing, sales and commercial knowledge and skills. The optional study courses offered contribute to personality development, enhance the competencies required for working in a team, which are very necessary in the tourism industry.

Fourth year study courses help develop competences necessary for work in an international

environment and help create an understanding of the tourism ecosystem. The study course Tourism Business Product, included in the study program, is intended to apply the theoretical knowledge in practice by creating the concept of a new tourism business product, preparing the plan and outlet necessary for its sale in the business environment.

Study courses are connected with practice, which are scheduled at the end of each study year. Practice tasks are subordinated to the knowledge and skills acquired in the study courses of the relevant study year.

State examination - development of a bachelor thesis is planned at the end of the studies. The topics of the bachelor thesis are reviewed at the department meeting, with the participation of the department's lecturers, including those lecturers who are invited to implement the study program as industry professionals. Industry representatives invited to participate in thesis defence commissions, in accordance with the Turiba University regulations "Regulations on final examinations" provide feedback on the topicality of the topics and compliance with current industry trends and labour market demands.

Students obtain a specialization certificate if they have successfully completed optional courses linked to a specific module during their studies. The purpose of the specialization certificate is to promote a more successful and targeted integration of Turiba University International Tourism Faculty alumni into the labour market. Students of the study program "Tourism and Hospitality Management" are given the opportunity to study professional and free-optional study courses according to the following specialization modules during their studies:

- Tour Management and Logistics;
- Hotel and Restaurant Management;

The certificate for acquisition of the respective specialisation module is awarded to students who have successfully completed all the necessary professional and free optional study courses in the respective specialisation modules and undergone at least two practice programs in the respective tourism and hospitality enterprises in accordance with the practice programmes and have successfully defended the practice reports as well.

The study courses in the respective specialisation modules and their scope are set out in the respective study programmes and study plans. It is possible to learn the particular study course offered in the specialisation module if the amount of students who have opted for the study course are sufficient enough to form an academic group. The decision on the formation of a group shall be taken by the Dean of the Faculty no later than of two weeks before the start of the semester.

Students, who have participated in exchange programmes and have successfully completed the study courses at partner higher education institutions can be eligible for the award of the specialisation certificate provided the content and scope of the study courses completed correspond to the relevant study courses in the specialisation module. In order to be eligible for the transfer of credit points for the above-mentioned specialisation study courses the student has to submit the list of study courses acquired at the partner higher education institution to the Faculty of International Tourism.

The specialisation certificate is awarded in accordance with the decree of the Dean of the Faculty of international Tourism along with the award of the Bachelor's degree in the study programme

The specialization certificate is awarded on the basis of the regulation on the award of specialization certificate in "Tourism and Hospitality Management" and "Event production and management" study programs approved by the Faculty Council of International Tourism meeting on 21.02.2023, minutes No. 1/2024

The study program content of the is updated in various forms regularly: 1) The program content and its relevance to the current situation and industry trends are evaluated every year at Faculty Council meetings in which industry professionals also participate. The Faculty Council can initiate the creation of new study courses so that the study program content reflects the current industry situation.

2) In order to ensure up-to-date study program content, lecturers who are industry professionals are involved in the implementation of the study courses.

3) An additional way to update and improve study program content is cooperation with lecturers of specialized study courses while developing and renewing the study course curricula, ensuring the uniqueness, proportionality and continuity of the topics while creating study program content.

Attached:

Appendix 3. Study programme compliance with the national education standard

Appendix 4. Compliance of the study programme with the professional standard.

Appendix 5. Mapping of the study programme

Appendix 6. Study programme plan

Appendix 7. Course descriptions

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

Not applicable

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study program is implemented in the form of full-time and part-time extramural and distance learning. Full-time studies take place on weekdays, according to the timetable. Lectures and practical classes for part-time studies, take place every other week on Friday evening and Saturday. In distance learning studies, students learn study courses using the prepared distance learning materials, the scientific literature that complements them, as well as use video lectures prepared by the academic staff.

Distance learning materials are available in the Moodle environment.

The study program is implemented using various study forms and methods: lectures, seminars, discussions, practical classes, use of online resources, scientific literature studies, applied games, individual and group consultations, practice, study tours, case analysis, independent practical work of students (individually and in groups), presentations and conferences on the Webex platform. Modern information technologies are widely used in the study process. During lessons, lecturers and students have the opportunity to use the computer classrooms, which are necessary for learning various specialized courses, such as Systems of Hotel Management and Tourism agencies and information systems.

One credit point is a study accounting unit corresponding to the student's 25 academic hours of work. BAT has developed a document "Methodology for the transition from the Latvian credit system to the European credit transfer and accumulation system (ECTS)" (https://batis.turiba.lv/NormativeDokumenti/DokB/1/N163_Metodika_parejai_uz_ECTS_1.vers.docx only in Latvian), which determines the procedures by which the transfer of study courses from the Latvian credit system to the European credit transfer and accumulation system (ECTS) takes place in all level study programmes implemented by BAT.

Regardless of the form of studies, great emphasis is placed on practical work to achieve the study goals. Full-time program students learn theoretical and practical lessons face-to-face, together with other students, but for part-time students, emphasis is placed on independent work, which the student performs, taking into account the lecturer's recommendation, the description of the study course, but planning his own time. For part-time extramural students, the study plan and lectures are drawn up in such a way that the students obtain all the necessary theoretical information and, during independent studies, perform practical tasks, as a result of which the goals of the study program could be achieved. Distance learning students achieve the goals set for the program through self-learning and independent studies. In order to modernize and facilitate the study process for distance learning students, emphasis is placed on the creation of video lecture content, thus allowing students to better understand the theory and get in touch with the lecturer of the study course. When creating study course materials for distance learning studies, self-assessment questions are provided, which help to assess study progress. Using the Moodle environment, students can communicate with the teaching staff of the respective course.

In each study course, the lecturer chooses the most appropriate teaching method, which best contributes to the achievement of the learning outcomes of the study course and the entire study program. All teaching methods can be used within one study course.

In order to achieve the goals of the study program and courses, emphasis is placed on the fact that, in addition to acquiring theoretical knowledge, students also gain practical experience by interacting with other students, lecturers and representatives. Within the framework of study courses, students work in groups and develop projects. Students have the opportunity to attend guest lectures, where industry professionals share their knowledge on issues related to the topic, theory of the given course. Guest lectures are organized as part of study courses, if the theme is connected to the study course content, or students can participate in general educational guest lectures organized by the BAT Development Department. The decision on using guest lectures as a teaching /learning method is within the competence of the study course lecturer, who, if necessary, can coordinate the decision with the respective department.

As part of the study courses, students go on study tours, visit companies, meet with entrepreneurs who share their experience, knowledge, tell and show how the specific company, product, etc. works in practice. Study tours are an important method used in the implementation of the study

program. In cooperation with the Mogotel hotel group, study tours are organized within the framework of study courses on the work organization of hotel services and the hotel management system. Within the study course Introduction to tourism, study tours are organized to various companies in the industry to give an idea of the diversity of the industry.

Examples include the annual excursion to the Bank of Latvia's "World of Money" knowledge centre, where students went as part of the "Tourism Economy and Globalization" study course with the aim of encouraging them to see and think about the money flows and understand its importance for the economy. As far as possible, study tours are also planned within the framework of other study courses - in the study course Health and SPA tourism to Jūrmala SPA hotels, in the study course Rural Tourism, memorandum on cooperation was signed during the academic year 2023/2024 and a study tour was organized to LVM "Latvia's State Forests" facilities and recreation area "Spare".

In accordance with the basic principles of student-centred education, the requirements for study courses, their results, which make up the final assessment and the proportional distribution are clearly defined and lecturers regularly evaluate and improve study course teaching methods, promote student independence, while providing guidance and support as well. A basic principle of the student-centred approach is the importance of creating a feedback link, which is done both in the form of a dialogue and by conducting an annual student survey, both about the study process in general and the study courses. Such surveys make it possible to assess whether the implementation of the study program meets the goal set in the program, and make it possible to identify the necessary improvements or changes. Consultation hours with lecturers are foreseen for students. At the beginning of the studies, the Dean's class is held, when the Dean of the faculty gives an overview of the study process and communication possibilities during studies and consultations with the academic staff. The Faculty Council also has Student Council representatives, who provide feedback on the study process. Every year, at the beginning of the study year, the Student Council holds a meeting with BAT management, Deans and Heads of study directions, promoting cooperation.

Assessment gives learners the opportunity to demonstrate to what extent they have achieved the expected learning outcomes. When evaluating tests, lecturers give an in-depth evaluation, justifying the evaluation and thus providing students with feedback. Assessment is consistent, fair and conducted in accordance with approved procedures.

There is a procedure for reviewing student appeals.

The basic form of assessment in the study programme are examinations and tests that are to be passed at the end of each study course. Only students who have fulfilled all the requirements specified in the study course syllabus and fulfilled the obligations specified in the education contract are admitted to the final examination of the study course.

Modernising the study program a new study course "Tourism Business Product" has been created that foresees the application of theoretical knowledge gained in practice by creating the concept for a new tourism business product, preparing the plan and outlet necessary for its sale in the business environment. In such a way, students create a real product, research all business aspects and to integrate the product in the business environment.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how

internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

To achieve the planned results of the study programme and to encourage students to acquire skills and build competence, the content of the programme provides for 4 internships totalling 39 CP:

-1st study year internship for 4 weeks - 6 CP. It is implemented at the end of the 1st year of study and its aim is to get acquainted with tourism and hospitality companies, to consolidate the knowledge acquired in theoretical courses in practice and to acquire the knowledge and skills necessary for future work.

-2nd study year internship for 4 weeks - 6 CP. The aim is both to consolidate the knowledge and skills previously acquired and to learn how to analyse the work of a company.

-3rd study year internship for 6 weeks - 9 CP. The aim of the traineeship is to acquire the practical skills required to manage a tourism and hospitality business in an economic, administrative and social direction, learning modern management methods, versatile marketing techniques, the principles of business financial balance, and the legal aspects of business operations.

-4th study year, a pre-diploma internship for 12 weeks - 18 CP. The aim of this internship is to strengthen theoretical knowledge in order to acquire the necessary skills to work in tourism service organisations and to develop the ability to use research methods in the field of professional activity, to obtain the necessary data and information for the development of the thesis.

For each of the internships, the study course description "Practice" (Practice 1, Practice 2, Practice 3, Pre-diploma practice) specifies the exact tasks to be performed during the internship and the questions to be answered when preparing the internship report for submission and defence.

In the Appendix 8 is attached document "Practice Regulations", which sets out the procedures for organising internships.

The internships aim to strengthen the knowledge acquired during the theoretical courses in practice and to improve professional skills in tourism and hospitality management, and company management.

With the help of the practice, theoretical knowledge is also systematized, strengthened and expanded. The student develops the ability to make decisions, be creative in defining problems and offer specific solutions. The University supports the achievement of the tasks set for the student's study internship by appointing an individual internship supervisor from the academic staff.

The Faculty has engaged a coordinator of international internships who operates permanently helping students to find an internship abroad and managing the processing of the necessary documentation, as well as supervising cooperation with internship placement companies.

Internships are also offered by Latvian companies and organizations. When assessing the compliance of a company as an internship provider, students are informed about the internship opportunities (-ies) at the particular company. Students are informed about the ongoing internship opportunities on the internal information system BATIS.

Cooperation agreements have been concluded with foreign companies (Section 2.5, Appendix15), which annually host students studying in the Tourism and Hospitality Management programme of

the Faculty of International Tourism. The coordinator is responsible for foreign internships and communicates with students and foreign internship providers, coordinates the availability of internship places and the conclusion of contracts. The Foreign Placements Coordinator, in cooperation with the Dean of the Faculty and the Head of Departments, organises meetings for students with representatives of foreign placements. During these meetings, students are introduced to internship opportunities, working conditions and rules. Depending on the internship employer, students may be selected for specific internships through a competition. An example is the internship opportunity in the United States at the Broadmoor Hotel, where students are subject to a call for applications and admission requirements. The admission requirements include the student's previous experience abroad, language skills and performance. The first assessment of the student is carried out by the placement coordinator, who checks the student's grades and previous placement experience. Candidates who meet the criteria are then forwarded to the second round, which consists of an interview with a representative of the Broadmoor Hotel, either face-to-face or via remote communication.

A letter of intent has been signed with the Mogotel hotel chain in 2023. As a result of this cooperation, students are offered internship opportunities at Mogotel hotels in Latvia.

Turiba University opened a career centre in 2023 which provides support to students, graduates and pupils in their career development. A career consultant working at the Career Centre supports students in finding and selecting an internship placement. For example, on 7 March 2024 Turiba University Career Centre, in cooperation with the Student Self-government, organized an event "Internship Market", which assisted students in their career development and the search for internships. The "Internship Market" event brought together students and entrepreneurs who had to register in advance to participate in the event. A networking opportunity was organized as part of the event engaging entrepreneurs from various sectors, and students gained information about the ongoing internship and job opportunities. Industry professionals also shared inspiring stories from their professional experience. As a result of the event, students and entrepreneurs were able to agree on further cooperation and students gained their internship opportunities.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

Not applicable

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

Students develop a bachelor thesis, which is based on the knowledge gained during their studies on important topics in the industry and in practice. Students by a decree of the Dean submit to the Faculty their desired bachelor's thesis topic within the deadlines set. The themes are reviewed at the respective department meeting and its relevance, the formulation of the topic and its similarity/coincidence with another student's bachelor's thesis theme are evaluated. If necessary, suggestions for corrections and clarifications are given to the student. The themes are approved by

a decree of the dean. Such a procedure stimulates the choice of current issues as thesis themes and duly prevents the possibility of plagiarism.

Students develop their bachelor thesis based on the knowledge gained during their studies on important topics in the industry and in practice. Students by a decree of the Dean submit to the Faculty their desired bachelor's thesis topic within the deadlines set. The themes are reviewed at the respective department meeting and its relevance and practice, the formulation of the topic and its similarity/coincidence with another student's bachelor's thesis theme are evaluated.

The justification of the topicality of the thesis theme is a mandatory requirement not only according to the BAT regulations, but also a market and industry demand, therefore the students develop their final theses on current, practically important areas and topics. By choosing a successful, industry-relevant topic, students can take their research further by continuing their studies in a master's program and developing a master's thesis.

After receiving and examining the theme proposal application, if necessary, the student is given recommendations on corrections and clarifications. The themes are approved by a decree of the dean. Such a procedure stimulates the choice of current issues as thesis themes and duly prevents the possibility of plagiarism.

The relevance of the students' final theses of the BAT program is confirmed by the fact that the students have successfully participated in various competitions and researches with their works and won prize-winning places, as well as the popularization of their research.

The Tourism Department of the Latvian Investment and Development Agency (previously, the State Tourism Development Agency (TAVA)) organizes competitions for scientific research works with the aim of promoting the research and analysis of the Latvian tourism industry and promoting the scientific research activities of students in the field of tourism. Students of the specific program of BAT have also successfully participated in competitions organized by TAVA.

In 2014, thesis topic "Using brand personality in the positioning of Latvian cities" developed by N. K., a student of the program, won the 1st place in the TAVA scientific research competition. The student got the average rating 9.67 from the commission members .

In 2015, the bachelor's thesis topic "Inclusion of Latgale scenic spots in tourism and promotion in the market" by L. K. won the 2nd place.

L.S., a graduate of the program, participated in a competition organized by the Latvian Restaurant Association (thesis topic - Feasibility study of "Georgian Riddle" restaurant project in Riga). The purpose of the competition is to promote the sustainable development of gastronomic tourism in Latvia by researching and analysing important issues affecting the sustainable development of the catering industry, as well as to promote scientific research activities of students in the field of tourism.

Average assessments for state examinations

Academic year 2018/2019	Academic year 2019/2020	Academic year 2020/2021	Academic year 2021/2022	Academic year 2022/2023	2023 - 2024 Academic year
6 93	7 00	6 42	6 23	6 84	6 72

The appendix includes an overview of the topics of the final theses and their assessments within

the study program during the reporting period. The topics of the final theses of the study program cover a wide range of topics incl. marketing, product development, and destination management topics. In recent years, topics related to the interaction of the IT field with the tourism and hospitality industry, the use of various solutions, have become relevant. Since the study program also has foreign students, the topics can be divided into topics of a local nature and topical issues, and topics of an international nature and topical issues. The diversity in recent years is characterized by a range of topics, for example:

- Mountain tourism development prospects in Tianshan, Uzbekistan;
- Current challenges in the activity of tourist guides in Klaipėda, Lithuania;
- Kyiv region as a potential dark tourism destination in Ukraine;
- Milan as a shopping tourism destination;
- Implementation of blockchain technology in reservation systems in the tourism industry;
- Sustainable development of rural tourist accommodation in Sigulda district;
- Sustainable development of the tourism agency "Latvija Tours";
- Development strategy of the tourism product "Future Park";
- The impact of the Covid-19 pandemic on student internships in Riga;
- Latvian diaspora tours in the United Kingdom;
- Prospects of tourism development in the "Republic of Bashkiria";
- Possibilities of creating a zero-waste pastry shop in Saldus;
- Accessibility of castles for people with mobility impairments;
- French wines in Latvian restaurants;

Encouraging a wide range of topics encourages diversity, but creates challenges in assessing and monitoring the quality of development, which can ultimately affect final assessments. Partly because of these challenges, foreign students' theses often receive a lower overall rating. In addition, the limited access to data in the Latvian language limits the scope of foreign students' research on local topics, forcing students to work in fields that are less familiar to their supervisors. The evaluation of final theses fell in 2020/2021 and 2021/2022, when there were restrictions both in the industry and in practice places due to the restrictions of Covid-19. As a result, students had to work with topics that were less relevant or more specific, making the research process itself more challenging.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

Lectures are held in conference halls, auditoriums, computer classrooms and students have access to a modern library with a large reading room. The lecture rooms are equipped with high quality visual equipment- white boards, screens, multimedia projectors, audio and video equipment. Students have access to computer workstations. Fixed and, if necessary, portable multimedia projectors are also available. The service department of the university takes care of cleanliness in

the auditoriums and common rooms and employees regularly clean and air the rooms.

BAT has four computer classes: 29, 30, 34 and 32 student places + a lecturer's workplace with a projector. Reading room with 32 computers for students' independent work, 75 workplaces without computers. The computer room of the youth tourism hostel with 20 computers for independent work of students.

25 auditoriums, equipped with a computer and multimedia projector or TV. MS Windows operating system and MS Office for all computers. There are 10 language classes in the BAT A corpus, which are intended for a smaller number of students (10-20 students) for learning language courses in groups. MS Office, - MS Windows, MS Office is available to students during their studies and employees during their tenure of employment. Data storage and user authentication are provided while using MS Windows and Novell OES servers. The Moodle environment is used in the part-time distance learning (e-studies) process. Library work is provided with ALIS.

BAT has its own IT department, which ensures the operation of the IT environment. The technical service ensures the operation of computer equipment and the computer network, the programmers - the operation and development of BAT's internal IS and BATIS.

Every year, BAT invests funds in the development of library technology, in the acquisition of databases, and in the collection of the fund with the latest literature, in proportion to the increase in the number of students. The list of required literature is updated every year according to the wishes of the academic staff and students. Library work is provided with ALISE.

The BAT library offers to use the open-access library with electronic registration of issuing and receiving literature, books and periodicals, electronic catalogues of student works in the ALISE library information system: <https://w3i.turiba.lv/Alise/en/home.aspx>

The library has the latest scientific literature on the tourism and hospitality industry, management, etc. available. For example, the collection of the library has been supplemented with such books as:

- McKercher, Bob. Tourism theories, concepts and models / Bob McKercher, Bruce Prideaux. - Oxford : Goodfellow Publishers, 2020. (Tūrisms)
- Cavagnaro, Elena. Sustainable value creation in hospitality / Elena Cavagnaro. - Oxford : Goodfellow Publishers, 2018. (Viesmīlības industrija - Vides aspekti - Ekonomiskie aspekti - Sociālie aspekti. Viesmīlības industrija - Menedžments. Ilgtspējīgs tūrisms)
- Digital marketing and social media strategies for tourism and hospitality organizations / Editors: Ahmet Bulent Ozturk and Murat Hancer. - Oxford : Goodfellow Publishers, 2022 (Tūrisms - Tirgvedība. Viesmīlības industrija - Tirgvedība. Interneta tirdzniecība. Sociālie mediji. Tūrisma ekonomika. Tūrisma mārketingš.)
- Davis, Bernard. Food and Beverage Management / Bernard Davis, Andrew Lockwood, Peter Alcott and Ioannis Pantelidis. - Sixth edition. - New York, NY : Routledge ; London, 2018. (Sabiedriskās ēdināšanas menedžments. Restorānu menedžments.)

If the user has a computer with Internet access, the electronic catalog of the BAT library can be used from anywhere in the world. The list of business-related books available in the library is appropriate for ensuring a successful study process for both Latvian and foreign students.

The library subscribes to periodicals in print and electronic format. The library collection is mainly in Latvian, Russian, English and German. The heads of the various departments and programme directors in cooperation with the library personnel work out the list of books, journals and electronic databases to be purchased for the new forthcoming academic year. The University subscribes to online electronic databases: Academic term database, Statistics of Latvia, Letonika, Lursoft, EBSCO database storage, Proquest Computing database, trial databases are also constantly used. At the

moment, the subscribed databases are Scopus and ScienceDirect, which are accessible using the computers of the BAT library in person. E-resources available in the BAT library: Eurostat, baltictravelnews.com, German News Service, Latvijas Vēstnesis archive,

National Information Agency LETA archive, NEPLP Media Literacy database, Nozare.lv - LETA business portal.

BAT has 2 well-equipped auditoriums which are used for practical classes. The auditoriums are well-furnished and equipped with computers and projectors, as well as with equipment necessary for the work of a travel agency, hotel and restaurant. Students have classes in the auditorium, which is equipped with hotel and catering company equipment, where practical skills such as table setting, customer service, use of hotel equipment, etc. are developed. Here students have the opportunity to combine theoretical knowledge with their application in practice, which is an important factor for students of the tourism and hospitality industry, so that they can successfully integrate into the labour market after graduation.

Databases are used as part of study courses, where students learn specific activities of tourism and hospitality industry companies.

As part of the "Hotel Management System" study course, training takes place using the OPERA Cloud Property Management System (PMS) base, where students learn modules (reservation, guest registration, room management and payment module) that are used to ensure hotel customer service.

The study course "Tourism agencies and information systems" uses the Amadeus GDS database, where students learn the skills to work with reservation system tools.

The resources needed to ensure the study process are sufficient and versatile. Resources are updated and supplemented (for example, subscribed databases - Scopus and ScienceDirect) following the trends in order to provide students with the latest data and programs that are used for practical training of study courses.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

Not relevant

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The operations of BAT are provided by the company SIA "Biznesa augstskola Turība", which is

registered in the commercial register of the Republic of Latvia and conducts commercial activities independently. For the implementation of the study program, the financial resources obtained by SIA "Biznesa augstskola Turība" are used, which correspond to the basic principles of business in order to make a profit.

The budget lines for study programme development are carefully planned each year to ensure the efficient use of resources and to improve the quality of higher education. Key items in budget planning include:

- Purchase of materials and equipment:

Technology upgrades: Funding is used to purchase the latest technology and equipment essential to the learning process.

- Academic Staff Development:

Training courses and seminars: Funds are used to provide continuing education and professional development for academic staff.

Research projects: Funding for research to develop new knowledge and improve curricula.

- Curriculum development and updating:

Funding is used to develop or update study programmes in line with labour market needs and innovation.

Upgrading existing programmes: Funds are used to upgrade existing programmes to incorporate the latest trends in the sector.

- Infrastructure development:

Construction and renovation: Funding is used for the construction, renovation and maintenance of buildings.

Improvement of teaching facilities: Investments to improve the learning environment, e.g. by upgrading classrooms and the library.

- Student support activities:

Scholarships and financial support: Part of the funding is used to provide scholarships for talented students.

Career and counselling services: Funding is channelled to services that help students plan their careers and find jobs after their studies.

The cost per student in the first-cycle full time study programme is EUR 1,506, but in part-time studies EUR 1,319 . The following items are included in the cost calculation (% distribution for full-time and part-time form is the same):

- Academic personnel costs- salaries (27%)
- Academic administrative costs - salaries (7%)
- Other academic and research activity costs (9%)
- Other study related costs including library costs (13%)
- Development, information technology, study support costs (16%)
- Capital repairs of facilities. premises, daily maintenance, utilities, security and technical support costs (15%)
- Administrative costs, including property tax and property insurance (5%)
- Social guarantees costs (4%)

- Other costs (4%)

The largest proportion- 27% of the costs - is made up of academic staff salaries.

Information on the costs per student within the program is added and can be seen in the appendix with cost calculation and the percentage distribution of funding among the specified items. The optimal number of applicants to open a group is at least 10 students, however, sometimes smaller groups are also implemented, as enrolment increases over time (transfer from other programs, commencing studies after an academic break), the program generally normalizes in terms of profitability indicators.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualifications of those employed in the study direction correspond to BAT goals and objectives. One of BAT strategic objectives is to provide a professional team of academic personnel for the implementation of study process, supporting the study program quality and the implementation of science and research, and ensuring practical experience in industry in close cooperation with employers.

The selection of teaching staff involved in the implementation of the study program is based on the following criteria:

- Previous experience of academic work in the implementation of specific study courses;
- Previous experience of methodological work;
- Areas of scientific activity and research topics as well as scientific degree;
- Previous professional experience in event production or company management.

Mobility of academic staff and students: develop cooperation with other universities, including foreign, by agreeing on exchange opportunities for students and lecturers; to stimulate lecturers and students to participate in the "Erasmus" program by giving lectures, and the participation in experience exchange under the "Erasmus" program. The continuous improvement of academic staff qualifications leads to an increase in quality, as the knowledge gained can be implemented in study courses and ensures the use of more effective training methods.

39 lecturers are involved in the implementation of the study program.

From the lecturers involved in the implementation of the program:

- 20 are elected: 4 professors, 3 associate professors, 5 assistant professors, 8 lecturers.
- 19 guest lecturers

During the review period, Ieva Brence, an expert of the Scientific Council of Latvia in the field of Economics and Business Science since 2015 started her work in 2022.

Lecturers are involved in the implementation of the study program, whose experience, knowledge and skills determine their qualifications, which enable the achievement of learning outcomes. These are lecturers with significant academic work experience and qualifications (doctoral scientific degree), professional experience in the tourism and hospitality industry, in relevant industry companies, or qualifications that contribute to the development of students' personality by building professional competence.

Lecturers with a doctorate degree, who are involved in the study process, implement such study courses as, for example, Introduction to tourism (Dr.geogr., Maija Rozīte), E-marketing in tourism (Dr.oec., Ieva Brence), Course paper 1, Course paper 2, Course paper 3 (PhD. Agita Doniņa), Professional terminology (Dr. Oec. Valerija Drozdova), Tourism economy and globalization, Product sales (Dr. oec., Āriks Lingeberziņš), Tourism and market research (Dr.paed., Ineta Lūka), Creativity and leadership (Dr. paed. Sanita Madalane), Philosophy (Dr. phil. Velga Vēvere).

Several lecturers with a master's degree and professional work experience in the industry are involved in the study process, for example, Iveta Sprudža (master's degree in economics and professional experience in hotel management), Margarita Platace (master's degree and professional experience in hotel management), Valentina Aidemira (master's degree and business experience managing a company), Valdis Čeičs (master's degree and business experience in running a company), Jānis Jenzis (master's degree and professional experience in management of catering companies, business, hotel management and currently in the management of the Latvian Restaurant Association), Angelīna Muste (master's degree and professional work experience in customer service management), Laura Pole (master's degree, doctoral student and professional work experience in the management of catering companies), Harijs Egliens (professional work experience in managing a tourism company), Marta Balčiņa (professional work experience in travel organization).

In addition, lecturers, who ensure students' personal development, develop skills to work in a team, encourage creative expressions are also involved in the implementation of the program - Sanita Madalāne (Creativity and leadership), Kristīne Neimane (Self-realization skills in a team), Velga Vēvere (Philosophy), Rihards Muciņš (International relations) , Ivars Linde (Project management).

On the whole, 4 academic staff involved in the implementation of the study program have the status of experts of the Scientific Council of Latvia:

- Ieva Brence (LZP expert status until 07.09.2025)
- Ineta Luka (LZP expert status until 12.07.2026)
- Maija Rozīte (LZP expert status until 04.01.2026)
- Rosita Zvirgzdiņa (LZP expert status until 06.12.2026)

In order to become an expert of the Scientific Council of Latvia, it is necessary to fulfil the expert qualification criteria and achieve certain results of scientific activity. The presence and involvement of experts in the implementation of the study program is an important indicator of quality, which shows the high professional level of the academic staff, which is evaluated by the council. Experts in the relevant field provide students with knowledge based not only on practice and theory, but also on science and in-depth industry research.

The quality of the study program is also ensured by improving the qualifications of academic staff and relevant self-improvement by obtaining a further qualification. 16 teaching staff with a doctorate degree are involved in the implementation of the study program, while 4 teaching staff are doctoral students who are working on the development of a doctoral thesis. An important factor

for ensuring the quality of the study program is the qualification of the academic staff and the professional knowledge they can provide to the students both within the study courses and within the final research papers. In the period of time since 2018, 4 of the academic staff involved in the study program have obtained a doctorate degree.

4 of the academic staff involved in the study program are professors, but 3 are associate professors. The presence of professors and associate professors in the implementation of the study program ensures a positive influence and study program quality in the scientific and research field. Students have the opportunity to cooperate with qualified academic staff in the process of developing their research papers, as well as to gain high-level practical and theoretical knowledge within the study courses.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

The composition of academic staff involved in the study program is stable. Taking into account that the purpose of the study program is to provide students the opportunity to acquire the necessary professional competence, the emphasis is placed on the practical experience of the academic staff in the industry. About 40% of the academic staff are professionals in the industry, who, in addition to theoretical knowledge, provide students with their opinions based on practical experience.

To ensure the quality, regular supervision of the classes is carried out, during which the professionalism of the academic staff in working with the students is evaluated. The overall results are discussed at department meetings and analysed individually with the specific academic staff. After passing the course exam students have the opportunity to express their opinion on all the lecturers. The surveys are conducted anonymously, and students are encouraged to express their views about the lecturers, indicating their positive and negative qualities. The survey and supervision results are used to enhance and improve the work of lecturers, if necessary.

Considering that one of the goals of the study program is to prepare competitive industry employees with appropriate professional basic and specialized knowledge, it is of great importance to acquire practical knowledge as well as theoretical knowledge during the study process. To achieve this goal more effectively, emphasis is placed on attracting academic staff who have appropriate qualifications and who are also industry professionals, thus creating interaction and student involvement in the professional environment already during the learning process. Academic staff involved in the program have extensive experience in the tourism and hospitality industry.

Examples include:

- Iveta Sprudža (Experience as a manager of the Hotel Bergs, experience in managing the guest reception service in the hotels "Hotel de Rome", "Konventa sēta")
- Valentina Aidemire (Head of Tourism Agency "More travel")
- Angelīna Muste (Head of the Bank of Latvia's Knowledge Centre "World of Money")
- Laura Pole (Manager at the pizzeria "Lulū pizza", shift manager at the catering company "Lido")
- Jānis Jenzis (founder and president of the Latvian Restaurant Association, member of the National Culture Council, experience as a director of Hotel de Rome)

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

Not applicable

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

Not applicable

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

Inter-teaching cooperation is implemented within the department. Departmental meetings are the main mechanism of cooperation. In order to promote cooperation between lecturers, the Head of Department plans the work of the Department, which includes the development of dialogue between lecturers. Lecturers of thematically related study courses cooperate in the process of updating study courses, according to the results of surveys, ensuring non-overlapping information in the content of study courses, integrating the latest trends and developments in the field into study courses.

Academic staff from different faculties are involved in ensuring the study process, which promotes mutual contact, cohesion and cooperation between them. Various professional development seminars are organized for the academic staff (refer appendix), working groups in which the academic staff improve their knowledge together, engage in discussions that promote mutual

interaction.

BAT often organizes guest lectures to which, depending on the topic, other academic staff and students are also invited. Guest lectures are also organized for several groups together, combining the content according to the study courses. In this way, the mechanism of cooperation between academic staff is promoted and mutual connection of study courses is created.

BAT lecturers have the opportunity to participate in various educational seminars on current topics (for example, Generation Z, how to teach and work with Generation Z, Artificial Intelligence (AI) tools OpenAI, Using digital tools to create study materials, etc.). Participation in educational seminars and obtaining new, up-to-date information increases the knowledge and qualification level of lecturers. As part of the seminars, work in groups is also encouraged, thus ensuring the cooperation among lecturers of different faculties.

As the study programme is implemented in both Latvian and English, the study courses are taught by different lecturers in different languages, and the cooperation between lecturers is implemented in the development of the study course content. Such cooperation is regularly implemented especially between first year study courses such as Introduction to Tourism, Tourism and Hospitality.

Given that the study programme includes a number of complementary study courses, which ensure the extension and continuity of previously acquired knowledge, cooperation is implemented between lecturers involved in the implementation of thematically related study courses. For example, the lecturers involved in the study courses Catering Organisation and Management of Catering Businesses and Restaurants cooperate in providing the content of the study courses. The course Tourism and Market Research builds on the knowledge acquired in the course Introduction to Research Methods. In order to ensure non-overlapping study content, the faculty members of the study courses Tourism Economics and Globalisation, International Relations and Baltic Society and Economy cooperate in updating the content and descriptions of the study courses. The results achieved are evaluated in departmental meetings by analysing the results of student surveys, where the issue of non-overlapping content is one of the items.

Cooperation between lecturers also takes place in the planning of study tours and study trips. For example, when organising study tours to hotels or other companies in the sector, the teaching staff involved, in cooperation with each other, agree on the most appropriate cooperation partner for the organisation of the specific study tour. These are subordinated to the content of the course of study and to the activities foreseen in other, thematically related courses of study.

Cooperation between lecturers is also strengthened through annual scientific conferences, where lecturers work as a team within various discussion panels, exchange newly acquired information, find common interests and develop mutual cooperation and interaction.

Once a year in June, at the end of the academic year, a off site department meeting is organized for the academic staff, with the aim of examining and discussing the current issues of the completed study year and plans for the next study year. The off site meeting includes excursions and visits to tourist attractions, hospitality enterprises and meetings with tourism and hospitality industry representatives and businessmen. This type of off-site meeting is not only educational, but also promotes team-building and cooperation.

The ratio of the number of students and teaching staff within the study program at the time of submission of the report is 289:40

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	ST diploms un pielikums eng.pdf	ST diploms un pielikums lv.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	2_ST datu analīze en.pdf	2_ST datu analīze.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	ST atbilstība izglītības satandartam (1) en.pdf	ST atbilstība izglītības satandartam (1).pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	4_ST atbilstība prof.standartam eng.pdf	4_ST atbilstība prof.standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	5_Kartējums_ST_ENG.pdf	5_Kartējums_ST.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	6_ST plāni_ eng.pdf	6_ST plāni.pdf
Descriptions of the study courses/ modules	ST_ENG.pdf	ST_LV.pdf
Description of the organisation of the internship of the students (if applicable)	8_prakses organizācijas apraksts_eng.pdf	8_prakses organizācijas apraksts.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Hotel Services Organizer (41811)

Study field	<i>Hotel and Restaurant Service, Tourism and Recreation Organisation</i>
ProcedureStudyProgram.Name	<i>Hotel Services Organizer</i>
Education classification code	<i>41811</i>
Type of the study programme	<i>First level professional higher education study programme</i>
Name of the study programme director	<i>Iveta</i>
Surname of the study programme director	<i>Sprūdža</i>
E-mail of the study programme director	<i>iveta.sprudza@turiba.lv</i>
Title of the study programme director	<i>Mag. oec</i>
Phone of the study programme director	<i>+371 67607661</i>
Goal of the study programme	<i>Prepare hospitality industry experts for working at hotels and other accommodation sector companies. The graduates are expected to demonstrate a comprehensive knowledge of the organization and provision of hotel services, understand the location of hotel operations in the structure of the tourism sector, capable of engaging and dealing with the tasks necessary for the performance of the daily work functions of the company's unit in the provision and sale of services to guests in a substantive manner, as well as to plan and organize the work by employing modern technologies and complying with the principles of sustainability.</i>
Tasks of the study programme	<ul style="list-style-type: none"> <i>• to organize the study process aimed at acquiring knowledge about hotel work organization, customer service and hotel service work organization;</i> <i>• to create a totality of independent and study work tasks providing a practical approach to solving the issues facing a hospitality industry company;</i> <i>• to offer a study programme with tasks which promote an analytical approach thus ensuring high-quality customer service at the hotel;</i> <i>• to develop skills aimed at organizing the work of the professions of the hospitality industry and the application of creative solutions to industry-related issues;</i> <i>• to provide the inclusion of knowledge-based skills and competencies in the study process, creating its content following the topical developments in the industry and the needs of the labour market in Latvia.</i> <i>• to promote and support the initiative of students to engage themselves in extracurricular activities outside the scope of the study programme.</i>

Results of the study programme	<p><i>Is able to understand the principles and procedures of hospitality accommodation businesses.</i></p> <p><i>Knows customer service procedures and is able to apply the principles of business communication in the everyday delivery of the company's services;</i></p> <p><i>Is able to participate in and deal with the everyday tasks of the business unit.</i></p> <p><i>Argue and justify his/her opinion on changes required for the provision of services in the company.</i></p> <p><i>Takes decisions in planning and organizing own daily work.</i></p> <p><i>Applies the principles of sustainable tourism in their daily work.</i></p>
Final examination upon the completion of the study programme	<i>Qualification paper</i>

Study programme forms

Part time extramural studies distance education - 2 years, 4 months - latvian

Study type and form	<i>Part time extramural studies distance education</i>
Duration in full years	<i>2</i>
Duration in month	<i>4</i>
Language	<i>latvian</i>
Amount (CP)	<i>120</i>
Admission requirements (in English)	<i>Secondary Education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>-</i>
Qualification to be obtained (in english)	<i>Hotel Services Organizer</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

Changes in the study programme's parameters are determined by the need to renew the study programme by developing it following the professional map included in the Tourism industry structure and agreed upon in the Tripartite Cooperation Sub-Committee on Vocational Education and Employment. During the period from 2020 to 2021, the discussion on the professional map conducted in the framework of Sectoral Expert Council meetings of the Employers' Confederation of Latvia resulted in a decision on the profession map based on the needs of the industry and the current industry structure. Accordingly, it is planned to establish 3 professional standards at the 5th level of professional qualification– Restaurant Service Organizer, Hotel Service Organizer, Tourist Service Organizer. Consequently, the update of the study programme has been carried out following the “Hotel Services Organizer” professional standard, which was newly developed and approved in 2022. The content of the study programme has been changed and updated under the approved professional standard.

Taking into account the prospects and the potential for the development of the Latvian tourism sector, a decision has been made by the Council of the Faculty of International Tourism on 31 January 2023 to develop the 5th level of professional qualification following the professional standard of the “Hotel Services Organizer” by changing the name and content of the existing study programme starting from academic year 2024/2025. Moreover, a study program focusing on the hotel business is the one which most completely corresponds to the study programmes of the 6th and 7th level of professional qualification, currently under implementation, thus ensuring succession in studies.

The evaluation of the existing study programme and the development of new content was carried out following the approved professional standard. Lecturers of the study programme whose professional experience and specialization are directly linked to the management of hotels and other companies in the accommodation sector were engaged in this process (Iveta Sprūdža, Margarita Platace), hospitality (Laura Pole), product sales (Ēriks Lingeberziņš). The study programme includes new study courses such as Customer Service, Development of Hotel Services, Personnel Management in Hotels, Digital Marketing and Service Sale. Changes have been made in the existing study courses to ensure that the content of the study programme complies with the professional standard, the objective and the tasks of the study programme. To ensure that the study programme provides knowledge and skills for the organization of tourism services, following the needs of customers, the programme is supplemented with the study course "Introduction to Research Methods".

The 1 CP of the study programme previously corresponded to 40 hours of work. The credits are now defined and indicated according to the European Credit Transfer and Accumulation System and now 1 CP corresponds to 25 academic hours of work.

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

Turiba University study direction Organization of Hotel and Restaurant Service, Tourism and Leisure includes 4 study programmes which provide a sequential tourism and hospitality education opportunity, starting with the short-cycle professional higher education program "Organizer of Hotel Services" (41811) (formerly "Hospitality Service"), which can be continued with the first-cycle professional higher education program "Tourism and Hospitality Management" (42812) and concluding with the second-cycle professional higher education program "Tourism Strategic Management" (47812).

The implementation of the short-cycle professional higher education study programme "Organizer of Hotel Services" ends with granting the 5th professional qualification level and the professional qualification of "Hotel Services Organizer". 2 years and 4 months of part-time studies in distance learning. In the Appendix number 1 is attached example of diploma and diploma attachment.

The code "41811" of the study programme confirms to the study programme and its parameters.

- 41- short cycle professional study programme (duration of studies in full- time studies at least 2-3 years)
- 8 - Educational thematic group "Services"
- 81-Educational thematic area "Individual services"
- 811- Educational programme group "Hotels and restaurant Services"

From the moment of matriculation of the student to graduation, the student acquires skills and competencies corresponding to the qualification of Hotel Service organizer following the defined programme objective, tasks and expected results.

The general skills and competencies acquired by the student:

- The ability to constructively discuss and present his/her service in a substantiated way, ensuring the provision of correct information delivered in a comprehensible language compliant with the literary language norms.
- The capacity to use foreign languages in oral and written communication and professional terminology in two foreign languages for work duties.
- The capacity to use mathematical thinking to provide forecasts in the tourism industry, to provide substantiated arguments, and to verify and compare the solutions offered.
- The capacity to create digital content in various formats and distribute it using digital communication tools and technologies, respecting property rights and data protection norms and providing support to others.
- The capacity to resolve technical problems and address conceptual situations for creative use of digital technologies and the development of digital skills by helping others.
- The capacity to perform one's professional activities according to the selected business model, planning and evaluating one's own goals and the goals of the team.
- The capacity to evaluate and purposefully plan the development of professional competencies.

- The capacity to use an analytical approach in professional activities and the development of the field of hospitality.
- The capacity to make responsible decisions and apply labour law norms and regulations in professional activities following the requirements of the regulatory framework of the labour law.
- The capacity to comply with and monitor work safety, environmental protection, electrical safety, fire safety, and hygiene requirements.
- The capacity to comply with the civil protection requirements following civil protection plans and standard acts.
- The capacity to act responsibly in an emergency following the regulation established by the state and being aware of one's responsibility towards national security.
- The capacity to provide the necessary first aid.
- The capacity to act following the principles of “green thinking” and sustainable development.

Professional skills and competencies acquired by the student:

- The capacity to process individual customer and group orders.
- The capacity to organize the arrival of guests by promptly coordinating the progress of orders.
- The capacity to ensure safe and accurate information exchange with guests about hotel services.
- The capacity to coordinate and control cooperation among departments in guest service processes.
- The capacity to assess the quality of the services provided by the hotel by constantly performing quality monitoring.
- The capacity to develop proposals for improving the quality of the existing service at the hotel.
- The capacity to maintain quality assurance processes in cooperation with hotel departments.
- The capacity to organize systematic collection and processing of customer feedback on hotel services.
- The capacity to organize the effective circulation of technical and technological equipment for the provision of services of the hotel department.
- The capacity to provide continuity of the department's work and cooperation with other departments for operational work.
- The capacity to arrange financial settlements with customers under the settlement procedure established by the hotel.
- The capacity to use hotel management systems in the guest service cycle, ensuring a safe and efficient flow of information.
- The capacity to coordinate cooperation with outsourcing service providers to ensure a full range of services.
- The capacity to communicate orally and in writing in at least two foreign languages by employing professional terminology.
- The capacity to participate in the evaluation of the results of the work of the department and its employees.
- The capacity to monitor the compliance of hotel department employees with business etiquette and ethical standards while performing their duties.
- The capacity to participate in the development of professional competence of the hotel department employees.
- The capacity to assess the demand for services provided by the hotel according to the criteria defined by the company management.
- The capacity to evaluate the introduction of new services in the hotel's departments.

- The capacity to introduce new services in cooperation with hotel department experts.
- The capacity to perform a comprehensive and objective market analysis of the basic and supplementary services provided by hotels.
- The capacity to develop a service offer suitable to the hotel's target audience and customer segments.
- The capacity to post information on hotel services on social networks, following the characteristics of the digital identity and the terms of use of social networks.
- The capacity to evaluate the pricing policy and specifics of the basic and supplementary services of the hotel.
- The capacity to implement the activities specified in the sales and marketing plan of the hotel's basic and additional services within a specified time frame and budget.
- The capacity to use online systems in the sales processes of the basic and supplementary services.
- The capacity to use the Customer relations and transaction management (CRM) system in the sales processes of the basic and supplementary services.
- The capacity to organize financial transaction management control of partners at the hotel.
- The capacity to attract new customers by implementing targeted and customer-oriented activities.

The established requirement for admission – secondary education, is consistent with the defined objective of the programme, tasks and attainable outcomes ensuring that the student can start the study process and acquire the desired education. Admission to the study programme "Organizator of Hotel Services" is conducted competitively based on the centralized examination in the following subjects: the Latvian language, foreign language (English, German, French or Russian) and mathematics. Applicants who have completed their secondary education before 2004 must have a successful assessment in the relevant subjects.

The skills acquired by the student while undertaking the programme are necessary and useful for working at tourist accommodation companies. The programme has been updated and modernized, adapting it to the new professional standard "Hotel Service Organizer". The content of the study programme has also been adapted and updated to facilitate that students gain knowledge for working in the relevant field and becoming competitive industry experts.

The choice of the appropriate ways and forms of delivering a study programme is determined by practical circumstances. The study programme is designed to provide an opportunity for professionals working in the hospitality sector or who have started working in the sector to acquire knowledge and develop skills aimed at ensuring the compliance of hospitality services with market trends, ensuring the competitiveness of services, and improving the quality of customer service. The chosen format provides opportunities for studying for representatives of the sector working in remote regions and small towns where the provision of quality hospitality services is often the basis for the competitiveness of a place. Part-time distance learning offers a flexible study process, adapting to work or family responsibilities, including seasonality, which is particularly pronounced in micro and small businesses in hospitality in Latvia. Part-time distance learning enables the study programme to attract a variety of specialists in the field, preparing materials for distance learning. The study programme provides the most basic knowledge needed to start building and developing professional competencies in the tourism, hospitality and accommodation sectors, which form the backbone of the industry.

By successfully obtaining the short-cycle professional higher education diploma, the student of the specific programme can continue his/her studies in the first-cycle professional study programme "Tourism and Hospitality Management" in the 3rd year of studies and raise his/her qualification to the manager of tourism services.

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

Despite various external environmental impacts on the tourism and hospitality industry as a whole, the development trends in the industry are positive, as evidenced by the annual forecasts of the UN World Tourism Organization. Even though in recent years there has been a drop in the number of tourists in Latvia, the development of the industry is possible only by providing quality services. The professional competencies of the employees are highly important for providing such services and can be achieved by purposefully acquiring the necessary knowledge and skills.

The economic substantiation of the study programme is determined by the industry-specific indicators. The accommodation sector in Latvia employs over 6,000 employees (occupied positions), which is the second largest tourism and hospitality industry sector in terms of the number of employees. With the rising demand for tourism services, the increasing travel intensity and expected tourism indicators until the end of the decade in Europe and globally, an increase in the number of tourists is also expected in Latvia. In 2023, more than 2.1 million domestic and foreign guests were served in Latvian tourist accommodations, while the average number of nights spent was 1.9. In 2024, the total number of tourists in Europe is expected to exceed the number of tourists in 2019 by 2% and from 2025 onwards the annual growth can be measured within a limit of at least 3%. With the development of tourism offers in Latvia, and following the goals defined in the Latvian Sustainable Development Strategy and the activities in the framework of the National Development Plan 2021-2027, an increase in both the number of tourists and the length of stay is expected, creating a demand for the services offered by the accommodation sector. In turn, the increase in regional and international competition determines the need to offer services which meet tourist expectations, provide positive feedback, and promote the attraction of new tourists to Latvia as a tourist destination.

To achieve the defined national strategic goals and respond to international demand trends, characterized by safe, sustainable and adequate services, ensuring tourist satisfaction with services is an important task for the industry. To implement this, it is necessary to ensure the availability of qualified employees in the accommodation sector. In addition, workforce availability is relevant not only in the most important tourism destinations in Latvia with the largest number of tourists but in virtually all regions of Latvia, where at the regional level tourism is defined as one of the development directions in the planning documents. The economic substantiation of the programme can also be assessed in the report of the Ministry of Economy "Latvian Tourism Development Guidelines for 2021-2027", addressed and harmonised by the Cabinet of Ministers on 6 March 2024, which concludes that tourism development can be implemented in several directions, including ensuring the strengthening of the competence of businesses as part of the product and destination development tasks, the acquisition of new markets, which clearly shows the long-term development of tourism, attracting foreign tourists from those markets where the previous cooperation had been negligible. These expected activities create preconditions for further development of the labour market, which is, inter alia, related to the attraction of appropriate experts.

Hotel services form an important part of tourism package travel services. As a result of the impact of information and communication technologies, Latvia's integration into the international tourism system, the changing consumer behaviour trends and habits affecting demand trends, the range of supply and diversity of accommodation sectors is expanding. Customer service alongside the knowledge of hospitality services requires the know-how of the use of digital solutions, security,

economic processes in the country and their impact on customer service.

The study programme is based on the needs of the tourism and hospitality industry, and the accommodation sector and takes into account the vision of the development directions of the industry, the situation characterizing the labour market, labour demand trends and other issues expressed by the Faculty Council, as well as the Latvian Hotel and Restaurant Association (LVRA) as a cooperation partner and industry entrepreneurs, hotel representatives.

The trends in labour are evidenced, for example, by the publications of the vacancy portal CV.lv and the publications of the State Employment Agency vacancy portal, with a constant number of published vacancies in the period from January 2023 to January 2024 ranging from 80-120.

Turība University places great emphasis on the development of professional knowledge and practical skills in the study process since those aspects are valued most highly by industry employers in the contemporary environment. This is evidenced by the fact that for several years Turība University has convincingly ranked among [the top 3 universities recommended by employers](#) while holding a leading position among private universities.

In the survey of programme graduates conducted by Turība University, the respondents indicated that they are working and 67% had already worked during their studies. This is natural since the programme is implemented in the form of part-time distance learning allowing to fully combine studies and work in full. 89% of graduates revealed that they acted as experts, and performers, while 11% of those surveyed acted as managers. At the same time, it is necessary to take into account the relatively small number of graduates during the reporting period. This situation is largely because in the period from 2014 to 2019, with the development of the first-cycle professional higher education programme "Tourism and Hospitality Management" (42812), it has been offered specialization opportunities, including specialization directly in hotel management, and the demand for this, short-cycle programme had fallen. To ensure the sustainable development of the programme, the measures described in section 3.1.1 have been taken.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Statistical data on the overall number of students matriculated and graduates in the study programme "Organizator Of Hotel Services".

Year	Matriculated	Students	Graduates
2013	3	31	9
2014	9	25	
2015	11	29	
2016	5	25	5

2017	8	20	1
2018	6	19	
2019	8	20	1
2020	6	16	1
2021	11	21	1
2022	4	17	1
2023	8	16	

Changes are being made to the study programme to encounter the observed negative dynamics over the past 10 years. The statistical data and the reasons provided for interrupting studies indicate the need to update the content of the study programme. When receiving applications for the termination of the contract and contacting the students to find out the reasons for termination, the content of the study programme, employment and the change of scope were stated as the leading causes (in cases when the reasons were disclosed) for such a decision. This trend has been particularly relevant since 2020-2022, when due to the negative impact of the COVID-19 pandemic, the tourism and hospitality sectors were idling and the opportunities for activities were significantly limited. The most important challenge in the programme has been related to the number of graduates.

An overview of the data can be found in Appendix 2.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

Not relevant

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The update of the study programme has been carried out following the “Hotel Services Organizer” professional standard approved in 2022. The study programme has been designed to meet the needs of the labour market by including study courses necessary for the development and improvement of professional competence.

The study programme has been designed by linking the included study courses, thus creating a gradual and systematic acquisition of study courses. During the first year of studies, the focus is on acquiring those study courses that create an understanding of the tourism industry and hospitality, its inclusion in a broader tourism ecosystem and customer service. Study courses on Microeconomics, Tourism and Hospitality and Customer Service are provided for this purpose. To ensure the digital skills required for working at a hotel, Information Technology has been included as a study course already during the 1st semester of the academic year. In turn, to ensure the application of general skills, knowledge and competencies in professional work, including compliance with the norms of labour legal relations and labour law, the study course Business Process Regulations has also been included. Since the graduates of the programme work in an international environment and take into account the specific nature of the tourism industry and incoming tourism as one of the areas of export of services, each semester of the study programme also includes Professional Terminology courses. During the 2nd semester of the 1st study year, the profiling study course Organization of the Work of the Hotel Services is supplemented by general skills, knowledge and competence courses, such as Civil and Environmental Defence and the study course Introduction to Research Methods to provide the foundation for the study courses in Marketing and Hospitality Business included in the 2nd study year, which focuses on the service market addresses the strengthening of knowledge in practice. During the 2nd semester of the 1st study year, the Faculty offers Part B optional courses Catering organization and service and Business etiquette and Communication providing an opportunity for in-depth studies of one of the areas of hotel services. The 2nd study year includes study courses aimed at organizing the work of the hotel's departments, ensuring the quality of customer service, and organizing and selling services, including in the digital environment. Courses like Digital Marketing and Service sale are intended for this purpose, providing both the use of information and communication technologies at work and the knowledge and skills necessary for booking the basic and supplementary services online, as well as study courses in Management of Sustainable Organization and Hospitality Business, involving knowledge of the principles of customer segmentation, the introduction of new services in a hotel, as well as the ability to apply business principles in everyday work.

During the 2nd semester of the 2nd study year, next to the study course Information Systems of Hotel Management, the Faculty also envisages such study courses as Accounting and Taxes and Part B optional study courses. The Part B optional courses provide an opportunity to acquire the knowledge necessary for the organization of a hotel service business (study course Meetings and Conferences is provided for this purpose), to learn the principles of hotel operation in the regions (study course Rural Tourism) or to develop communication and applied etiquette skills that are necessary for work, for example, in the hospitality service – a study course Business Etiquette and Communication serves this particular purpose.

At the end of the studies, the development, presentation and defence of a qualification paper is provided, which must be developed as a State examination. Internship is expected to be conducted at the end of the 1st year of the study programme, and Pre-qualification work placement is planned - during the 2nd year of studies.

The study courses Tourism and Hospitality, Customer Service, Organization of Hotel Departments, Tourism Business and Information Systems of Hotel Management provided in the study programme, complement one another and form a successive set of knowledge and skills necessary for working in a hotel. They are complemented by study courses focused on the acquisition of knowledge, skills and competencies ensuring the quality of customer service, continuity of hotel's work, acting following the analysis of the market situation, the efficiency of services and the introduction and sale of new services, including in a digital environment.

The content of the study courses included in the program is adapted following the

recommendations of the academic staff involved in their implementation as well as topical developments in the industry. Turība University is a member of the Latvian Hotel and Restaurant Association and the Dean of the Faculty is a member of the Board of the Association, ensuring the transfer of information from the members of the Association to the content of the study programme.

The content of the study programme has been updated following the recommendations of the members of the Faculty Council, who represent the companies of the respective tourism industry sector –the accommodation sector. By implementing the memorandum of cooperation concluded with the Mogotel hotel chain, the lecturers involved in the programme provide regular exchanges of experience.

The content of the study programme is designed so that individual study courses, complementing each other, form a coherent and logical acquisition of the study programme, in accordance with the aims and objectives of the field of study and the aims and objectives of the study programme.

For example, the aims, objectives and achievable results of study courses such as Customer Service, Tourism and Hospitality and Business Etiquette and Communication are related to the aim of the field of study to ensure the development of general professional competences, while the aims and objectives of study courses such as Introduction to Research Methods and Study Work are aimed at achieving the aim of the field of study to facilitate the application of the acquired knowledge in scientific and practical research. Finally, the aims and objectives of study courses such as Marketing and Business in Hospitality, etc., are subordinated to the aim of the field of study to provide graduates with skills aimed at developing the exportability of Latvia as a tourism destination.

The aims and objectives of the courses that make up the study programme are linked to the aims and objectives of the study programme. For example, the aims and objectives of the study course Organisation of Work in Hotel Services are subordinated to the aim of the programme to prepare hospitality professionals to work in hotels, the aims and objectives of the study course Regulatory Framework of Business are subordinated to the aim of the programme to provide relevant knowledge in the organisation of hotel services. For example, the study courses Tourism and Hospitality, Sustainable Organisation Management or Hotel Service Development are linked to the programme objective to train professionals who are able to participate in the work of the unit by making proposals for service improvement.

Attached:

Appendix 3. Study programme compliance with the national education standard

Appendix 4. Compliance of the study programme with the professional standard.

Appendix 5. Mapping of the study programme

Appendix 6. Study programme plan

Appendix 7. Course descriptions

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study programme is implemented only in the form of part-time distance learning. Students study courses using distance learning materials. Distance learning materials are prepared to ensure that knowledge, skills and competencies are acquired according to the study course descriptions of the study programme.

Study material (content presentation) is provided in the distance learning environment indicating the literature for independent studies and Information checklist questions stipulating the self-control of the learning process.

One credit point is a study accounting unit corresponding to the student's 25 academic hours of work. BAT has developed a document "Methodology for the transition from the Latvian credit system to the European credit transfer and accumulation system (ECTS)" (https://batis.turiba.lv/NormativeDokumenti/DokB/1/N163_Metodika_parejai_uz_ECTS_1.vers.docx only in Latvian), which determines the procedures by which the transfer of study courses from the Latvian credit system to the European credit transfer and accumulation system (ECTS) takes place in all level study programmes implemented by BAT.

Distance learners achieve the objectives established by the programme using self-instruction and distance learning materials. The study materials are designed in both written and video formats. The content of the video lectures facilitates students to perceive the theory better and gain a connection with the lecturer of the study course. Video lessons are created as lectures that provide references to the material students learn independently. In each study course, there are routine tests which employ different methods. Combined methods are used to assess students' knowledge and skills. For example, a written report responding to the questions asked should be created by providing references to independently acquired sources of scientific literature, including those indicated in the course descriptions, or provided for a specific task. Tasks focused on the selection, processing and analysis of information are also used. These methods are aimed at the development of students' general professional competencies in hospitality and they also correspond to the goal of the study programme – to prepare experts who demonstrate general knowledge about the organization of services. Control tests (including multiple-choice, closed or open-ended questions) are used to achieve the objective of the study programme and ensure the acquisition of knowledge necessary to work in various services of an organization (hotel) and to be able to plan one's daily work. Practical assignments, which require performing the task according to a description and a provided pattern.

For studying in the form of distance learning, the control tests are made available in the distance learning environment (Moodle). Practical work – reports, responses to assignments or other types of

written work requiring independent studies of literature are prepared and submitted in the distance learning environment. Feedback on submitted works is also provided in the distance learning environment.

In each study course, the lecturer selects the most appropriate method making sure that a part-time distance learning student would be able to acquire the necessary knowledge and achieve results. The share of theoretical information or practical information provided depends on the nature of the study course and students are encouraged to work independently to be able to complete the tasks set out in the study course and pass the regular tests and the final examination.

Following the basic principles of student-centred education, the requirements for the acquisition of study courses including the results, which form the final assessment and percentage distribution are clearly defined. Lecturers evaluate regularly and improve the methods of teaching study courses, promoting student independence, while ensuring their guidance and support. If the work submitted for distance learning does not correspond to the actual assignment, the lecturer of the study course may return it for rewriting or correction of shortcomings. The process takes place in a Moodle environment, or via email. To ensure a dialogue between students and lecturers in distance learning, thus implementing a student-centred approach, students have access to the email addresses of lecturers for communication or for agreeing on a consultation.

The assessment provides students with an opportunity to show the extent to which they have achieved the expected learning outcomes. When evaluating regular tests, lecturers provide an in-depth assessment, substantiating the assessment and providing feedback to the students. The evaluation is consistent, fair, and carried out following the approved procedures.

There is a procedure in place for reviewing student appeals.

The basic form of assessment of a study programme acquisition is an examination that students must pass at the end of each study course. Only those students who have completed all the requirements set out in the study course description and have implemented the obligations set out in the agreement on the acquisition of education are admitted to the final examination of the study course.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

To achieve the learning outcomes planned in the study programme and to encourage students to acquire skills and build competence, the content of the programme provides for 2 internships totalling 24 CP (in the 1st study year - 6 CP, in the 2nd study year - prequalification work internship 18 CP)

The objective of the internships is to strengthen the knowledge acquired in practice, in theoretical courses, and acquire professional skills and abilities in a tourism and hospitality company, to learn how to analyse the company's activities.

The internship is scheduled for the end of the 1st year of study. Its aim is to consolidate the knowledge acquired in the 1st year of study and to acquire the skills and competences required in the hospitality service. The objectives of this internship are related to the consolidation of the knowledge acquired in study courses such as Customer Service, Tourism and Hospitality, Organisation of Work in Hotel Services and others, developing professional competences for working in tourism enterprises in the accommodation sector. The tasks of the internship are related to the need to understand the specifics of the operation of different companies in the sector, the ability to develop the skills of integration and teamwork, the need to develop customer service skills, as well as to apply the knowledge acquired in the study courses in practice by analysing the structure and principles of the organisation. Pre-qualification practice is designed not only to further develop professional skills, but also to strengthen the research skills acquired and to obtain the necessary materials for the development of a qualification thesis. In addition to the general tasks of the traineeship, Pre-qualification practice gives specific tasks to be performed during the traineeship, which are reflected in the traineeship report. The Pre-qualification traineeship is aligned with the topic of the chosen qualification work topic.

The internship is implemented based on a tripartite internship agreement that Turība University concludes with the student and the internship provider for an internship placement of a particular student. Appendix 8 contains the "Practice Regulations", which sets out the procedures for organising traineeships.

During the internship, the student acquires in-depth practical knowledge and strengthens the theoretical knowledge gained in the study courses. Engagement in practical work systematizes, strengthens and expands theoretical knowledge. During the internship, the student will be able to make knowledge-based decisions, demonstrate creativeness and innovation, define problems and offer a specific model of action to solve them.

Although the students of the programme study part-time, the University, within the scope of its competencies, supports the student in achieving the objectives set within the framework of the study internship by appointing an individual internship supervisor on behalf of the University, who provides the student with support in performing the internship tasks.

A cooperation agreement has been concluded with the Mogotel hotel network in 2023. As a result of this cooperation, students are offered expanded internship opportunities at Mogotel hotels in Latvia. Using cooperation with both the industry professional associations (LVRA) and regional tourism associations, Turība University builds communication for the provision of internships.

The Faculty is often contacted by various representatives of companies in the tourism and hospitality industry offering student internships. When assessing the compliance of a company as an internship provider, students are informed about the internship opportunities (-ies) at a particular company. Students are informed about the ongoing internship opportunities on the internal information system BATIS.

Turība University opened a career centre in 2023 which aims to provide support to students, graduates and pupils in their career development. A career consultant working at the Career Centre supports students in finding and selecting an internship placement. For example, on 7 March 2024, Turība University Career Center in cooperation with the Student Self-Government organized an event "Internship Market", which aimed to help students in their career development and search for internships. The "Internship Market" event brought together students and entrepreneurs who had to register in advance to participate in the event. A networking opportunity was organized as part of the event engaging entrepreneurs from various sectors, and students gained information about the ongoing internship and job opportunities. Industry professionals also shared inspiring stories from their professional experience. As a result of the event, students and entrepreneurs were able to

agree on further cooperation and students gained their internship opportunities

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

Not relevant

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

Students develop a qualification paper based on the knowledge acquired during their studies on topics relevant to the industry and daily practice. By order of the Dean, each student submits to the Faculty his/her desired subject of the qualification paper within the specified time framework. The themes of the papers are addressed in a special meeting, where their topicality in the industry and practice, the wording of the topic, as well as similarity/overlap with the topic of the qualification papers of other students are assessed. If necessary, students are provided with recommendations for corrections and clarifications. The topics are approved by the Dean's order, which aims to promote the development of research on topical issues and eliminate the risk of plagiarism.

Students enrolled in the study programme develop research following the short-cycle professional higher education programme and their level of knowledge. However, regardless of this research being conducted on topics that are relevant to the industry and the labour market. Supervisors of the qualification papers are chosen by the students according to their areas of competence. Students are encouraged to select topics which correspond to the topical issues of the industry – including, for example, the improvement of customer service aimed at ensuring quality in hospitality companies, solving specific marketing or sales issues in hospitality, the role of the public sector in the development of the industry and other topical issues in the field of hospitality. When examining the submitted topics, the objectives of both the study direction and the specific programme are taken into account.

In 2023, student N. G.- Ī received an excellent evaluation for her qualification work on the topic "Competition in the activities of public and private companies in tourism: the example of Talsi region"

The average grades of the state exam in the programme:

study year 2018/2019	study year 2019/2020	study year 2020/2021	study year 2021/2022	study year 2022/2023	study year 2023/2024
.	6.00		7.00	4.00	7.00

An overview of the topics of the final papers and the evaluations acquired in the framework of the study programme during the reporting period are attached.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

Turiba University operates its own IT Department, which ensures the operation of the IT environment. The Technical Service ensures the operation and development of computer equipment and computer networks, while programmers provide for the functioning and development of Turiba University's local IS and BATIS.

Turiba University invests annually and in proportion to the increase in the number of students, in the development of library technologies, the purchase of databases and adding the latest literature to the collection of its funds. The list of the required literature is updated every year according to the wishes of the academic staff and students. Moodle environment is used for the part-time distance learning (e-learning) process. The library work is supported by ALISE.

Turiba University library offers open access with electronic registration of the hand-out and receipt of literature and an electronic catalogue of literature, books, periodicals and students' papers in the library information system ALISE: <https://w3i.turiba.lv/Alise/en/home.aspx>

If the user has a computer with internet access, the electronic catalogue of Turiba University library can be used from anywhere in the world. The list of business-related books available in the library is well-suited for ensuring a successful study process both for students studying in Latvian as well as for international students.

The library subscribes to periodicals in both printed and electronic formats. The library funds are predominantly in Latvian, Russian, English and German. Heads of departments, and programme directors, in cooperation with the library staff, develop a list of required book purchases and subscriptions to electronic databases for every new study year. The University subscribes to online electronic databases: Academic Term Database, Latvian Statistics, Letonika, Lursoft, EBSCO database repository, Proquest Computing database, as well as various test databases. Currently, the University holds subscriptions to Scopus and ScienceDirect databases, which are available in person accessing them from Turiba University library computers.

E-resources available in Turiba University library: Eurostat, baltictravelnews.com, German News Service, archive of Latvian Journal articles,

National Information Agency Leta archive, NEPLP Media Literacy Database, Nozare. lv - Leta business portal.

107 workspaces are currently available for students at the library, 32 of which are computerized, as well as a quiet reading room and places designed for group work.

3.3.2. Assessment of the study provision and scientific base support, including the

resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

Not relevant

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The operations of BAT are provided by the company SIA "Biznesa augstskola Turība", which is registered in the commercial register of the Republic of Latvia and conducts commercial activities independently. For the implementation of the study program, the financial resources obtained by SIA "Biznesa augstskola Turība" are used, which correspond to the basic principles of business in order to make a profit.

The budget lines for study programme development are carefully planned each year to ensure the efficient use of resources and to improve the quality of higher education. Key items in budget planning include:

- Purchase of materials and equipment:

Technology upgrades: Funding is used to purchase the latest technology and equipment essential to the learning process.

- Academic Staff Development:

Training courses and seminars: Funds are used to provide continuing education and professional development for academic staff.

Research projects: Funding for research to develop new knowledge and improve curricula.

- Curriculum development and updating:

Funding is used to develop or update study programmes in line with labour market needs and innovation.

Upgrading existing programmes: Funds are used to upgrade existing programmes to incorporate the latest trends in the sector.

- Infrastructure development:

Construction and renovation: Funding is used for the construction, renovation and maintenance of buildings.

Improvement of teaching facilities: Investments to improve the learning environment, e.g. by upgrading classrooms and the library.

- Student support activities:

Scholarships and financial support: Part of the funding is used to provide scholarships for talented students.

Career and counselling services: Funding is channelled to services that help students plan their careers and find jobs after their studies.

The cost per student in the short-cycle study programme is EUR 1025. The following items are included in the cost calculation:

- Academic staff costs - salaries (24%)
- Academic administration costs - salaries (6%)
- Other costs of academic and scientific activities (8%)
- Other study costs, including library costs (14%)
- Costs of development, information technology, study support (17%)
- Operating costs of the premises, overhaul of premises, daily maintenance, utility, security and technical support costs (19%)
- Administrative costs, including property tax and property insurance (4%)
- Social Security costs (5%)
- Other costs (3%)

The largest percentage of the costs - 24% are formed by academic staff salaries.

See information on the costs per student within the programme in the Appendix. This information indicates the positions included in the cost calculation and the percentage distribution of funding among the specified positions.

The optimum number of applicants for opening a group is at least 10 students. However, sometimes smaller groups of students are also launched, since the enrollment increases over time, and thus the programme as a whole normalizes in terms of profitability indicators. The decision to launch a group, in cases where the number of applicants is smaller, is taken at the meetings of the Rector's Council with the participation of representatives of other involved organizational units (Department of Finance, Study Department, etc.). It should be noted that so far, the programme has been implemented in the form of distance learning, providing its implementation in one year with a smaller number of students. Currently, when the content of the programme has been updated, it is expected that reaching the set minimum number of applicants will be possible taking into account the overall labour market trends.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualifications of the staff engaged in the study programme meet the programme's objectives and its implementation tasks. One of the strategic tasks of Turiba University is to provide a professional team of academic staff for the implementation of the study process supporting the quality of study programmes and the implementation of the study process in science and research, practical experience in the industry, as well as operating in close cooperation with employers.

To achieve the strategic goal of Turiba University, the teaching staff is encouraged to improve its professional and pedagogical qualifications. Following the human resources development policy implemented by Turiba University, the selection of academic staff is carried out to create an academic environment that meets the requirements of higher education, to assemble scientific and academic staff, as well as to organize its qualification improvement; to promote loyalty to the academic staff and employees, motivating them to increase the quality of work by presenting awards, expressing appreciation, creating various social and cultural events and, as far as possible, material stimulation.

Based on the document "Regulations for the Improvement of Professional Competence of Lecturers of Turiba University", lecturers are provided with the opportunity to participate in professional development seminars. As part of the professional development seminars, lecturers have been able to develop their digital skills, which has been especially important in creating appropriate distance learning study materials (including video lectures). The competencies acquired from generational differences are used in creating teaching materials and adapting the way they are presented. Great attention has been paid to the professional development of communication, which allows to provide good rapport with students. The list of professional development seminars is attached in the Annex to Chapter 2.3.6 of the report.

Mobility of the academic staff: Turiba University encourages lecturers to participate in the Erasmus programme by delivering lectures or participating in exchanges of experience in this framework.

The continuous improvement of the qualification of lecturers raises the overall quality of the study process since the knowledge acquired can be used in study courses providing a more effective application of training methods.

16 lecturers are involved in the development and implementation of the study programme.

Of all the instructors involved in the implementation of the programme:

- 9 hold elected positions: 2 Professors, 2 Associate Professors, 2 Docents/Associate Professors, 4 lecturers.
- 7 are guest lecturers

5 lecturers have at least 5 years of professional experience working in tourism and hospitality companies, their management and business in general.

Iveta Liniņa, an expert of the Latvian Council of Science was also involved in the development of the study programme (the status of the LCS expert until 08.05.2027).

To become an expert of the Latvian Science Council, it is necessary to meet the criteria for the qualification of an expert and to achieve definite results in scientific activities. The presence and engagement of experts in the implementation of the study programme is a significant indicator of quality reflecting a high professional level of the academic staff, which has been duly evaluated by the Council. Experts in the relevant field provide students not only with practice and theory-based knowledge but also with scientific results and in-depth research.

6 members of the academic staff holding a Doctoral degree are involved in the implementation of the study programme, 2 of them are Professors and 2 - Associate Professors. Professors, Associate

Professors and other academic staff members ensure the quality of studies by regularly improving their knowledge and developing themselves, thus transferring their professionalism to students. Professors and Associate Professors provide high-quality support to students in directing their research and developing their final papers.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

The composition of the academic staff involved in the study programme is stable. One of the goals of the study programme is to ensure that graduates can demonstrate professional and specialized knowledge, emphasizing the practical experience of potential lecturers in the industry. 30% of the academic staff are industry professionals, which, in addition to theoretical knowledge, also provides students with knowledge from a practical point of view.

Taking into account that one of the goals of the study programme is to prepare competitive employees of the industry with the appropriate professional background and specialized knowledge, it is of great importance to acquire practical knowledge in the study process, in addition to acquiring theoretical knowledge.

Examples of lecturers (industry professionals):

- Iveta Sprūdža (experience as a manager of Hotel Bergs, experience in hosting services at Hotel de Rome, Konventa sēta)
- Laura Pole (experience as head of unit at pizzeria "Lulū Pizza", shift manager at catering company "Lido")
- Ēriks Lingeberziņš (Programme Director, Dean of the Faculty, Chairman of the Board of ALTA, CEO of SIA "Balticvision Riga")
- Margarita Platace (previous experience as the Director of the "Radi un Draugi" hotel,

Iveta Liniņa, an expert of the Latvian Council of Science was also involved in the development of the study programme (the status of the LCS expert until 08.05.2027).

To become an expert of the Latvian Science Council, it is necessary to meet the criteria for the qualification of an expert and to achieve definite results in scientific activities. The presence and engagement of experts in the implementation of the study programme is a significant indicator of quality reflecting a high professional level of the academic staff, which has been duly evaluated by the Council. Experts in the relevant field provide students not only with practice and theory-based knowledge but also with scientific results and in-depth research.

6 members of the academic staff holding a Doctoral degree are involved in the implementation of the study programme, 3 of them are Professors and 2 - Associate Professors. Professors, Associate Professors and other academic staff members ensure the quality of studies by regularly improving their knowledge and developing themselves, thus transferring their professionalism to students. Professors and Associate Professors provide high-quality support to students in directing their research and the development of their final papers.

3.4.3. Information on the number of the scientific publications of the academic staff

members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

Not relevant

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

Not relevant

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

The basic form of cooperation between the teaching staff of the Department is the meetings of the Department, in which the current issues related to the content and process of the studies are discussed. Meetings of the Department are convened by the Head of the Department. The cooperation of the lecturers engaged in the implementation of related and complementary study courses is carried out individually by updating the study course descriptions, which are approved by the departments.

Lecturers from other departments are also involved in the implementation of the study programme. Various professional development seminars are organized for lecturers, working groups in which the instructors jointly improve their knowledge, and engage in discussions that promote mutual interaction.

Turiba University lecturers have an opportunity to participate in various educational seminars on topical issues (for example, Generation Z, How to teach and how to work with Generation Z, Artificial Intelligence (AI) tools - OpenAI, the use of digital tools for creating study materials, etc.). Participation in educational seminars and acquiring new, up-to-date information increases the level of knowledge and qualifications of lecturers. Group work is strongly promoted in the framework of

seminars, thus also ensuring cooperation among the lecturers of different faculties.

The cooperation of lecturers is also strengthened in the framework of annual scientific conferences, where lecturers as a team on various panel discussions, exchanging newly acquired information, finding common interests and developing cooperation and interaction.

At the end of the study year, a retreat meeting of the department is organized for the academic staff aimed at examining and discussing topical issues related to the completed study year and the prospects for the next study year. This type of off-site meeting is not only educational but also a team-building event, which facilitates cooperation.

On the day of submission of the report, the ratio between the number of students and academic staff in the study programme was 16:16.

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	1_KV diploms un pielikums_ENG.pdf	1_KV diploms un pielikums.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	2_KV_ datu analīze en.pdf	2_KV_ datu analīze.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	3_KV atbilstība izglītības satandartam eng.pdf	3_KV atbilstība izglītības satandartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	4_PIELIKUMS _KV_EN.pdf	4_KV prof.standarts.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	5_KV kartējums_eng.pdf	5_KV kartejums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	KV_plāni eng.pdf	6_KV_plāni lv.pdf
Descriptions of the study courses/ modules	KV_ENG.pdf	KV_LV.pdf
Description of the organisation of the internship of the students (if applicable)	8_prakses organizācijas apraksts_eng.pdf	8_prakses organizācijas apraksts.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		

Tourism Strategic Management (47812)

Study field	<i>Hotel and Restaurant Service, Tourism and Recreation Organisation</i>
ProcedureStudyProgram.Name	<i>Tourism Strategic Management</i>
Education classification code	<i>47812</i>
Type of the study programme	<i>Professional master study programme</i>
Name of the study programme director	<i>Ēriks</i>
Surname of the study programme director	<i>Lingebērziņš</i>
E-mail of the study programme director	<i>eriks.lingeberzins@turiba.lv</i>
Title of the study programme director	<i>Dr.oec.</i>
Phone of the study programme director	<i>+371 67607661</i>
Goal of the study programme	<i>Educate and train master's students as individual businessmen, managers and leading specialists for work in the tourism and hospitality industry, who could using the knowledge, skills and competences acquired in the study process, promote the implementation of innovations by applying interdisciplinary solutions and a creative approach to tourism and hospitality industry development and would be able to implement activities for ensuring the world's sustainable and responsible development, both in the business environment and in tourist destinations.</i>

Tasks of the study programme	<p><i>Program objectives are</i></p> <ul style="list-style-type: none"> • <i>to organize a logical, successive, balanced inclusion of mandatory and optional study courses in the program, the content of which includes general and latest scientific knowledge as well as specialized knowledge in the field of tourism, to ensure in-depth and extended knowledge acquisition in strategic tourism planning, management of tourism destinations and organizations, and service marketing;</i> • <i>to include group work and creative tasks in study courses, providing master students the opportunity to assume responsibility for the results of group work, present research results and critically evaluate them; use new approaches, strengthen creative leadership, planning, problem solving, communication and teamwork skills;</i> • <i>to develop research skills, providing the opportunity to independently conduct research, make and justify decisions, apply research skills in the performance of highly qualified professional functions;</i> • <i>to promote the master's student's competitiveness in difficult and unpredictable conditions and promote the development of the master's student as a developed, free, socially responsible and creative personality;</i> • <i>to promote the critical evaluation and improvement of master's students' individual competencies, provide the opportunity for the master's student to continue his studies at the doctoral level after completing the program;</i> • <i>to provide students access to the latest scientific and professional literature and publications, electronic databases in tourism business management;</i> • <i>to maintain the cumulative system in evaluating the academic progress of master's students, promoting continuous teaching, practical and research work, stimulating a creative approach to studies.</i>
Results of the study programme	<p><i>Critically analyses the situation in the tourism sector at local and international level, assessing the impact of the different stakeholders involved.</i></p> <p><i>Comprehends the scope of their organization in the wider context of the tourism and hospitality industry, locally or internationally, to participate in the development of the industry, to evaluate their own and others' performance.</i></p> <p><i>Independently formulates and critically analyses professional and industry problems, integrating knowledge from different fields, contributing to problem solving.</i></p> <p><i>Carries out research in the field, present it and create a dialogue in society, contributing to the reputation of the organization and the field.</i></p> <p><i>Knows the principles of sustainable development and the ability to explain their relevance for the development of responsible tourism in organizations and destinations.</i></p> <p><i>Organizes, plans and manages work in accordance with the requirements of legislation, civil and environmental protection and the basic principles of professional ethics.</i></p> <p><i>Is able to argue and explain various professional issues, engage in dialogue and use foreign language skills.</i></p> <p><i>Demonstrates the ability to cooperate at different levels of the organization and tourism management.</i></p>

Final examination upon the completion of the study programme	Master`s paper
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Study programme forms

Full time studies - 1 years, 6 months - latvian

Study type and form	Full time studies
Duration in full years	1
Duration in month	6
Language	latvian
Amount (CP)	90
Admission requirements (in English)	Previous level (bachelor's studies) of at least 4 years and fulfill one of the two criteria below: a) obtained a professional bachelor's degree in tourism, hospitality, business, economics and related fields; b) obtained an academic degree in tourism, hospitality, entrepreneurship, economics or related fields and demonstrable practice (experience - at least 1 year) in tourism and hospitality industry companies.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's Degree in Business Administration
Qualification to be obtained (in english)	Head of the Organization

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 1 years, 8 months - latvian

Study type and form	Part time extramural studies
Duration in full years	1
Duration in month	8
Language	latvian
Amount (CP)	90
Admission requirements (in English)	Previous level (bachelor's studies) of at least 4 years and fulfill one of the two criteria below: a) obtained a professional bachelor's degree in tourism, hospitality, business, economics and related fields; b) obtained an academic degree in tourism, hospitality, entrepreneurship, economics or related fields and demonstrable practice (experience - at least 1 year) in tourism and hospitality industry companies.
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Professional Master's Degree in Business Administration
Qualification to be obtained (in english)	Head of the Organization

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Part time extramural studies - 2 years, 1 months - latvian

Study type and form	<i>Part time extramural studies</i>
Duration in full years	2
Duration in month	1
Language	<i>latvian</i>
Amount (CP)	120
Admission requirements (in English)	<i>Previous level (bachelor's studies) is 3 years or longer and one of the two criteria mentioned below is fulfilled: a) obtained an academic degree in tourism, hospitality, business, economics, history, geography, pedagogy in social sciences, etc.; b) obtained a professional bachelor's degree in fields not related to tourism business (languages, psychology, pedagogy, etc.).</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Master's degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Head of the Organization</i>

Full time studies - 2 years - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	0
Language	<i>latvian</i>
Amount (CP)	120
Admission requirements (in English)	<i>Previous level (bachelor's studies) is 3 years or longer and one of the two criteria mentioned below is fulfilled: a) obtained an academic degree in tourism, hospitality, business, economics, history, geography, pedagogy in social sciences, etc.; b) obtained a professional bachelor's degree in fields not related to tourism business (languages, psychology, pedagogy, etc.).</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Master's degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Head of the Organization</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

Full time studies - 2 years - english

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	0
Language	<i>english</i>
Amount (CP)	120

Admission requirements (in English)	<i>Previous level (bachelor's studies) is 3 years or longer and one of the two criteria mentioned below is fulfilled: a) obtained an academic degree in tourism, hospitality, business, economics, history, geography, pedagogy in social sciences, etc.; b) obtained a professional bachelor's degree in fields not related to tourism business (languages, psychology, pedagogy, etc.).</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Master's degree in Business Administration</i>
Qualification to be obtained (in english)	<i>Head of the Organization</i>

Places of implementation

Place name	City	Address
Turība University	RĪGA	GRAUDU IELA 68, ZEMGALES PRIEKŠPILSĒTA, RĪGA, LV-1058

3.1. Indicators Describing the Study Programme

3.1.1. Description and analysis of changes in the parameters of the study programme made since the issuance of the previous accreditation form of the study field or issuance of the study programme license, if the study programme is not included on the accreditation form of the study field, including changes planned within the evaluation procedure of the study field evaluation procedure.

There are no changes in the parameters, only content.

3.1.2. Analysis and assessment of the study programme compliance with the study field. Analysis of the interrelation between the code of the study programme, the degree, professional qualification/professional qualification requirements or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements. Description of the duration and scope of the implementation of the study programme (including different options of the study programme implementation) and evaluation of its usefulness.

The implementation of the second cycle professional higher education study program "Strategic Tourism Management" (47812) (hereinafter SM) ends with the award of the 7th professional qualification level and the professional qualification "Head of the organisation". Full-time day studies or part-time extramural studies. Full time 2years or 1.5 years. Part time 2.1 years or 1. 6 years. Example of diploma and diploma attachment is added on Appendix 1.

The code "47812" of the study programme confirms to the study programme and its parameters.

- 47- second cycle professional study programme
- 8 - Educational thematic group "Services"
- 81-Educational thematic area "Individual services"
- 812- Educational programme group "Tourism and Leisure Organisation"

The enrolment regulations of the Turība University (hereinafter – BAT) were drafted in accordance with the second part of Article 46 of the Law on Higher Education Institutions, Cabinet of Minister regulations No.846 "Regulations on requirements, criteria and procedures for admission to study programs and state support for citizens who have voluntarily applied to the national defence service and completed it" as of 10.10.2006, Cabinet of Ministers regulations No.795 "Regulations on substitution of centralised foreign language examinations for secondary school programmes with foreign language examinations conducted by international testing organisations " as of 20.12.2022 and BAT Study regulations.

The following additional requirements are set for foreign applicants:

- secondary education documents of foreign applicants must comply with Latvian standards. The recognition of educational documents obtained abroad is carried out by the Academic Information Centre
- knowledge of foreign applicants must meet the requirements of the BAT enrolment

regulations;

- a document issued by an international institution within the last five years must be submitted, certifying that the foreign applicant's language skills for the relevant study program are at least B2 level. Such document is not necessary if the foreign applicant obtained secondary or higher education in the language of the implementation of the relevant study program, or the foreign applicant obtained secondary education in a country of the European Union and the European Economic Area or in the Swiss Confederation and the secondary education certificate includes the assessment of foreign language knowledge equivalent to at least B2 level according to the Common European Framework of Reference for Languages (CEFR).
- in order to apply for admission to higher-level study programs, the average grade in the previously obtained education level must be at least 60% for foreign applicants who are not citizens of the European Union;
- foreign applicants pay a registration fee of EUR 200.00, which is not included in the tuition fee and is not refunded if the studies are not started;
- foreign applicants who are not citizens of the European Union must have an average grade of at least 60% in the previously obtained education level in order to apply for enrolment to basic study programs.
- Applicants shall register electronically on the BAT homepage www.turiba.lv. The submission of documents and enrolment after electronic registration is held at the Study information centre for studies in Riga, at the branches for studies in the respective branches during working hours. The registration of applicants and enrolment for the first year of studies after completion of secondary education shall commence in accordance to the dates set by the Minister of Cabinet regulations.
- The International Cooperation Department (SSN) upon receiving consent interviews foreign applicants who are not citizens of the European Union, citizens of the European Economic Area or citizens of the Swiss Confederation in order to ascertain their motivation to study in the chosen study program. The International Cooperation Department stores and makes available the video recordings of these interviews to the competent authorities upon request.

Enrolment requirements include - professional or academic bachelor's degree, or a professional qualification diploma

The purpose, tasks and learning outcomes of the program are determined in accordance with the professional qualification to be obtained - Head of the organization.

From the moment of matriculation till their ex-matriculation, students acquire skills and competences in accordance with the program goals set, its objectives and learning outcome that correspond to the qualification acquired - Head of the organization.

General skills and competences acquired by the student:

- Ability to meet the requirements of regulatory acts binding on the field
- Ability to ensure compliance with labour legislation and relations
- Ability to organize compliance with labour protection requirements
- Ability to ensure compliance with the requirements of civil protection and environmental protection regulations
- Ability to apply knowledge and methods to explain sustainable development and draw evidence-based conclusions
- Ability to demonstrate personal, social and civic, interpersonal and intercultural skills
- The ability to ensure active and effective participation in creating social dialogue in society
- Ability to observe the basic principles of professional and general ethics and generally

accepted norms of behaviour

- Ability to represent the organization in a professional environment
- Ability to communicate, write, read, work and present fluently in one or more foreign languages, understanding and using professional terminology and concepts
- Ability to self-organize and, assume responsibility, continue to learn and educate oneself in the professional field, as well as develop personal skills
- Ability to use information technology for work, incl. for communication in the relevant field
- Ability to create an effective organizational environment for knowledge generation and its use
- The ability to integrate knowledge from different fields, contributing to the creation of new knowledge
- Ability to conduct value-added research, interpret and analyse its results
- Ability to prepare publications and present them.
- Ability to argue, explain and debate complex or systemic aspects of the relevant industry or professional field

Professional skills and competences acquired by the student:

- Ability to formulate the organization's mission and vision, determine the organization's value
- Ability to develop an organizational development strategy and set priorities according to the results of the analysis of the internal and external environment
- The ability to create policies corresponding to the specifics of the organization's activities
- Ability to implement innovative solutions to achieve organizational goals
- The ability to create an organizational culture in line with the organization's strategy
- Ability to lead oneself and others in achieving organizational goals by working effectively in a team
- Ability to define the strategic and tactical goals of the organization's activities in accordance with the interests of the owners, stakeholders and society
- Ability to determine the basic directions of the organization's activities and make decisions in accordance with the interests of the owners, stakeholders and society
- The ability to ensure the unified operation of the organization according to the defined mission, vision and values
- Ability to create a personnel management system that corresponds to the organization's strategy
- Ability to evaluate the financial and economic indicators of the organization
- Ability to determine control indicators and control action plans for the implementation of goals
- Ability to make decisions and make changes to optimize the operational and strategic performance of the organization and understanding the consequences of management decisions
- Ability to manage crisis situations in the organization
- Ability to lead change in the organization
- Ability to cooperate with functional managers and employees, organizing rational and coordinated operation of structural units
- Ability to understand the functional areas of the organization and control them in the context of the organization's goals
- Ability to ensure the execution of the organization's strategy and action plans by monitoring and controlling the work of structural units
- Ability to evaluate processes in the context of organizational performance and results achieved
- Ability to effectively use the organization's resources, maximizing the benefits of the

organization and society

- Ability to ensure the implementation of the organization's development plans, by maintaining and increasing the value of the organization
- Ability to manage risks related to the organization's activities

Tourism is one of the largest and fastest growing industries in the world. Such a master's degree program in tourism provides the skills and knowledge to educate specialists for organizations to thrive in this dynamic industry. The program provides the knowledge and skills necessary for entrepreneurship with a focus on tourism industry enterprises. It combines traditional business topics and study courses with specific tourism competence-developing study courses, providing graduates with a comprehensive understanding of business strategies, marketing, finance and management in the context of tourism. This master's degree program in tourism helps professionals develop adaptability and problem-solving skills necessary to work in a dynamic and rapidly changing tourism business environment. The program educates individuals to succeed in a complex, evolving and globally interconnected industry with a strong emphasis on business principles, leadership and sustainability.

The program is useful and necessary for the strategic management of a tourism organization, which requires specific knowledge of the strategic organization's work provision, which students acquire by studying the program's theoretical courses. Latvia's Sustainable Development Strategy for 2021-2027 envisages developing Riga as an important cultural, tourism and business centre in Europe and the National Development Plan for 2021-2027 envisages that "Tourism development in Latvia is one of the priorities of national economic and environmental development" as well. By fulfilling the development plans foreseen and criteria for industry development, as the demand for tourism industry services increases, the demand for industry specialists will also increase.

The programme is useful in the forms it takes. Full-time study meets the demand for full-time study, most often among BAT graduates, as well as through the implementation of the programme in English for international students. The English language programme is also in demand among BAT exchange students, ensuring the cost-effectiveness of the programme and adequate numbers of students to deliver the programme content. The part-time part-time programme responds to market demand and the demographic profile of BAT students - professionals working in the sector who choose to continue their studies in order to upgrade their professional qualifications and become more competitive in the sector.

The skills that students acquire while studying the program are necessary and useful for work in various areas of the tourism industry, starting with the management of hotels and accommodation companies, the management of tourism organizations to the management of destination management organizations.

3.1.3. Economic and/ or social substantiation of the study programme, analysis of graduates' employment.

The number of people employed in tourism and hospitality in Latvia in the period 2019-2023 has fluctuated between 25-35 thousand, not counting the tourism related fields of , which have a direct impact on employment in the tourism ecosystem. The tourism sector in Latvia accounts for up to 2% of GDP and the export value of tourism services is around 2 billion euros. Although compared to world trends, the potential of Latvian tourism, especially, the export potential of tourism and hospitality services, is not fully utilized, the changes expected in lifestyle and habits in the future

will contribute to the increase in demand.

In Latvia's sustainable development strategy for 2030, one of the goals states that "Riga will be an important cultural, tourism and business centre in Europe. The urban-rural partnership will ensure a high quality of life throughout the territory of Latvia". Tourism is also mentioned as one of the possible solutions, foreseeing that "The creative industry (design, advertising, tourism, etc.) and culture, which has already proven its quality, play a major role in building the competitiveness of the national identity". Tourism is also mentioned as a course of action in connection with the use of natural resources, development of transport infrastructure, growth of development centres and resorts.

On the other hand, the National Development Plan for 2021-2027 states that "Tourism development in Latvia is one of the priorities of national economy and environmental development. Increasing the flow of tourists would contribute to the growth of various industries. In order to attract travellers and promote Latvia internationally, it is important to develop attractive tourism products and sell them successfully".

Management of tourist attractions, product development, tourist destination management, development of the offer, as well as preparation of sustainable and exportable products for sale, requires education of qualified specialists. The success of the sustainable development of the industry is influenced by the professional competence of companies of the ecosystem of the industry, primarily the accommodation, catering and travel services sectors and their managers and specialists. In order to achieve the national development goals of the tourism sector, it is necessary to provide an adequate level of education.

The tourism industry labour market is broad, taking into account the range of satellite industries characteristic of the tourism industry - creative industries, leisure, recreation and entertainment activities, passenger transportation, events, etc.

Employment opportunities are available also in direct tourism sectors where, for example on the CV.lv employment portal there were on average around 120 simultaneous vacancies from December 2023 to January 2024. However, the aim of the study program should also be taken into account - to promote the entry of young specialists not only into the labour market as employees, but also by creating new service enterprises, supplementing the existing tourism ecosystem with new services, which would contribute to the industry's export capacity and international competitiveness.

The BAT study process places a lot of emphasis on professional knowledge and practical skills, because it is precisely these that are highly valued by employers today. This is confirmed by the fact that for several years BAT has been markedly ranked among the TOP3 universities recommended by employers and among private universities it occupies a leading position.

Every year, the BAT Development Department conducts a alumni survey with the aim of collecting data and analysing the employment of BAT alumni. About 77% of the respondents admitted that they got a job already while studying. It is possible to combine studies with work in the specific program, especially when studying part-time. Students:

23% of respondent admit that they work as managers, 46% of respondents work as specialists, executives.

3.1.4. Statistical data on the students of the respective study programme, the dynamics of

the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down into different study forms, types, and languages.

Statistical data on the number of students, enrolled and alumni in the study program "Tourism strategic Management" as a whole.

Year	Enrolled	Number of students	Graduates
2013	32	89	14
2014	23	80	20
2015	51	101	15
2016	51	109	22
2017	70	122	11
2018	62	130	14
2019	44	91	16
2020	33	64	10
2021	29	53	11
2022	26	47	4
2023	20	42	

Statistical data on the number of students in study forms of programme:

Year	Full time studies, Latvian	Full time studies, English	Full time studies, English, winter admission	Part time studies
2013	51	35	3	
2014	43	35	2	
2015	44	47	10	
2016	47	44	18	

2017	37	55	30	
2018	19	70	41	
2019	11	53	27	
2020	7	34	20	3
2021	4	26	16	7
2022	1	24	12	10
2023		20	15	7

Data and its analysis, distinguishing study forms, types and languages are included in the appendix. The number of enrolled in the study program has been variable, however, the number of graduates has decreased. One of the reasons is related to the proportionally larger number of foreign students in the program and taking into account their different level of prior knowledge, an academic break is often used to complete studies. Such a trend became particularly relevant in 2020-2022, when foreign students, in particular, faced with travel restrictions, used academic breaks.

In recent years, the number of students studying in Latvian has decreased, which is due to a preference to choose a Master's degree programme in Business Administration rather than Tourism. This is due to various external environmental factors. The number of foreign students has been stable in recent years. Although winter enrolments have declined in recent years, figures are expected to improve in the coming years as networks diversify and the geographical area where the programme is offered expands.

3.1.5. Substantiation of the development of the joint study programme and description and evaluation of the choice of partner universities, including information on the development and implementation of the joint study programme (if applicable).

Not relevant

3.2. The Content of Studies and Implementation Thereof

3.2.1. Analysis of the content of the study programme. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators with the aims of the study course/ module and the aims and intended outcomes of the study programme. Assessment of the relevance of the content of the study courses/ modules and compliance with the needs of the relevant industry, labour market and with the trends in science on how and whether the content of the study courses/ modules is updated in line with the development trends of the relevant industry, labour market, and science.

The study program "Tourism Strategic Management" educates students for work in the industry worldwide. In this program, students acquire strategic management and planning skills, learn the regularities and methods of forecasting. The second-cycle professional higher education master's study program "Tourism Strategic Management" provides extensive knowledge and creates a strategic perspective on tourism developments on a global scale. The study program is proud of its lecturers - outstanding industry practitioners who represent tourism and related fields - hotel management, tourism policy planning at the national level, as well as the restaurant business.

The study program is purposefully designed to educate and train heads of organizations who have in-depth knowledge of the specifics of the tourism industry and the operating principles of various tourism organizations. The updating of the study program content is carried out in close cooperation with professional tourism industry organizations (Latvian Association of Travel Agents and Operators, Latvian Hotel and Restaurant Association, Latvian Congress Bureau), guided by the UN World Tourism Organization's Ted Qual recommendations for creating tourism education programs, the recommendations of the academic staff involved and their knowledge and experience gained in a practical work environment. The integration of the current industry issues is carried out by the study program director, who represents the university in industry associations and the Latvian tourism advisory board, in cooperation with the academic staff attached to the department and study courses, who have considerable professional work experience over a long period of time.

The study programme is full-time programme and part-time part-time programme. The full-time full-time study programme in Latvian and English has the same content, differing only in the language of study. The duration of studies varies depending on the previous education. For students who, according to the admission rules, can be admitted for studies with a duration of 2 years, the study programme includes the study course "Prctice 2", which aims to improve professional and employability skills and professional competence by learning modern management methods necessary for an employee and manager of a tourism industry company, organisation or institution.

The content of the study programme remains unchanged in part-time extramural studies, but the independent study assignments are designed with this in mind, given the lower number of contact hours. In preparation for the regular examinations, assignments are given which need to be completed in order to prepare for the face-to-face classes.

In the first study program year includes not only study courses aimed at acquiring knowledge and skills on determining the organizational development direction, organization management and ensuring organization operations but also on study courses aimed at acquiring knowledge and skills about the tourism business environment, tourism planning and marketing tourism as a service. This is ensured by such study courses as Strategic and Change Management, International Tourism Environment, Legal Order of Tourism, Strategic tourism marketing and Strategical Tourism Planning.

Every year, an annual study based on industry needs is integrated into the study process - creating, analysing or presenting proposals for the improvement of tourism destination development strategy (within the study course International tourism business environment), paying special attention to the evaluation of the export potential of the Latvian tourism industry, thus contributing to the achievement of Latvian tourism goals in accordance with the priorities provided for in the National Development Plan for 2027. Current industry issues are integrated into the study process by planning study tours and meetings with industry professionals in a business environment - in hotels

and other tourism industry enterprises (e.g. in the study course Operational Management of Tourist Accommodations).

The involvement of industry professionals in study courses International tourism environment, Hotel Operations Management, Legal Order Of Tourism provides analysis of cases studies based on industry needs, with students getting involved in the development of proposals for solutions to various current situations and cases.

The optional study courses offered stimulate the formation of professional competence in one of the following tourism industry sectors - small and medium-sized business, catering organization and business management or sustainable tourism management.

The state examination – development of the master's thesis is planned at the end of the studies. The topics of the master thesis are reviewed at the department meeting, with the participation of the department's lecturers, including those lecturers who are invited to implement the study program as industry professionals. Industry representatives invited to participate in Master's thesis defence commissions, in accordance with the Turiba University regulations "Regulations on final examinations" provide feedback on the topicality of the topics and compliance with current industry trends and labour market demands.

In order to further improve the content of the study program and ensure its compliance with the current industry, several cooperation memoranda have been concluded with various companies in the industry.

The aims, objectives and results to be achieved of the study courses included in the study programme are derived from the aim and objectives of the study programme. The aim of the study programme to prepare specialists who are able to apply interdisciplinary solutions in their work is achieved by, for example, the aims, objectives and deliverables of study courses such as Strategic and Change Management, International Tourism Business Environment and Strategic Tourism Planning. The ability to implement activities for sustainable and responsible global development in both business environments and tourism destinations is linked to the aims and objectives of courses such as Sustainable Development and Tourism, Tourism Marketing Strategies and Human Resource Management and Development. The objectives of the study programme are sequentially included in the objectives of each study course of the study programme.

Attached:

Appendix 3. Study programme compliance with the national education standard

Appendix 4. Compliance of the study programme with the professional standard.

Appendix 5. Mapping of the study programme

Appendix 6. Study programme plan

Appendix 7. Course descriptions

3.2.2. In the case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation. In the case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels (if applicable).

The study program "Tourism Strategic Management" meets labour market needs by including study courses necessary for the development and improvement of professional skills. The study course content is designed so as to provide students with the necessary knowledge about the international tourism environment and business management and general study courses, helping to acquire the skills and achieving the competence necessary for learning the profession of head of an organization and emphasizing tourism strategic management and administration, so that the student would be competitive in the labour market.

The study courses included in the program are updated, including current industry trends and new theoretical positions, as well as actualities in tourism business, strategic management, as well as taking into account changes in the regulatory framework. The program is periodically reviewed with the involvement of students and other stakeholders. It is designed so that the latest theoretical knowledge in economics, business, human resources, technological development and other tourism-related fields are included in the study courses.

Proposals to update the content are put forward by study course lecturers, program directors and employers' recommendations are evaluated. The update is evaluated at the department's meetings and the Faculty council, where academic staff, representatives of employers and the field, and representatives of students meet.

The professional master's degree in business management is awarded after successful completion of study courses and defence of the master's thesis in the state examination. According to the Turiba University document "Regulations on final examinations" point 3.3. the supervisor of the master's thesis can be a lecturer of Turiba University or any other university, a specialist of the relevant branch of the organization, or a scientific employee with a master's or doctoral degree, who ensures the connection of the topics of the master's thesis with the field of science, the current trends and current scientific issues. During the development of the master's thesis, the supervisor leads the process, which is directly focused on the conformity of the obtained degree with the knowledge of the scientific field. The supervisor of the master's thesis is approved at the department meeting, taking into account the topic of the thesis as well as the competence of the master's thesis supervisor to ensure the relevance of the topic and its connection with the field of science.

3.2.3. Assessment of the study programme including the study course/ module implementation methods by indicating what the methods are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. In the case of a joint study programme, or in case the study programme is implemented in a foreign language or in the form of distance learning, describe in detail the methods used to deliver such a study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study program is implemented in the form of full-time and part-time extramural studies. Full-time studies take place on weekdays, according to the timetable. Lectures and practical classes for part-time studies, take place every other week on Friday evening and Saturday.

One credit point is a study accounting unit corresponding to the student's 25 academic hours of work.

k. BAT has developed a document "Methodology for the transition from the Latvian credit system to the European credit transfer and accumulation system (ECTS)" (https://batis.turiba.lv/NormativeDokumenti/DokB/1/N163_Metodika_parejai_uz_ECTS_1.vers.docx only in Latvian), which determines the procedures by which the transfer of study courses from the Latvian credit system to the European credit transfer and accumulation system (ECTS) takes place in all level study programmes implemented by BAT.

Regardless of the form of studies, great emphasis is placed on practical work to achieve the study goals. Full-time program students learn theoretical and practical lessons face-to-face, together with other students, but for part-time students, emphasis is placed on independent work, which the student performs, taking into account the lecturer's recommendation, the description of the study course, but planning his own time. Study plan and lectures are drawn up in such a way that the students obtain all the necessary theoretical information and during independent studies, perform practical work, as a result of which the goals of the study program could be achieved.

The study program is implemented using various study forms and methods: lectures, seminars, discussions, practical classes, use of online resources, scientific literature studies, applied games, individual and group consultations, practice, study tours, case analysis, independent practical work of students (individually and in groups), presentations and conferences on the Webex platform. Modern information technologies are widely used in the study process. During lessons, lecturers and students have the opportunity to use computer rooms.

In each study course, the lecturer chooses the most appropriate teaching method, which best contributes to the achievement of the learning outcomes of the study course and the entire study program.

As part of the study program, using the acquired theoretical knowledge, students conduct practical research, develop practical, real projects or research. The development of projects takes place in cooperation with companies and entrepreneurs in the tourism sector, within the framework of study courses. The annual research conducted by master's program students as a method ensures both the acquisition of the necessary knowledge and skills, and the development of the necessary competencies, which are aimed at finding and applying creative solutions in the tourism industry, while managing various industry organizations. In the development of annual projects, an important role is given to issues concerning tourism sustainability and the development of responsible business. Depending on the chosen topic, the annual research of the master's students is carried out within the framework of one or more study courses, including "International Tourism Environment", "Strategical Tourism planning", "Tourism Marketing Strategy". The project is launched within the study course "International tourism business environment".

In 2014, students in the master's program started a project in cooperation with the Karosta prison in Liepāja. The students visited the tourist facility, got an idea of the city, the Karosta prison, met with representatives of the prison, businessmen and representatives of Liepāja municipality. The students' practical task was to work out a development and marketing strategy for Karosta prison. In 2015, the tourism development strategy of the Upper Daugava region was developed. In 2017, an evaluation of the potential of Selia as a tourist destination and development of scenarios was developed, in 2021 an analysis of the tourism potential of Jaunjelgava was carried out, in 2022 an evaluation of the export potential of Jelgava as a tourist destination was carried out. In 2023, a case analysis of Dobeles as a tourist destination was conducted (the results were presented at the annual meeting of tourism entrepreneurs). As part of these projects, seminars and meetings with stakeholders are used as teaching methods, in the organization of which the students participate, developing communication, teamwork and cooperation skills, case studies, developing the skills to

identify the most relevant information, structure the content of information and develop proposals, etc.

Every year, as part of the "Strategical Tourism planning" study course, a study trip to one of the well-developed tourist destinations in Latvia is used as a teaching method, giving the opportunity to get acquainted with the work of tourist destination management organizations in tourism planning.

The study course "Revenue Management in Tourism" uses a work seminar with practical tasks as a method, strengthening theoretically acquired knowledge of revenue management in practice.

In accordance with the basic principles of student-centred education, the requirements for study courses, their results, which make up the final assessment and the proportional distribution are clearly defined and lecturers regularly evaluate and improve study course teaching methods, promote student independence, while providing guidance and support as well. Special attention is paid to practical lessons, especially study tours, company visits, etc. practical lessons should be linked to the content of the study program.

Assessment gives learners the opportunity to demonstrate to what extent they have achieved the expected learning outcomes. When evaluating tests, lecturers give an in-depth evaluation, justifying the evaluation and thus providing students with feedback. Assessment is consistent, fair and conducted in accordance with approved procedures. For each study course, the course syllabus contains a section on assessment criteria.

There is a procedure for reviewing student appeals.

The basic form of assessment in the study programme are examinations and tests that are to be passed at the end of each study course. Only students who have fulfilled all the requirements specified in the study course syllabus and fulfilled the obligations specified in the education contract are admitted to the final examination of the study course.

3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).

In order to achieve the learning outcomes planned in the study program and to encourage students to acquire skills and build competence, the study program foresees practice work.

The full-time 2-year program and the part-time 2.1-year program include 3 Practice work totalling 39 CP (including a pre-master's practice totalling 9 CP).

In the full-time 1.5-year program and in the part-time 1.6-year program, a pre-master's practice to the amount of 9 CP is provided.

Within the framework of its competences, the university supports the student in achieving the tasks set for practice by appointing an individual practice supervisor from the university, who provides support to the student in completing the practice tasks. In the Appendix 8 is attached document

"Practice Regulations", which sets out the procedures for organising practices.

The performance of practice tasks is evaluated by evaluating the practice report, the feedback of the practice supervisor and the presentation that is prepared. In order to promote the development of students' professional competences, to evaluate the progress of studies, Practice 2 has been organized as seminar classes since academic year 2023/2024. Such practice assessment method allows to identify which knowledge and skills are acquired better and which are weaker, how the knowledge acquired during the study courses is applied in practice and whether the students are able to apply theoretical knowledge in practice. Such a format, which ensures a dialogue between students and teaching staff, allows to identify and evaluate how the results achieved during practice correspond to the learning outcomes of the study program.

Cooperation agreements have been concluded with foreign companies (a list of cooperation agreements is provided in appendix, in 2.5.1.). The foreign practice coordinator, who communicates with students and foreign practice enterprises, is responsible for practice abroad and coordinates the availability of practice places, and the conclusion of agreements. The foreign practice coordinator in cooperation with the dean of the faculty and the head of departments, organizes meetings for students with foreign practice enterprise representatives. During these meetings, students are introduced to practice opportunities, working conditions, and regulations. Depending on the placement provider, a competition may be held to select students for specific placements. An example is a practice placement opportunity in the United States at the Broadmoor Hotel, where a competition and admission requirements are advertised for students. Admission requirements include the student's previous foreign practice experience, language skills and grades. The first evaluation of the student is carried out by the foreign practice coordinator, who checks the student's achievements and previous practice experience. Candidates who meet the criteria are advanced to a second round of interviews with a Broadmoor Hotel representative, either face-to-face or via remote communication options.

In 2023, a cooperation agreement was concluded with the Mogotel hotel network. As a result of this cooperation, students are offered internship opportunities in Mogotel hotels in Latvia. In case of successful cooperation, the memorandum of cooperation envisages the possibility of offering practice placements in other countries as well, where the hotels managed by the company operate.

The faculty is often contacted by various representatives of tourism and hospitality industry companies that offer practice placements to students. After evaluating the suitability of the company as a practice enterprise, students are informed about practice opportunity/s in a specific company. Students are informed about actual practice opportunities through the internal information system BATIS.

In 2023, a career centre was opened at Turība University, the purpose of which is to provide support to students, graduates and pupils in their career growth. A career counsellor works within the career centre, who also supports students in finding and choosing a practice enterprise. On March 7, 2024, the Turība University Career Centre, in cooperation with the Student Council, held a "Practice Market" event, aimed at helping students in their career growth and in their search for practice enterprises. Students and entrepreneurs had to pre-register to participate in the event for the "Practice Market" event. The event included networking between businessmen from various industries and students and students got information about current practice and work opportunities while industry professionals shared inspiring stories from their professional experience. As a result of the event, students and entrepreneurs were able to agree on further cooperation and students agreed on practice placements.

3.2.5. Evaluation and description of the promotion opportunities and the promotion process provided to the students of the doctoral study programme (if applicable).

Not applicable

3.2.6. Analysis and assessment of the topics of the final theses of the students, their relevance in the respective field, including the labour market, and the marks of the final theses.

Students develop their master thesis based on the knowledge gained during their studies on important topics in the industry and in practice. Students by a decree of the Dean submit to the Faculty their desired master's thesis topic within the deadlines set. The themes are reviewed at the respective department meeting and its relevance, the formulation of the topic and its similarity/coincidence with another student's master's thesis theme are evaluated. If necessary, suggestions for corrections and clarifications are given to the student. The themes are approved by a decree of the dean. Such a procedure stimulates the fact that master theses are developed on current topics and prevents the possibility of plagiarism in a timely manner. The justification of the topicality of the thesis theme is a mandatory requirement not only according to the BAT regulations, but also a market and industry demand, therefore the students develop their final theses on current, practically important areas and topics. By choosing a successful, industry-relevant topic, students can take their research further by continuing their studies in a master's program and developing a master's thesis.

After receiving and examining the theme proposal application, if necessary, the student is given recommendations on corrections and clarifications. The themes are approved by a decree of the dean. Such a procedure stimulates the choice of current issues as thesis themes and duly prevents the possibility of plagiarism.

The relevance of the students' final theses of the BAT program is confirmed by the fact that the students have successfully participated in various competitions and researches with their works and won prize-winning places, as well as the popularization of their research.

The Tourism Department of the Latvian Investment and Development Agency (previously, the State Tourism Development Agency (TAVA)) organizes competitions for scientific research works with the aim of promoting the research and analysis of the Latvian tourism industry and promoting the scientific research activities of students in the field of tourism. Students of the specific program of BAT have also successfully participated in competitions organized by TAVA.

In 2017, A. T., a student of the program with her master's thesis "Latvia's tourism development strategy for attracting the South Korean tourism market" won the 1st place in the TAVA Scientific Research Competition.

In 2018, student D. B. won 3rd place for her master's thesis on the topic "Tourism development strategy of the Selia region".

In 2022, student F. N. developed a master's thesis research on the topic "Using a facial recognition tool for measuring customer satisfaction in the tourism and hospitality industry". The student conducted a practical study in hospitality enterprises using an experimental facial recognition code.

The obtained data was used to evaluate customer satisfaction. Face recognition plays a vital role as it is widely used from security systems to commercial use. The student's research confirmed how important artificial intelligence technologies are today. They can be used as auxiliary tools for improving the quality of company operations, as well as for performing various measurements. The study conducted by the student was republished on the BAT website.

Master's theses have also been developed on topical and important topics for the industry, including those with practical application. For example:

- Incoming tourism in Latvia: nature trails as a development opportunity;
- Inclusion of Kolka and Dundagas regions in the tourism offer of Talsi region: development opportunities and challenges of small destinations;
- Strategic partnership in the activity of tourism management organizations of the North Vidzeme region and its development approach;
- Women's professional development and leadership in the tourism industry. Example of Madrid hotels;
- Challenges of over tourism in Goa;
- Problems of tourism development in Samarkand;
- Tourism tax in the city of Riga;
- The influence of the cinema industry on the development of tourism in Latvia;
- Latvia's eastern border tourism development strategy;
- Customer satisfaction with service quality on Emirates Airlines flights;

Average assessments for state examinations

Academic year 2018/2019	Academic year 2019/2020	Academic year 2020/2021	Academic year 2021/2022	Academic year 2022/2023	Academic year 2023/2024
7 29	6 06	6 90	5 36	6 00	5 36

The appendix includes an overview of the topics of the final theses and their assessments within the study program during the reporting period. Since the proportion of foreign students in the study program has increased, the average grades of final theses have become lower. There are several reasons for this. First of all, the previous education of foreign students, its level and content, creates difficulties for some students to follow the study content, to learn terminology in a short time, especially in cases where the previous education is not related to the field of tourism, hospitality or services. Secondly, the relatively short study time does not always allow to identify the research areas of interest, to identify the strengths and weaknesses of each, which would allow to choose a suitable topic for the Master's thesis, moreover, so that it corresponds to the goals of the study direction, and is related to the field of science. The interdisciplinary structure of the tourism industry can be mentioned as an additional influencing factor, which requires taking into account theoretical knowledge in the management of organizations and strategic management of tourism in the development of the master's thesis, integrating them and demonstrating the ability to apply them in practice while carrying out research into the chosen topic of the master's thesis.

3.3. Resources and Provision of the Study Programme

3.3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples.

Lectures are held in conference halls, auditoriums, computer classrooms and students have access to a modern library with a large reading room. The lecture rooms are equipped with high quality visual equipment- white boards, screens, multimedia projectors, audio and video equipment. Students have access to computer workstations. Fixed and, if necessary, portable multimedia projectors are also available. The service department of the university takes care of cleanliness in the auditoriums and common rooms and employees regularly clean and air the rooms.

BAT has four computer classes: 29, 30, 34 and 32 student places + a lecturer's workplace with a projector. Reading room with 32 computers for students' independent work, 75 workplaces without computers. The computer room of the youth tourism hostel with 20 computers for independent work of students.

25 auditoriums, equipped with a computer and multimedia projector or TV. MS Windows operating system and MS Office for all computers. There are 10 language classes in the BAT A corpus, which are intended for a smaller number of students (10-20 students) for learning language courses in groups. MS Office, - MS Windows, MS Office is available to students during their studies and employees during their tenure of employment. Data storage and user authentication are provided while using MS Windows and Novell OES servers. The Moodle environment is used in the part-time distance learning (e-studies) process. Library work is provided with ALIS.

BAT has its own IT department, which ensures the operation of the IT environment. The technical service ensures the operation of computer equipment and the computer network, the programmers - the operation and development of BAT's internal IS and BATIS.

Every year, BAT invests funds in the development of library technology, in the acquisition of databases, and in the collection of the fund with the latest literature, in proportion to the increase in the number of students. The list of required literature is updated every year according to the wishes of the academic staff and students. Library work is provided with ALISE.

The BAT library offers to use the open-access library with electronic registration of issuing and receiving literature, books and periodicals, electronic catalogues of student works in the ALISE library information system: <https://w3i.turiba.lv/Alise/en/home.aspx> .

The collection of publications of the BAT library is regularly updated with the latest literature, which is useful and necessary for the study process. Examples of books published in the last 6 years and available in the BAT library:

- Strategic management in tourism / Luiz Moutinho, Dublin City University, Ireland, and Alfonso Vargas-Sanchez, University of Huelva, Spain, 2018 edition (Tourism ,management, strategic planning).
- Dyer, Jeffrey H., 1959-. Strategic Management : concepts and cases / Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce. - Fourth edition, international adaptation. - Hoboken : Wiley, [2023].
- Digital marketing and social media strategies for tourism and hospitality organizations / Editors: Ahmet Bulent Ozturk and Murat Hancer. - Oxford : Goodfellow Publishers, 2022. - x,

230 pages.

- Kuskis, Aldis. Better Travel : the not so dirty secrets of Travel Advisors or a key to travellers' love and trust / Aldis Kuskis & Brigita Stroda ; editing by Anna Reynolds ; art and design by Sandra Strele. - [Riga] : STAGINGS Travel Design, [2021].
- McKercher, Bob. Tourism theories, concepts and models / Bob McKercher, Bruce Prideaux. - Oxford : Goodfellow Publishers, 2020. - viii, 314 p.
- Fyall, Alan. Marketing for tourism and hospitality : collaboration, technology and experiences / Alan Fyall, Patrick Legohérel, Isabelle Frochot and Youcheng Wang. - London : Routledge, Taylor & Francis Group ; New York, NY, 2019. - xxvi, 594 lpp.

If the user has a computer with Internet access, the electronic catalogue of the BAT library can be used from anywhere in the world. The list of business-related books available in the library is appropriate for ensuring a successful study process for both Latvian and foreign students.

The library subscribes to periodicals in print and electronic format. The library collection is mainly in Latvian, Russian, English and German. The heads of the various departments and programme directors in cooperation with the library personnel work out the list of books, journals and electronic databases to be purchased for the new forthcoming academic year. The University subscribes to online electronic databases: Academic term database, Statistics of Latvia, Letonika, Lursoft, EBSCO database storage, Proquest Computing database, trial databases are also constantly used. At the moment, the subscribed databases are Scopus and ScienceDirect, which are accessible using the computers of the BAT library.

E-resources accessible at BAT library: Eurostat, baltictravelnews.com, German News Service, Latvijas Vēstnesis archive.

National Information Agency LETA archive, NEPLP Media Literacy database, Nozare.lv - LETA business portal.

The resources are in line with the conditions for the implementation of the programme and are available and accessible to both full-time and part-time students. Classes are held in equipped classrooms (lecture rooms and computer rooms) on working days (full-time) or on Friday evenings and Saturdays (part-time). The BAT Free Access Library is available at any time. Students can access the online databases not only in the BAT library, but also remotely by logging in with their password in the BATIS environment, which does not make students subject to working time constraints.

The library offers information resources and literature in both Latvian and English, making it accessible to both Latvian and foreign students.

3.3.2. Assessment of the study provision and scientific base support, including the resources provided within the framework of cooperation with other science institutes and higher education institutions (applicable to doctoral study programmes) (if applicable).

Not applicable

3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide

information on the costs per one student within this study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).

The operations of BAT are provided by the company SIA "Biznesa augstskola Turība", which is registered in the commercial register of the Republic of Latvia and conducts commercial activities independently. For the implementation of the study program, the financial resources obtained by SIA "Biznesa augstskola Turība" are used, which correspond to the basic principles of business in order to make a profit.

The budget lines for study programme development are carefully planned each year to ensure the efficient use of resources and to improve the quality of higher education. Key items in budget planning include:

- Purchase of materials and equipment:

Technology upgrades: Funding is used to purchase the latest technology and equipment essential to the learning process.

- Academic Staff Development:

Training courses and seminars: Funds are used to provide continuing education and professional development for academic staff.

Research projects: Funding for research to develop new knowledge and improve curricula.

- Curriculum development and updating:

Funding is used to develop or update study programmes in line with labour market needs and innovation.

Upgrading existing programmes: Funds are used to upgrade existing programmes to incorporate the latest trends in the sector.

- Infrastructure development:

Construction and renovation: Funding is used for the construction, renovation and maintenance of buildings.

Improvement of teaching facilities: Investments to improve the learning environment, e.g. by upgrading classrooms and the library.

- Student support activities:

Scholarships and financial support: Part of the funding is used to provide scholarships for talented students.

Career and counselling services: Funding is channelled to services that help students plan their careers and find jobs after their studies.

The cost per student in the first-cycle full time study programme is EUR 1,835, but in part-time studies EUR 1,615 . The following items are included in the cost calculation (% distribution for full-time and part-time form is the same):

- Academic personnel costs- salaries (25%)
- Academic administrative costs - salaries (6%)
- Other academic and research activity costs (9%)
- Other study related costs including library costs (14%)
- Development, information technology, study support costs (16%)
- Capital repairs of facilities. premises, daily maintenance, utilities, security and technical support costs (17%)
- Administrative costs, including property tax and property insurance (5%)
- Social guarantees costs (4%)
- Other costs (4%)

The largest proportion- 25% of the costs - is made up of academic staff salaries.

Information on the costs per student within the program is added and can be seen in the appendix with cost calculation and the percentage distribution of funding among the specified items. The optimal number of enrolled students for opening a group is at least 10 students in the program. However, sometimes smaller groups are also realized, as enrolment increases over time (transfer from other study programs, commencing studies after an academic break), the program as a whole normalizes in terms of profitability indicators. When making a decision on the opening of a master's study program, the opportunities that master's students can provide in the implementation of scientific activities at BAT, involvement in various types of scientific and practical research, ensuring the implementation of BAT's strategic development direction are taken into account.

3.4. Teaching Staff

3.4.1. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants) involved in the implementation of the study programme with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. Provide information on how the qualification of the teaching staff members contributes to the achievement of the learning outcomes.

The qualifications of those employed in the study direction correspond to Turiba University goals and objectives. One of Turiba University strategic objectives is to provide a professional team of academic personnel for the implementation of study process, supporting the study program quality and the implementation of science and research, and ensuring practical experience in industry in close cooperation with employers.

The selection of teaching staff involved in the implementation of the study program is based on the following criteria:

- Previous experience of academic work in the implementation of specific study courses;
- Previous experience of methodological work;
- Areas of scientific activity and research topics as well as scientific degree;
- Previous professional experience in event production or company management.

Mobility of academic staff and students: develop cooperation with other universities, including foreign, by agreeing on exchange opportunities for students and lecturers; to stimulate lecturers and students to participate in the "Erasmus" program by giving lectures, and the participation in experience exchange under the "Erasmus" program. The continuous improvement of academic staff qualifications leads to an increase in quality, as the knowledge gained can be implemented in study courses and ensures the use of more effective training methods.

16 lecturers are involved in the implementation of the study program.

From the lecturers involved in the implementation of the program:

- 9 are elected: 3 professors, 3 associate professors, 1 assistant professors, 2 lecturers
- 7 guest lecturers

Taking into account the degree to be obtained (Professional Master's Degree in Business Administration) and the goals and tasks of the study program, both the academic experience and research directions of academic staff as well as their professional experience are considered during recruitment. Academic staff representing both fields management as well as strategic tourism management are involved in the implementation of the program to ensure compliance with professional standards.

The study program director is Ēriks Lingeberziņš, who has a doctorate degree in business administration in management science and implements the study course International tourism business environment. The study course E-tourism is taught by Dr. oec., Ieva Brence, and the study course Strategic and change management by Dr. oec. Rosita Zvirgzdiņa. Several other study courses are also implemented by teaching staff with a doctoral scientific degree and significant academic work experience, including study courses in organization management, human resources management - the Human Resources Management and Development study course is implemented by Dr. sc.soc. Evija Kļave, and the study course EU support to entrepreneurship (SME) Dr. phys. Ivars Godmanis.

Specific study courses of the tourism sector are implemented by academic staff with a scientific doctorate degree - the study course Research methods in tourism, Dr. paed. Ineta Luka, Tourism Strategic Planning, Dr. geogr. Maija Rozīte, Practice 2, PhD. Agita Doniņa. The study course Hotel Operations Management and Revenue Management in Tourism is implemented by Margarita Platace, who has more than 20 years of professional work experience in the accommodation sector. In 2024/2025, it is planned to implement a new study course Gastronomy experience management, the implementation of which is expected to be entrusted to LBTU doctoral student Laura Pole.

The profile of the academic staff involved enables the implementation of the program objectives-ensure the integration of the latest industry knowledge in the study process by involving industry professionals and reflect the latest scientific knowledge in the study course content by involving academic staff with significant academic experience. Study course objectives based on practical research and advanced research work skills are provided for through a separate study course.

During the review period, Ieva Brence, an expert of the Scientific Council of Latvia in the field of Economics and Business Science since 2015 started her work in 2022. In order to become an expert of the Scientific Council of Latvia, it is necessary to fulfil the expert qualification criteria and achieve certain results of scientific activity. 4 teaching staff who have the status of experts of the Scientific Council of Latvia are responsible for the implementation of the specific study program:

- Ieva Brence (LZP expert status until 07.09.2025)
- Ineta Luka (LZP expert status until 12.07.2026)
- Maija Rozīte (LZP expert status until 04.01.2026)

- Rosita Zvirgzdiņa (LZP expert status until 06.12.2026)

The presence and involvement of experts in the implementation of the second-cycle higher education study program plays an important role and is a quality indicator that shows the high professional level of the academic staff. Students in the master's program acquire in-depth knowledge and one of the goals is the improvement of research competences. Experts in the relevant field are directly involved in the process providing students with knowledge based not only on practice and theory, but also on science and in-depth industry research.

The quality of the study program is also ensured by improving the qualifications of academic staff and relevant self-improvement by obtaining a further qualification. 9 academic staff with a doctorate degree are involved in the implementation of the study program, while 2 is a doctoral students working on the development of the doctoral thesis. An important factor for ensuring the quality of the study program is the qualification of the academic staff and the professional knowledge they can provide to the students both within the study courses and within the final research papers. In the period of time since 2018, one academic staff involved in the study program has obtained a doctorate degree.

3 of the academic staff involved in the study program are professors, but 3 are associate professors. The presence of professors and associate professors in the implementation of the study program ensures a positive influence and study program quality in the scientific and research field. Students have the opportunity to cooperate with qualified academic staff in the process of developing their research papers, as well as to gain high-level practical and theoretical knowledge within the study courses.

3.4.2. Analysis and assessment of the changes to the composition of the teaching staff over the reporting period and their impact on the study quality.

The composition of academic staff involved in the study program is stable. Taking into account that the purpose of the study program is to provide students the opportunity to acquire the necessary professional competence, the emphasis is placed on the practical experience of the academic staff in the industry. About 45% of the academic staff are professionals in the industry, who, in addition to theoretical knowledge, provide students with their opinions based on practical experience.

To ensure the quality, regular supervision of the classes is carried out, during which the professionalism of the academic staff in working with the students is evaluated. The overall results are discussed at department meetings and analysed individually with the specific academic staff. After passing the course exam students have the opportunity to express their opinion on all the lecturers. The surveys are conducted anonymously, and students are encouraged to express their views about the lecturers, indicating their positive and negative qualities. The survey and supervision results are used to enhance and improve the work of lecturers, if necessary.

Considering that one of the goals of the study program is to prepare competitive industry employees with appropriate professional basic and specialized knowledge, it is of great importance to acquire practical knowledge as well as theoretical knowledge during the study process. To achieve this goal more effectively, emphasis is placed on attracting academic staff who have appropriate qualifications and who are also industry professionals, thus creating interaction and student involvement in the professional environment already during the learning process. Academic staff involved in the program have extensive experience in the tourism and hospitality industry, and

in strategic management.

Examples include:

- Ēriks Lingeberziņš (program director, dean of the faculty, chairman of the board of ALTA, executive director of SIA "Balticvision Riga")
- Iveta Sprudža (Experience as a manager of the Hotel Bergs, experience in managing the guest reception service in the hotels "Hotel de Rome", "Konventa sēta"))
- Margarita Platace (previous experience as the director of the hotel "Radi un Draugi")
- Evija Kļave (Certified mediator, Chairman of the Council of Certified Mediators)

3.4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals or peer-reviewed monographs may be additionally specified. Information on the teaching staff included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).

Not applicable

3.4.4. Information on the participation of the academic staff, involved in the implementation of the doctoral study programme, in scientific projects as project managers or prime contractors/ subproject managers/ leading researchers by specifying the name of the relevant project, as well as the source and the amount of the funding. Provide information on the reporting period (if applicable).

Not applicable

3.4.5. Assessment of the cooperation between the teaching staff members by specifying the mechanisms used to promote the cooperation and ensure the interrelation between the study programme and study courses/ modules. Specify also the proportion of the number of the students and the teaching staff within the study programme (at the moment of the submission of the Self-Assessment Report).

Academic staff from different faculties are involved in ensuring the study process, which promotes mutual contact, cohesion and cooperation between them. Various professional development seminars are organized for the academic staff, working groups in which the academic staff improve their knowledge together, engage in discussions that promote mutual interaction. As an example of

successful cooperation is the annual research project, which is implemented in collaboration with the academic staff of the study courses "International tourism business environment", "Strategical Tourism planning" and "Strategic tourism marketing". Such cooperation ensures continuity in the study process, allows supplementing the knowledge acquired in one study course with others and ensures the achievement of the goal of the study program.

Turiba University often organizes guest lectures to which, depending on the topic, other academic staff and students are also invited. Guest lectures are also organized for several groups together, combining the content according to the study courses. In this way, the mechanism of cooperation between academic staff is promoted and mutual connection of study courses is created.

Turiba University lecturers have the opportunity to participate in various educational seminars on current topics (for example, Generation Z, how to teach and work with Generation Z, Artificial Intelligence (AI) tools OpenAI, Using digital tools to create study materials, etc.). Participation in educational seminars and obtaining new, up-to-date information increases the knowledge and qualification level of lecturers. As part of the seminars, work in groups is also encouraged, thus ensuring the cooperation among lecturers of different faculties.

Cooperation between lecturers is also strengthened through annual scientific conferences, where lecturers work as a team within various discussion panels, exchange newly acquired information, find common interests and develop mutual cooperation and interaction.

Once a year in June, at the end of the academic year, an offsite department meeting is organized for the academic staff, with the aim of examining and discussing the current issues of the completed study year and plans for the next study year. The offsite meeting includes excursions and visits to tourist attractions, hospitality enterprises and meetings with tourism and hospitality industry representatives and businessmen. This type of off-site meeting is not only educational, but also promotes team-building and cooperation.

The ratio of the number of students and teaching staff within the study program at the time of submission of the report is 39:16

Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	SM diploms un pielikums eng.pdf	SM diploms un pielikums lv.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	2_SM datu analīze en.pdf	2_SM datu analīze.pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	SM atbilstība izglītības satandartam en.pdf	SM atbilstība izglītības satandartam.pdf
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	4_SM atbilstība prof.standartam eng.pdf	4_SM atbilstība prof.standartam.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	5_Kartējums_SM_eng.pdf	5_Kartējums_SM.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	6_SM plāni eng.pdf	6_SM plāni lv.pdf
Descriptions of the study courses/ modules	SM_ENG.pdf	SM_LV.pdf
Description of the organisation of the internship of the students (if applicable)	8_prakses organizācijas apraksts_eng.pdf	8_prakses organizācijas apraksts.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		