

# Expert group joint opinion

Evaluation Procedure: Assessment of Study Field

Higher Education Institution: Turība University

Study field: Management, Administration and Management of Real Property

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# Summary Assessment of the Study Field

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Turība University (TU) study direction "Management, Administration and Management of Real Property" (henceforward - study direction) has clearly defined attainable goal, which well-suites the TU Vision, mission, and long term goals.

At the moment TU study direction implement 8 programmes: 3 professional bachelors study programmes "International Finance Management", "Business Administration", "Business Logistics Management", 3 professional master's study programmes "Business Psychology and Human Resource Management in Business", "Business Administration" and "Public Administration", and 2 academic doctoral study programmes "Business administration" and "Management Science".

All study programmes were designed and developed in accordance with the vision set by TU Development Strategy: A lifestyle university that is both a flagship of business education and green technology in a world of change.

TU uses the only private funds for study provision, the resources and provision provided for the successful implementation of the study direction are adequate.

The procedures for the development and review of the study programmes of the study direction and the feedback mechanisms are defined and they are logical. TU collects and analyses the information on study programmes of the study direction on a regular basis and uses it to improve the study direction.

TU is well equipped in the study process. All resources and study infrastructure is appropriate and available for every Latvian and foreign student, staff member, guest-lecturer, administrative block. The process of recruitment and evaluation of lecturers is transparent and effective. However, the academic and research workload of the teaching staff is not balanced. TU uses appropriate measures for the improvement of the academic staff and lecturers are granted funding for participation in international scientific conferences and publishing of scientific papers, monographs and academic books.

TU also established a well-functioning support system, based on the needs of the students. Student support is taken into account in the implementation of the study process in the TU.

TU has established strong cooperation with all stakeholders in the broadest sense. All the stakeholders are involved in the management of the study direction: students, alumni, personnel, employers, industry experts and organizations. The study programmes have been developed by involving students, employers, external experts, and other stakeholders, which are involved in the review and improvement of study programmes.

A system for involving partners in the implementation of the educational area and procedures for attracting teachers and foreign students to the educational area have been developed, it seems effective and contributes to the improvement of the educational process.

The information published on the website of TU about the relevant study programmes of the study direction complies with the information available in the official registers. It provides important information for the candidates and the students and is published in Latvian, English and Russian.

The TU website ([www.turiba.lv](http://www.turiba.lv)) offers a very wide range of information for all level of studies, i.e. bachelors, masters, and Ph.D. On the website with free access to anyone, there is a list of classes, regulatory documents, a register of study courses, etc. documents.

After authorization in the BATIS system (<https://batis.turiba.lv>) relevant information is available to students and academic staff.

Section "Science" (in English) is well perceived, it provides information on TU fields of research, annual scientific conferences, proceedings and "Acta Prosperitatis" journal published, Councils, student and applied research, the Tourism Research Center, as well as Doctoral Study and defended dissertations.

Despite the fact that some lecturers participate in various conferences, as well as TU organizes its

own scientific conference every year, the scientific indicators are not very high. The only few academic personnel of the programmes is engaged in research at the national and international level, national research programme projects, cooperation projects with local governments, and businesses. Efforts should be made to increase the number of scientific publications by focusing on publications in high-citation journals, rather than just conference proceedings, as well as to participate in more research projects and involve new researchers there.

All programmes have good perspectives for further internationalization, however, the possibilities for staff and student international exchange in programme-related areas currently are quite limited and should be widened.

The most important strengths of TU study direction 'Management, administration and real estate management' :

- TU is well-equipped in the study process and has a good resource base.
- Higher level management has a strong vision about the future of the university.
- Strong cooperation with stakeholders, industry companies, and experts in Latvia.
- Professional and supportive academic personnel.
- Very good support from TU for academic staff members for publications.
- Student overall satisfaction with teaching and learning processes.
- Study programmes and courses are regularly updated, including current new courses and topics.

Weaknesses:

- Low number of international lecturers in all study programmes
- Literature and other sources included in the study course descriptions need to be updated.

## **1. Management of the Study Field**

### **Analysis**

The study direction and the study programmes comply with the directions of the strategic development of the Turība University (TU) and contributes to performing mission - we steer forward business ideas in the world prospering ourselves and teaching others how to prosper. The vision of the TU - we are the creative core and driving force behind the future Latvian economy (TU Strategy). Study direction and study programmes comply with the mission and vision of the TU.

The aim of the study direction of the TU is to provide comprehensive theoretical and practical knowledge, to develop students' economic and business thinking, to train managers and leading specialists in various branches of the national economy, managers - leaders to promote the development of enterprises and their competitiveness in changing socio-economic conditions and international market. To ensure the development and sustainability of the study direction, the aims and tasks of the study programs have been aligned with the actions described in the Latvian Sustainable Development Strategy (Description of the Study Direction 1.2.).

Management of the programmes is focused on the development of these programmes and comply with the Strategic Guidelines 2016-2020 (Turība University Documents), as well as managerial support is very important for the implementation of the study programme (meetings with students, staff, graduates).

The management of the study programmes meets the standards and regulations (ISO, Turība University Documents). The structure of the management of the study direction and the relevant study programmes is well defined (Regulation of the Faculty, Study Regulations). There is a clear study direction and the relevant study programmes management process.

Development of the study programmes is based on annual evaluations, discussions with staff and

student surveys as well as external changes like a new occupational standards.

Decisions are made involving different stakeholders like students, employers and non- governmental organizations.

The IT Department is responsible for the development of the Moodle and BATIS system, installation and maintenance of computer equipment and the necessary software, and technical support (SER). This support is common for all study directions of the TU.

Students' admission procedures, as well as recognition of the study period, professional experience, and the previously acquired formal and non-formal education, correspond with all national requirements. TU has requirements for foreign applicants wishing to study in undergraduate programmes, they need to take test in English and it is a good practice example. The English language test is mandatory for all students of all study levels who have obtained their previous education in English (not requested for those who have one of the English language certificates (accepted test list available at TU web site).

Achievements and learning outcomes of the students are evaluated within study courses, internships and qualification exams are regulated by the study regulations, doctoral study regulations, examination regulations, state examination regulations, practice regulations (Turiba University Documents).

Meetings with students, graduates and teaching staff showed that these procedures are logical and efficient. Students and graduates pointed out that their knowledge, skills and competencies improved with each study year and the career results of their studies are evaluated even after graduation.

There are strict regulations for plagiarism and different plagiarism detection tools are used in the study process (SER), but they are integrated into one platform - BAT system. Lecturers and students are aware of these regulations (Meeting with academic, Meeting with students).

Web site (<https://www.turiba.lv/lv/studiju-programmas>) of the programmes has information about the study direction, qualifications, length of the studies, a short description of the study results. There is information about admission, the web page is updated and user friendly.

## **Conclusions. Strengths and weaknesses**

Study direction of the TU has 8 study programmes - Professional Bachelor's study program "Business Management", Professional Bachelor study program "International Finance management", Professional Bachelor Study Program "Business Logistics Management", Professional Master's study program "Business Management", Professional Master's study program "Business Psychology and Human Resource Management in Business", Professional Master's study program "Public administration"., Doctoral study program "Business Management", Doctoral study program "Management Science".

Accordingly, resulting from the analysis, the management of the Study Direction goes in compliance with all criteria: the aims of the study field are clearly defined and attainable, the structure of the management of the study direction is relevant; there are all necessary regulations for enrolment and study process; plagiarism is the main focus of academic integrity; the information published on the website complies with the information available in the official registers.

Strengths:

- The study direction and its programmes make a considerable contribution to society and fosters their competitiveness in the labour market.
- The management is efficient and clear.
- The decision-making process is efficient and involves all internal stakeholders.
- There is a strong focus on plagiarism prevention.

Weaknesses:

- All presented syllabuses demonstrate that for the evaluation of students' achievements, mainly test or exam is used.

## **2. Efficiency of the Internal Quality Assurance System**

### **Analysis**

The analysis stems from the self-evaluation report, annexes, and interviews with different stakeholders. TU has a Quality Policy (V66) which is defined and approved by the TU Senat. TU also has a quality management system that is organized using a systemic approach for continuous improvement designed according to the Standards and guidelines for quality assurance in the European higher education area and the strategic guidelines of TU. Study modules and courses are well described, lecturers have adequate references.

The procedure for development and approval of study programmes in the study discipline was approved by the TU senate in 2019. The decision to create a new study programme is made at the Faculty Council meeting. Application for study programme development is examined by a commission consisting of TU management, study direction and programme representatives, and students' representatives. The Senate gives a decision on the implementation of the study programme and approves the programme director. Procedures for changes and closure of study programmes are also provided. A procedure for reviewing students' claims and suggestions that have to be made to the Study Information Centre (SIC) is set. The targeted department responds to the results of the review and makes the improvements.

Feedback obtaining and providing is done by students' surveys at the end of each study course and the academic year, graduates survey every two years, and employers survey at the end of each internship. Sadly, there is no information about the percentage of completed surveys.

TU has developed an internal data processing system, which enters and stores the necessary data and can be accessed with a password. Data is regularly collected on student numbers and status (updated monthly, external reports provided), mobility (updated continuously, twice-yearly reports), success rates, internship, as well as final thesis topics (as required) and state examination results (2 times a year).

TU meets The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), providing key standards to ensure the quality of its services in the areas of: Quality assurance policy; Programme design and approval; Student-centered teaching, learning, and assessment; Matriculation of students, study process, recognition of qualifications and certification; Teaching staff; Learning resources and support for students; Information management; Informing the Society; Programme monitoring and periodic review; Cyclic external quality assurance. 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 and ISO 9001 guidelines. Quality assurance of the TU is integrated into the quality management system in accordance with the requirements of the European Standard ISO 9001: 2015, but quality procedures are not totally clear. Aims and measures are determined and integrated into the joint quality assurance system. The only gap has been noticed in the communication: stakeholders are not acknowledged with the result of SER, from interviews follows that there are no discussions with different groups of stakeholders to generate the improvements.

### **Conclusions. Strengths and weaknesses**

The quality assurance system is in place, but different stakeholders are not knowledgeable enough or informed about it. All the procedures are well designed and performed, as it is set by standards.

Study programmes are constantly improved, developed, and efficiently performed. The internal data processing system provides timely and relevant information which are being processed and made available.

Systematic involvement of students and their representatives in self - evaluation processes is needed and discussions on the results of the self-evaluation report. A broader discussion of changes is recommendable.

Strengths:

- Focus groups with students are organized to solve the problems.
- Information about the quality assurance system is publicly available.
- The home page is updated and user-friendly.

Weaknesses:

- SER results are not discussed with stakeholders.

### **3. Resources and Provision of the Study Field**

#### **Analysis**

Based on the information provided in the TU self-evaluation report (page 41), TU uses only private funds for study provision. The financial calculations of the study programmes included in the description of the programmes show that TU will be able to successfully implement the study programmes if the planned number of applicants is admitted. During the meeting with TU management, the information provided in the self-evaluation report was confirmed. The positive financial results of the last years allowed them to allocate additional funds for the implementation and development of study programmes, as well as for the use of study materials and scientific infrastructure. Currently, these average costs for all programmes are 18% of the total costs.

Based on the information provided in the TU's self-evaluation report (annex 2), the implementation of the study programmes is ensured and supported by the following structural units: Rectorate, Faculty of Business Administration, Department of Business, Department of Languages, Department of Law, Department of Communication Sciences, Systems Department, Library, Development Department, and Student Self-Government. The description of the programmes considers the tasks of each structural unit, which indicates that the study process can be successfully ensured and supervised. TU implements 3 professional bachelor's and 3 professional master's study programs, as well as 2 doctoral study programs in this study direction, therefore it can be concluded that the number of structural units and the number of their tasks is sufficient for the implementation of the study direction.

TU is well equipped in the study process. A well-equipped study field is one of the motivators for students and academic staff. Study infrastructure is appropriate and available for every Latvian and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (pp. 42-43) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programmes. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students have access to a modern library with a spacious reading room. The auditoriums are equipped with high-quality visual equipment. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of TU infrastructure quality.

According to the information provided in the description of the TU study direction (annex 4\_1), the elected academic staff of the TU and the academic staff of other Latvian higher education institutions or invited guest lecturers - practitioners participate in the implementation of the study programme. The selection or election of the academic staff is carried out in several stages (page 45), which is determined by certain procedures. The process of recruitment and evaluation of

lecturers is transparent and effective. In total, 93 lecturers are involved in the implementation of the study process of the whole field, 40% or 37 lecturers from these teaching staff at TU work in elected positions - 7 professors, 5 associate professors, 6 docents and 19 lecturers. In turn, 56 guest lecturers are specialists in the field or lecturers of other universities. There are 36 lecturers with a doctor's degree or 39% of the involved lecturers. The information provided in the CV of the lecturers confirms that both the TU lecturers and the involved guest lecturers are sufficiently competent to implement the content of the programme in a quality manner. Most of the lecturers involved in the study process have a doctor's or master's degree, only two lecturers have a bachelor's degree. The CVs of the lecturers confirm the information provided in the programme description about their qualifications. In order to ensure the qualification and quality of work of the academic staff, an incentive system of remuneration has been established, which is described in the Regulations of the organization of TU staff remuneration (approved by the Senate on October 23, 2019) (page 47). A further qualification is provided for by lecturers participating in conferences, publishing articles, monographs, sharing experiences or teaching courses within Erasmus + (page 48). During the visit, both management of TU, as well as teaching staff confirmed that lecturers are granted funding for participation in international scientific conferences and publishing of monographs. Teaching staff also have the possibility to improve the English level by participating in the qualification improvement project. However, the description, terms and criterias of qualification improvement for teaching staff is not provided. Regularly employed lecturers are heavily burdened with the number of lecturing hours, so they are not able to perform scientific research, which might affect the quality and up-to-date knowledge.

The language of instruction of the study programme is Latvian and English. The signatures of the teaching staff involved in the implementation of the study programme confirm their English language skills. The appendix to the programme description reflects the level of English language proficiency: the highest C2 is 18 (19%); C1 is 25 (27%) and B2 is 17 (18%) of the involved lecturers. As can be seen, only a part of the involved lecturers reaches the highest level of language skills. During the meeting with TU lecturers, the experts had the opportunity to assess the level of English, which was not fully confirmed. According to experts, it would be desirable for some lecturers to be more critical to self-assessment and to improve their English language skills.

TU learning process (also distance learning) is well-equipped with resources (for example, all rooms have video lecturing equipment; the library has electronic databases and e-books). Based on the information provided in the self-evaluation report (page 43) TU offers students and lecturers to use the open-access library with electronic registration of the issuance and receipt of literature, books, and periodicals, an electronic catalog of student works. The administrative team is always ready to answer questions and support students. The library provides the study and scientific literature in different languages necessary for academic and scientific work in accordance with the study programmes. TU subscribes to the following online electronic databases (page 44): LETA, Nozare.lv., Letonika, Lursoft, Scopus, ScienceDirect, EBSCO Academic Search Complete, EBSCO eBooks Academic Subscription Collection, EBSCO Business Source Complete, trial databases are also constantly used. TU also provides (page

44) a library and electronic reading room with 182 workplaces, 59 of them computerized, and there is also a quiet reading room and specialized workplaces for group work. Each year, every faculty submit a list with necessary literature. The budget for all library collections is 10.000 EUR per year. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages. Yet, in study programmes course descriptions it can be observed that the indicated literature is outdated. TU should update the list of mandatory literature in the course descriptions and ensure that this literature is also available in the library.

The students and lecturers of TU use the information system BATIS. The BATIS system contains all documents related to the methodological support of the study programme, for example, TU

Constitution, Student Self-Government Regulations, Tuition Fee Application Regulations, Regulations on Academic Honesty and Plagiarism, Practice Regulations, Examination Regulations, etc. Many documents can also be found on the TU website ([www.turiba.lv](http://www.turiba.lv)) in the section "Normative documents". TU library offers to use an open-access library with electronic registration of literature issuance and receipt. All involved groups - Latvian and foreign students, distance students, graduates, academic staff marked only positive about the BATIS system, which is understandable, practical and useful for everyone.

TU study programmes use the BATIS system, which also contains the materials necessary for studies (description of the study course, lecture materials in separate study courses, etc.), i.e. TU uses BATIS system to ensure the study process, but the Moodle system is used only for e-studies. It was noted that lecturers use the e-learning platform Moodle in distance learning courses for both designing materials and self-assessment questions. These two systems are not connected. It would be useful to link these two systems to better ensure and simplify the study process, especially for distance learning students.

TU provides support for every student. The Student council offers support for all students. Positively, that many members of the Student council are foreign students. They are open for every help and need. If students have a proposal for any questions, they can reach management through group leaders or programme directors. The Student Information Centre also provides support to students by advising on issues regarding conclusion of contracts, continuation of studies, termination of studies, change of study form. Support for international students, including psychological support is provided by the International Department (page 50). Every year TU has a career day for all students, where they can introduce employers and actual information about their professions. TU students can use Business incubator services as well. TU has well-organized students' orientation process (a welcome week for students, Student information center and BATIS system provide all necessary information). Students of the study direction make use of the opportunity to go abroad for exchange. Students have the opportunity to avail of Erasmus mobility for studies as well as practice placements (page 59). However, during the visit, meetings with graduates and students revealed that it was mostly used by foreign students (some more than once for both study and internship).

Despite the fact that TU premises are not very suitable for the students with special needs (stairs for wheelchairs, elevator, special equipment for hearing and seeing impaired does not exist), however, TU management declares that they are ready to provide learning services for the students with special needs and solve problems on a case-by-case basis (for example, to plan lectures only on the 1st floor, to prepare special study materials etc.).

## **Conclusions. Strengths and weaknesses**

In general, it should be noted that the resources and provision provided for the successful implementation of the study direction are adequate. TU uses only private funds for study provision. The financial calculations show that TU will be able to successfully implement the study programmes if the planned number of applicants is admitted.

All the students and the teaching staff have access to the necessary resources to ensure the quality of teaching and learning process.

The process of recruitment and evaluation of lecturers is transparent and effective. However, the academic and research workload of the teaching staff is not balanced. TU uses appropriate measures for the improvement of the academic staff and lecturers are granted funding for participation in international scientific conferences and publishing of scientific papers, monographs and academic books.

TU established a well-functioning support system, based on the needs of the students. Strengths:

- TU is well equipped in the study process.
- TU has a well-equipped library available for all students' (also distance learning) and teaching staff

individual work.

- TU has well-organized students` orientation and support process.
- TU uses only private funds for study provision, it allows them to make decisions, change, and adapt to market changes and requirements very quickly.
- Taking into account that the high number of students are foreigners, it is positive that many members of the Student Council are foreign students and can understand various specific problems and help to solve them.
- TU lecturers are granted funding for participation in international scientific conferences, and publishing of monographs, which is very good motivation.

Weaknesses:

- TU uses BATIS and Moodle systems for the study process, but these two systems are not connected.
- TU does not provide an infrastructure for students with special needs, for example, for wheelchairs, for hearing and seeing impaired etc. except one ramp on the first floor.
- Regularly employed lecturers are heavily burdened with the number of lecturing hours, this has an impact on their possibility to perform scientific research.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

#### **4. Scientific Research and Artistic Creation**

##### **Analysis**

TU declares priority tasks to achieve the strategic objectives: Promote staff activities and publicity in business, scientific, and community settings. To achieve this objective, the HEI management on the level of Rector and Vice-Rectors are responsible for ensuring a unified pedagogical process at TU ensuring the study process organization and management, scientific methodological activities organization, and international cooperation.

To strengthen the scientific capacity and considering the previous accreditation of the expert recommendations, a joint doctoral study program "Management Science" has been established in cooperation with Daugavpils University. This cooperation started in 2014.

The SWOT analyzes reveal a small number of industry or market studies for both students and faculty lecturers.

TU proposed an increase in scientific capacity is expected to mainly involve doctoral students, they were satisfied with the possibility to join the doctoral school.

In cooperation with SKDS (SKDS is a private and independent research company, one of the leading research centers in Latvia), two regular investigations are carried out: 1) business environment research "Turiba Business Index", which describes the opinion of Latvian entrepreneurs about the business environment in Latvia 2) research on business education.

TU provides opportunities and motivates staff to improve their professionalism, perform the scientific activity.

Exchange of students and lecturers and cooperation with foreign universities is promoted. The research activities of the study direction correspond to the priorities set by the TU.

The direction of scientific research based on professional practice-based analysis related to economics and trade.

Teachers participate in scientific and practical research work, projects, conferences, the publication of monographs.

the publications of academic staff in journals which are indexed in WoS and Scopus: 3 publications in the year 2016, 14 publications in the year 2017, 8 publications in the year 2018, 9 publications in the year 2019.

41 lecturers do not have at least one publication included in the CVs. Some of the lecturers have old

publications. According to annex 6, only 46 lecturers have publications.

In the last 3 years, teaching staff have participated in conferences and papers have been submitted at 58 international conferences.

The results of scientific activity are included in the study process, using practical examples gained during the research project, encouraging students to use references of research or develop further research results and etc.

Students are required to write study papers at the Bachelor level, Theses at the master level. At doctoral-level research is implemented through the whole study process.

Students and teachers are participating in the scientific conferences organized by TU. Students are invited to participate with their research at conferences, which usually is closely connected with the study process.

The scientific research is carried out through lectures participation in international conferences, including abroad, and by carrying out research in cooperation with foreign researchers also via the implementation of international cooperation projects.

At TU international scientific conferences participate colleagues from other countries and share their research results and knowledge. Information is accessible on the TU website.

There are several important international cooperation projects - EU and Norplus.

TU encourages staff to develop their skills via exchange program Erasmus +, international projects, publications.

However, there could be done more in the field of internationalization, as developed contacts did not realize in more common scientific projects with foreign partners.

The study direction can be considered successful on scientific research and it is recommended to develop it further by engaging in the implementation of new projects and continuing existing scientific cooperation. But some of lecturers are not active enough with scientific research: some of them maybe are not interested in it, but the impression was that the high teaching workload impedes them to devote more time to research, and not all of them were familiar with the concept and possibility of the sabbatical year.

The experts did not find evidence of innovative approaches within the study process on TU, or at least they were not presented to them. It is not a common practice to use a Sabbatical year. During the meeting with the academic staff and management no one mentioned a possibility to use Sabbatical vacation for the research or any other activities.

For the analysis of this section the information retrieved from self-evaluation report, interviews with teachers and direction management, and from available documents (e.g. Annex 1 - Studiju virziena attīstības plāns; Annex 6 - The most important publications of lecturers engaged in the implementation of the study direction) were used.

## **Conclusions. Strengths and weaknesses**

The teaching staff is aware of the necessity of scientific research, but only a few of them are involved in scientific projects. There is cooperation between different foreign institutions and it is visible with particular results and agreements. TU supports everybody, including guest lectures for scientific research, students are being invited and motivated from lecturers, lecturers get paid for their publications. TU has identified a number of objectives that support scientific work. Involvement in international research projects should be improved.

Strengths:

- A strong commitment to research at all levels of the organization;
- Incentives for academic staff for publications.
- The relation between scientific research in the study field and the study process is defined and ensured, and it is efficient.

- Students during their studies at all levels develop their research activity;
- The research activity based on professional applied-based practice;
- Strong cooperation with labor market;
- Joint study programme with the partner university
- TU organized doctoral schools.

#### Weaknesses:

- Not sufficiently effective International cooperation (Staff exchange, students mobility in all programs)
- Not sufficiently generated Lecturers participation in scientific projects. Only a few persons are involved in scientific activities, others not at all.
- A low number of scientific publications and international conference attendance.
- Interest from staff is high to develop scientific activities, but due to professional activities in business (case for several staff members), it is hard to devote an appropriate amount of time.
- It is not a common practice to use a Sabbatical year.

## 5. Cooperation and Internationalisation

### Analysis

TU has established strong cooperation with different institutions from Latvia and abroad, such cooperation contributes to the achievement of the aims and learning outcomes of the study field and the relevant study programmes. The main TU partners are private enterprises, government organizations, non-governmental organizations, and higher education institutions (7. Annex: Cooperation Agreements). However, no foreign organization is included in this list for placements. The cooperation partners are selected in view of the specific features of the study field, suitable places for the traineeships of the relevant study programmes on TU. Meetings with employers, alumni, and students proved that the active cooperation with social partners and lecturers-practitioners in Latvia allows students to get involved in networking and to increase the employability opportunities in the future, also gives feedback from existing and potential employers to the study programme.

Academic staff and employers of various industry organizations, the Latvian Employers' Confederation, and the Latvian Chamber of Commerce and Industry during meetings underlined the role of labor market partners in organizing and planning the study process. Educators practitioners - entrepreneurs, heads of various structural units, and professionals of other fields actively invited as visiting lecturers. They participate in research, take part in project implementation. Guest lecturers share their practical experience and participate in practical seminars.

The accreditation process experts identified that TU has cooperation agreements and projects that ensure internship places for students, the involvement of employers and professionals in the study process as well as in-state examination commissions procedures.

The international cooperation generally based on ERASMUS+ projects, where the main activities are students and academic staff exchange, the attraction of guest lecturers (8. Annex: Statistical data on the teaching staff and the students from abroad; 9. Annex: Statistical data on the mobility of students (by specifying the study programmes)). Average of incoming teachers to the study direction per year is not high - 4 teachers, but last year according to data increased till 9. The analysis of data of Annex 8 doesn't show an equal situation regarding international aspects in different study programmes. The most international programme is BA programme "Business Administration" (Total in 2018/2019 year 274 students, which includes degree, qualification awarded 174 foreign students, and 101 Exchange programme students, adequately in MA level "Business Administration" programme 239-degree qualification awarded to foreigners and 3 Exchange students, However, no one foreigner graduated and no one mobility within 6 years is implemented in

Master's study programme „Public Administration“; still low number mobility in other programmes. List of Bachelor level graduated in Business administration encompasses 56 students from Finland, Azerbaijan, Georgia, Belarus, Uzbekistan, Italy, Ukraine, India, Russia, France, Egypt, Pakistan students; Graduated Master in Business administration- 162 students from Azerbaijan, Uzbekistan, Russia, Spain, Belarus, India, Finland, Ukraine, Egypt, Georgia, Moldova, Nigeria, Congo, China, Kazakhstan, Sri Lanka, Tajikistan, Germany, Kyrgyzstan, Bangladesh), Graduated PhD in Business administration- 1 (Germany) student (See Anex International aspects : Power point). Under the Erasmus+ TU cooperates with 105 universities from 25 countries. System or mechanisms, which are used by TU to attract the students and the teaching staff from abroad is efficient and generally based on ERASMUS+ exchange projects as well as participation in international education exhibitions, collaboration with agencies, school visits, and digital marketing.

TU has a developed system and procedures for attracting teaching staff and students from abroad. There are incoming Erasmus+ program teachers and Guest teachers from EU and non-EU countries. There is a developed system of remuneration for visiting teachers.

Incoming mobility, which is a significant benefit for both lecturers and students, is gradually increasing. No other significant problems have been observed in the implementation of Erasmus mobility for the lecturers (Clear and open procedures, dissemination of information).

All the study programs of the study direction benefit from international cooperation: the lecturers involved can use newly acquired experience and competencies to work with students.

Cooperation in the study direction on international scientific research can be considered as having defined vector. The biggest impulse is given since 2016 organised joint international inter-university summer school “Researchers' Innovative Work together with Daugavpils university. During the summer school doctoral students have the opportunity to improve their knowledge, approbate their research, strengthen international cooperation with other university professors and students, as well as form scientific groups for joint research and preparation of scientific publications. Every year an international scientific conference is organized at Turība with a special focus on the student section. In doctoral studies, research is carried out through the whole study process. There are several international scientific projects.

It is planned to strengthen and develop international activity further by engaging in the implementation of new projects, strengthening international scientific publications, and continuing existing scientific cooperation.

The Majority of programs of the study direction are implemented in English and Latvian except for the master's study programme „Public Administration“ which is implemented only in Latvian, some use distance education therefore the number of foreigners also Latvians who live abroad in study programs increases every year.

A common system regarding traineeships has been widely developed in Latvia within the study field. The system of traineeships was developed with many members of industry, higher education institutions, and non-governmental organizations. Both Latvian and foreign students have the opportunity to apply for an internship provided by Turība, the internship is registered in an internal database, and students can apply through their BATIS system. TU maintains close cooperation with alumni and the companies they represent, who regularly offer internship placements. Internship placement offers from various Latvian and foreign companies are sent to TU administration by e-mail as well. Many foreign students use Erasmus+ mobility opportunities for internships. Often, students find their own placements without the help of Turība. Turība evaluates each practice place and its compliance with students' tasks and goals and if so, signs a standard tripartite practice agreement. (See the Turība Practice regulations, along with illustrated examples appendixes No.10 No.11).

University joint doctoral study program “Management Science” was established in cooperation with Daugavpils University in 2014. The justification of the development of the joint study programmes and the selection of the partnering higher education institutions complies with the aims and the

specific features of the study field and the strategy of the TU.

The “Management Science” programme gives the opportunity to doctoral education in three sub-branches of management science - business management, community management, and education management, thus offering students the opportunity to study and analyze a variety of current trends and issues in management science. Both higher education institutions are involved in the joint implementation of the study programme. The responsibilities with the partner university are well defined. The proportional distribution between the study courses included in the study programme is as follows: 43.75% of the study program is implemented by educators of Daugavpils University; 25% of the study program is implemented by educators of Turība University; 31.25% of the study program is implemented jointly.

## **Conclusions. Strengths and weaknesses**

TU established a high volume of cooperation in Latvia and abroad. But it is still needed to revise the list of the partners: based on achievements and the need to cooperate with foreign institutions. TU has many partners for internships in Latvia, but it is necessary to provide more internship options abroad. It is very important that TU has double degree programme options. They have an increasing number of visiting teachers, but at the same time, there are more possibilities to use different mobility options (Erasmus+ Strategic partnership projects and other EU projects). People from the industry organize training for teachers to obtain knowledge. Good cooperation with industry and industry involvement in the development of study courses and also, therefore, improving the image of TU. Due to its good reputation, students choose the next level of education in the same institution.

### Strengths:

- Strong cooperation with industry companies and experts in Latvia;
- International study environment which attracts new students;
- Cooperation with employers and other stakeholders, which ensures a consistent feedback system;
- Involvement of lecturer’s practitioners in the study process;
- The lecturer’s practitioners are engaged in practical research work;
- Each internship is organized under its own internship programme and on the base of three parts agreement;
- Developed system and procedures for the attraction of the students from abroad;
- Teachers from abroad are efficient and contribute to the improvement of the study process;
- TU provides its personnel opportunities and motivates them to enhance their professionalism and carry out research activities;
- Lecturers understand the significance of the international and intercultural experience for the improvement of the study quality;
- Student and staff exchange and cooperation with other foreign higher educational institutions is strongly promoted;
- The procedures for the development and implementation of the joint study programmes are defined and efficient.

### Weaknesses:

- Lack of formal process for collaboration between academic staff from a different department, industry professionals, and other programme stakeholders (the cooperation seems to take place, but the formalization of the process could be beneficial);
- Not enough developed students international internships process, lack of International internship places in abroad;
- Not equally strong developed international mobility in all study direction programmes;

- Relatively low number of incoming and outgoing Erasmus + teachers' mobility;
- There is not sufficient cooperation in the area of international science development (research, projects, and publications developed in international teams).

## **6. Implementation of the Recommendations Received During the Previous Assessment Procedures**

### **Analysis**

The previous assessment of the study direction took place in 2013. The experts had assessed the Quality, Resource and Sustainability criteria with the assessment level Good for all criteria, and the noted shortcomings were given a 2-year deadline to implement the recommendations. In order to eliminate shortcomings, TU has improved its strategic goals by introducing a number of measures for the improvement of the study direction, which was also done in the 2015/2016 academic year.

Some recommendations were provided only for the doctoral study programme, which was followed and the study programme was improved. A separate recommendation was implemented by establishing and licensing in 2014 the joint doctoral study programme "Management Science" with Daugavpils University.

In 2018 recommendations were also received for the professional bachelor's study programme "International Finance Management", the professional bachelor's study programme "Business Logistics Management" and the professional master's study programme "Business Psychology and Human Resource Management in Business", which were generally taken into account and implemented within one academic year. One recommendation was not taken into account with regard to the conclusion of a contract with a particular university, the non-fulfillment of which was justified by alternative solutions. The recommendation was to establish additional cooperation agreement with RTU. The explanation of TU is "There is no justification for the recommendation.

TU has agreements with other higher education institutions." So, the alternative solution is to expand cooperation with Daugavpils University to offer joint programme and cooperate for delivering courses

### **Conclusions. Strengths and weaknesses**

Almost all recommendations were implemented immediately after the accreditation process. During the on-site visit, the expert group obtained evidence of the implementation of the recommendations. Despite the fact that formally recommendations of the previous assessment were fulfilled, some activities still need to be strengthened, eg. to improve the descriptions of study courses, to use one common standard for all courses, and to specify the language of the courses in the descriptions.

Strengths:

- Accreditation recommendations were implemented within 2 years after the accreditation process, and this can be seen in the progress in the self-evaluation report.

Weaknesses:

- A weak approach to the implementation of some recommendations, for example, to improve the description of courses.

## **7. Assessment of the Requirements for the Study Field**

- 1 Pursuant to Section 5, Paragraph 21 of the Law on Institutions of Higher Education, the higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems:

**Assessment of compliance:** Fully compliant

**Justification:** TU has a Quality Policy (V66), 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. The description of the quality management is provided in the self evaluation report (pages 11 and 30), but a full text of TU Quality Policy is available at [http://nodarbibas.turiba.lv/regdok\\_en.asp](http://nodarbibas.turiba.lv/regdok_en.asp)

This was confirmed by the information gathered during meetings with the highest leadership of the university, students, and directors of study programs which were executed in a 'questions and answers' format.

Internal quality assurance system is fully compliant with the Latvian legislation. Overall, the internal quality assurance system is established and works efficiently with some minor areas for improvement. Quality assurance of the TU is integrated into the quality management system in accordance with the requirements of the European Standard ISO 9001: 2015, but quality procedures are not totally clear to all included parties, for example, students or employers. But it is not a big shortcoming and not influence compliance.

- 2 1.1. The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.

**Assessment of compliance:** Fully compliant

**Justification:** Quality policies are established and working. The academic personnel and other employees of TU are involved in the quality management system. However, the internal quality circle is not closed, as stakeholders are not acknowledged with the result of self-evaluation reports, there are no discussions with different groups of stakeholders to generate the improvements.

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 and ISO 9001 guidelines. Quality assurance of the TU is integrated into the quality management system in accordance with the requirements of the European Standard ISO 9001: 2015.

- 3 1.2. A mechanism for the development 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.

**Assessment of compliance:** Fully compliant

**Justification:** Study programs are regularly updated, but there is lacking information about the supervision of their performance and periodic inspection, so the group of experts could not take positions about this issue.

Review and design of study programmes are regulated by the internal rules. However, they should be more clearly communicated with all the involved parties. But it does not influence compliance.

According to the self-evaluation report TU ensures continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems. During the meeting with TU management, teaching staff, employers and students the information provided in the programme description was confirmed.

- 4 1.3. 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.

**Assessment of compliance:** Fully compliant

**Justification:** The student learning outcome assessment system is described in: the Statute of Studies (bachelor and master studies); the Statute of Doctoral Studies. The requirements for assessing student learning outcomes for each particular course are given in course curricula. Criteria are clear and publicly available. Students understand them. Study regulations are available online and easily achievable. Most of the information can be seen in Study regulations. According to the self-evaluation report TU policy was established, but during the meeting with TU teaching staff, employers and students it was found that the loop is not closed.

- 5 1.4. Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.

**Assessment of compliance:** Fully compliant

**Justification:** Academic staff and the work quality procedures and mechanisms for assuring them have been developed.

According to the self-evaluation report a mechanism for the development and internal approval of the study programmes, supervision of their performance and periodic inspection thereof has been developed. During the meeting with Turiba management, teaching staff, employers and students the information provided in the program description was confirmed.

- 6 1.5. 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.

**Assessment of compliance:** Fully compliant

**Justification:** The TU study regulations have been developed. The information on satisfaction and achievements is being collected, also with the industry and companies, its included in statistical data and available.

The description of the TU programmes mentions that the students and lecturers of the university use the information system BATIS. The BATIS system contains all documents related to the methodological support of the study program. It also aggregates information about the entire study process (decisions on the student, marks earned, payments made). Every semester, students are surveyed (electronic questionnaire) on courses taken, satisfaction with the way courses are organized, the content of courses, and the delivery of teaching personnel of study courses. The survey results are available to all teaching personnel and administrative staff. During the meeting with TU management, teaching staff and students the information provided in the program description was confirmed.

- 7 1.6. The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their quality assurance systems.

**Assessment of compliance:** Fully compliant

**Justification:** Organisation of quality assurance system is based on TU Quality policy and Quality management handbook.

- 8 R2 - The cooperation with different organisations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction.

**Assessment of compliance:** Fully compliant

**Justification:** Cooperation agreements with private enterprises, government organizations, NGOs, HEIs, and scientific institutions serve as evidence of cooperation, including cooperation in the provision of internship places, and organization of internships provided in the plans of study programmes.

TU has established strong cooperation with different institutions from Latvia and abroad. But it is still needed to revise the list of the partners: based on achievements and the need to cooperate with foreign institutions. Because, no foreign organization is included in this list for internships.

- 9 R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).

**Assessment of compliance:** Fully compliant

**Justification:** TU is not involved in any scientific project at the moment. Teachers participate in scientific and practical research work, projects, conferences, the publication of monographs, however, the publications of academic staff in journals which are indexed in WoS and Scopus is not high (3 publications in the year 2016, 14 publications in the year 2017, 8 publications in the year 2018, 9 publications in the year 2019).

Higher targets should be placed for promoting excellence in research such highly ranked SCOPUS and WoS journals (i.e., those with high impact factor) as well as publishing in top field journals in Economics, Management, Entrepreneurship, Marketing etc.

10 R4 - Elimination of the shortcomings and deficiencies identified during the previous assessment of the study direction, if it has been conducted, or the implementation of the provided recommendations.

**Assessment of compliance:** Fully compliant

**Justification:** Mostly all recommendations were implemented and experts can agree to the justification provided by TU on partially implemented recommendations regarding the necessity to cooperate with RTU. The Expert's conclusions were simply based on the interviews and documentation provided during the visit.

## 8. Recommendations for the Study Field

### Short-term recommendations

Lectures should increase their efforts in applying with scientific project proposals.
Scientific research results should be included in the study process.
SER results should be discussed with students, not just be available for interested; to improve study programme quality and relevance monitoring by an extended variety of monitoring methods (e.g. discussion, analysis).
Provide the description, terms and criterias of qualification improvement for teaching staff.
Inform lecturers and promote the use of Sabbatical year, for the career advancement.
Regulate the formalization of collaboration between academic staff from different departments, industry professionals, and other programme stakeholders.
Increase the promotion for students' international mobility in all study direction programmes, as participation is not equally developed in all study programmes.
To develop a motivation system for the regular improvement of the course description
To develop a common form (template) for course descriptions

### Long-term recommendations

Management should think of ways to motivate lecturers to write project proposals for EU project calls of the highest rank (e.g. as H2020 at the moment).
It is recommended to expand the list of cooperation partners, with a special focus on organizations that can provide internships for international students.
To attract more foreign lecturers from cooperation universities.
To maintain research and publication in internationally quoted publications process.
To maintain cooperation with labour market partners.
Try to make the BATIS and Moodle bases inteconnected.
Provide appropriate infrastructure and technology for students with special needs (auditory and seeing impaired).
Make the writing of scientific publications and international conference attendance obligatory for the advance in the career of lecturers.

Develop the cooperation with internationally recognized universities, teachers, and industry experts relevant to the study directions programmes.

To balance the number of lecture hours of regularly employed lecturers with the time devoted to scientific work; with a reduced pedagogical burden they would have more opportunities to engage in the research work.

Explore the possibilities of international cooperation that would offer the students more opportunities for international exchange - to expand directions for Erasmus+ exchange.

To expand international cooperation with experts and academics and attract them as visiting lecturers and involve in research cooperation.

To use a more selective approach in selecting foreign partners from HE, in order to have some added value beyond the mobilities, to develop research projects.

## II. "Business Logistics Management" ASSESSMENT

### II. "Business Logistics Management" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The name of the professional bachelor's study programme "Business Logistics Management" (42345).(hereinafter BL). Programme is implemented in several forms:

- Full-time studies (4 years, 160 CP, Latvian, admission requirements secondary education);
- Full-time studies (4 years, 160 CP, English, admission requirements secondary education);
- Part-time extramural studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education);
- Part-time studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education).

The programme title goes in line with the admission and legislative requirements and ends with the award of a professional bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an enterprise.

The aim of the Professional bachelor's study programme is to provide high quality studies and active research work, to provide the competencies necessary for the management of business processes, based on the latest theoretical knowledge, promoting independent research in the field of economics and business.

The aims, tasks and learning outcomes of the program are set out according to the professional qualification - head of an enterprise.

The implementation of the professional bachelor's study program in Business administration "Business Logistics Management", programme was started in the study year 2018/2019. There is a noticeable upward trend in the number of students which also includes foreign students.

The learning outcomes to be achieved were clarified and aligned with the basic requirements for the profession standart of "Head of Enterprise".

Students' admission procedures correspond with all national requirements.

Analyzing content of study programme and results possible to conclude that implementation time is enough to fully complete it and making it with a shorter period of studies (3.5 years) would preparing specialists of a comparatively lower level and with a smaller share of practice in the framework of the study course.

The name of the programme is consistent with the degree and qualification to be awarded.

### **Conclusions by specifying the strengths and weaknesses**

It is a freshly adopted study programme, the numbers of students are on the rise. The name of the study programme, the aim and admission requirements are interrelated, the programme objectives and learning outcomes reflect a professional standard.

Strengths:

- For the degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies);
- Two languages of the implementation of the study programme;
- Upward trend in the number of students.

Weaknesses: none

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The content of the programmes's study courses allows students to pursue the profession Head of an enterprise and to be competitive in the labour market. Study courses are updated, proposals come from lecturers, the programme director, and the recommendations of the employers. The content does not overlap, but complement each other throughout the studies.

Lectures are being used at study courses where more theoretical knowledge is given and there is not so much need for group work or discussions. Seminars are used at courses where students have a greater possibility of carrying out independent research, allowing students to present and defend their opinions. Teamwork is used where it is necessary to understand the theory. The problem-solving method helps students to develop practical skills, e.g. conduct a financial analysis of company operations, tax calculations.

From the interviews with employers it can be deduced that they are not directly involved in the changes and updating of the programem content. Prescribed literature does not show any sign of being updated, as it is predominantly 10 to 20 years old; not good for students who should get the uptodate knowledge. Also it is not clear from course descriptions which literature is compulsory for the course and which is additional. Grade descriptions of courses vary - 10 might be described somewhere brilliantly, in another course outstanding etc. Study course Coaching is a special case, there are only numeric grades, no wording / narrative descriptions (e.g. "6-8: The study has demonstrated a good understanding and reasonable interpretations of available research/ coaching session, as well as making recommendations based upon such research. The presentation is technically sound and there are concrete examples used, as well as generally encouraging discussion.").

Student-centered teaching and learning are implemented, taking into account and respecting the diversity of students and their needs; using various learning pathways that are appropriate to the students' capabilities by implementing programmes in different ways and providing opportunities to tailor works and assignments according to their own knowledge. Where appropriate, a diverse pedagogical approach, derived from seminars and active education in the design of scientific papers and participation in scientific conferences, is used.

The programme includes internship in industry.

The internship gives students the opportunity to develop the following competencies: to evaluate

the overall economic activity of the company, to analyze the economic situation, to evaluate the economic and financial situation of a particular company, to evaluate the international commercial transactions of the company, to evaluate the quality management processes of the company, to develop substantiated recommendations on the organization of various process and enhancement of the enterprise's operations. This corresponds to the aims and objectives of the programme. Students are supported by the TU to find the internship place. Foreign students can use Erasmus+ mobility for their internships. There is, however, a concern about the variety and sequence of experiences that students get during the internship.

The study programme started in 2018, and the second study year is currently being implemented, so it is not possible to give an assessment of the topics of the final theses.

Annual student survey to find out about the study process as a whole is being organized, the optional courses offered, the organization of the study process, the material, and technical support, etc. aspects.

There are no graduates in the programme, so it is not possible to carry out a graduate survey. The survey of employers, who collaborate with students within the framework of the practice, reflects the appreciation of the students' work discipline, interest, and knowledge.

In the study year 2019/ 2020, the first student of this programme went on Erasmus + exchange to OTH in Regensburg, Germany.

### **Conclusions by specifying the strengths and weaknesses**

The study program just started but the number of students is increasing. Part-time students already enrolled, and the number of foreign students also grows. Overall annual survey of entrepreneurs, which gathers entrepreneurs' views on which higher education institutions are recognized is not giving a true contribution to program updating. Round tables, focus groups, and interviews with employers are needed in the future. Course descriptions should be revised and updated.

Strengths:

- Program is interesting for students, they recognized its potential and the number of students grows.

Weaknesses:

- The employers are not directly involved in updating the program and course content.
- Grade descriptions in course descriptions vary (e.g. 10 - brilliantly vs. with distinction vs. outstanding).
- Study course Coaching has only numeric grades, no narrative denomination (e.g. "6-8: The study has demonstrated a good understanding and reasonable interpretations of available research/ coaching session, as well as making recommendations based upon such research. The presentation is technically sound and there are concrete examples used, as well as generally encouraging discussion.").
- Literature is not updated in some courses (10 - 20 years old).
- The literature list is not detailed regarding what is compulsory and what is complementary/additional literature in some courses.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

A more detailed description of resources is included in the analysis section of the study direction (3. Resources and Provision of the Study Field).

Study infrastructure is appropriate and available for every native and foreign student, staff member,

guest-lecturer, administrative block. TU's SER (pp. 122) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient, yet, few study courses contain outdated literature, TU should review study course descriptions and include information regarding newest relevant literature. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. BATIS system is being used by 100% of academic staff and students, e-studies students use also Moodle system. Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.

Weaknesses:

- not identified.

## **4. Teaching Staff**

### **Analysis**

30 teaching staff are involved in the delivery of the study programme, including 2 professors, 3 associate professors, 2 docents, 10 lecturers, as well as 13 visiting professors. The full-time lecturers' composition has changed slightly since the previous assessment. Three lecturers have been elected, one of whom has previously been involved as a guest lecturer.

The qualification of the teaching staff involved in the implementation of the study program complies with the conditions of the study programme and the requirements of regulatory enactments and corresponds to the conditions of the programme implementation. In accordance to CVs, the teaching staff have at least B2 level in English.

The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

In order to achieve better results, it would be desirable to be more involved in scientific projects, where the results could be used in the organization of study processes.

Both professors and guest professors are actively involved in the organization of study processes, which could be ascertained during the expert meeting. Despite the fact that some members of the academic staff involved in the delivery of the programme are involved in scientific research at the international and national levels, and their research mostly relates to the goal and objectives of the programme, more effort is needed in this area. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes. International activities need to be improved to ensure greater international influence for staff and students.

### **Conclusions by specifying the strengths and weaknesses**

In the reporting period, the composition of teaching personnel did not change significantly, as only two teaching personnel changed during the reporting period. The stability and permanence of teaching personnel have a positive effect on the quality of studies, as the build-up knowledge, teaching experience, and skills of teaching personnel ensure continuous enhancement and updating of the content of courses in line with the current situation in industries and science. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Hard-working teaching staff, very supportive, approachable, with a personal attitude to students. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence for staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

## **5. Assessment of the Compliance of the Study Programme "Business Logistics Management"**

### **Requirements**

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents".

2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 9 of the study program - cooperation agreement with the University of Latvia and BA School of Business and Finance

- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.

**Assessment of compliance:** Fully compliant

**Justification:** A confirmation letter is added as Annex 15 of the study program containing a clause from the study agreement, guaranteeing the students will be reimbursed.

- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.

**Assessment of compliance:** Fully compliant

**Justification:** The teaching staff members involved in the implementation of the study programme are proficient in Latvian (Study Direction Annex 13).

- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 13.1 of the study program outlines compliance of the teaching staff members with the B2-level knowledge of English.

- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** A sample of the study agreement was added to the self evaluation report Annex 14 and complies with the regulations No.70 of 23 January 2007 of the Cabinet of Ministers, "Terms and conditions to be included in the study agreement" - <https://likumi.lv/ta/id/152072-studiju-liguma-obligati-ietveramie-noteikumi>

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** The course descriptions included as Annex 7 prepared according to different implementation durations of the programme and overall are compliant with the requirements outlined in the Law on Higher Education Institutions, yet some courses lack translations to English or have outdated course materials.

10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 4 outlines compliance with the valid professional standard "Head of an Enterprise" coordinated Vocational Education and Employment at the meeting of the Tripartite Cooperation Sub-Council on 18 September 2019, Protocol no. 6 ( see <https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-115.pdf>)

11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 3 of the study programme outlines compliance with the state profesiona education standard.

13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** CV's of the academic staff included in the Description of the Study Direction Annex 4.2. outline that academic staff fulfils the criteria outlined in the Law on Higher Education institutions and has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or a five-year practical work experience (except for the experience in the implementation of the study programme)

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** Overall the study program fulfils the criteria addressed in the assessment report. It has several minor issues to be resolved.

## Requirements (R6-R8)

1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU is financially self-sustainable, thus admitting the planned number of students to the study program it shall be able to carry out all the responsibilities.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** The study program has the necessary academic staff its implementation.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

### Conclusions by specifying the strengths and weaknesses

The name of the professional bachelor's study programme "Business Logistics Management" (hereinafter BL) goes in line with the admission and legislative requirements and ends with the award of a professional bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an enterprise. The study programme just started two years ago, the number of students is increasing.

Descriptions of study courses correspond to the requirements settled in the regulatory enactments. The content of the courses covers a range of related issues, and that corresponds to the goals of the study programme, ensures the achievement of study results, and meet the needs and scientific trends of the industry concerned. Course descriptions are appropriate, content does not overlap. Teachers communicate with each other and are familiar with the content of lectures in other courses. Suggestion to have a template for course descriptions, to separate compulsory and additional literature in the course descriptions. Literature must be in Latvian and English language. There could be a recommendation for bibliographies, including the year of publication and other relevant information related to literature identification. Review all course descriptions and standardize them, include fresh literature where needed.

Methods used, including evaluation methods, promote learning of study courses and the achievement of study results.

Several student-centered teaching principles are considered.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

Hard-working teachers, very supportable, approachable with a personal attitude to students. The number of guest lectures is increasing. The risk for sustainability can be if TU has too many guest lectures. Only a few teachers participated in the Mobility programme.

Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.

Strengths:

- Teaching staff is very approachable and supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- Teaching staff is motivated, highly professionally qualified.
- External teaching staff is employed to ensure the best fit or the study content.
- Committed lecturers, a lot of them working in the companies.
- The study process is successfully integrated with student practice, which is especially valuable among potential employers
- Good cooperation between the lecturers of the study programme and representatives of the industries
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies);
- Two languages of the implementation of the study programme;
- Upward trend in the number of students, including foreigners.

**Weaknesses:**

- Considering that there are no graduates in the program yet, it is impossible to assess the sustainability of the program and forecast its development.
- Some of the study course descriptions stand out, a template should be provided from the program management.
- Mix of additional and compulsory literature in the course descriptions is unclear and confusing.
- Some course descriptions lack English literature.
- Some course descriptions include only outdated literature (15-20 years old).
- Further measures are needed to increase the integration of science and the result of scientific cooperation in the study process.
- Formal procedure often is lacking, thus leaving no paper trail to monitor any changes.
- Control qualification improvement for teaching staff.
- Lack of international teaching staff.

**Evaluation of the study programme "Business Logistics Management"**

Evaluation of the study programme:

Good

**6. Recommendations for the Study Programme "Business Logistics Management"**

**Short-term recommendations**

Update the list of Literature in all study courses descriptions.
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**Long-term recommendations**

To create one common template for all study courses description.
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To create a formal procedure for document system to monitor the performance and any changes.
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To include the description of qualification improvement for teaching staff.
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To invite more international teaching staff.
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## II. "International Finance Management" ASSESSMENT

### II. "International Finance Management" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The name of the professional bachelor study programme "International Finance Management" (42345). Programme is implemented in several forms:

- Full-time studies (4 years, 160 CP, Latvian, admission requirements secondary education);
- Full-time studies (4 years, 160 CP, English, admission requirements secondary education);
- Part-time extramural studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education);
- Part-time studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education).

The name of the programme goes in line with the admission and legislative requirements and ends with the award of a professional bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of Finance.

The aims, tasks and learning outcomes of the program are set out according to the professional qualification - Head of Finance.

The aim of the professional bachelor study programme is to provide professional studies that meet the economic, cultural, national defence and security, as well as social needs, that are based on the theoretical foundations of the field of science, comply with the standards of the profession and are applicable in practice.

In accordance with the changes made to the profession classification included in the structure of the business, finance, accounting and administration (wholesale and retail trade, commercial sciences), the professional qualification to be awarded is changed from "Head of an Enterprise" to "Head of Finance".

The learning outcomes to be achieved were clarified and aligned with the basic requirements for the profession standard of "Head of Finance" and the competences defined therein.

The implementation of the professional bachelor's study programme "International Finance Management" in business administration was started in the study year 2018/2019. There is a noticeable upward trend in the number of students which also includes foreign students.

Students' admission procedures correspond with all national requirements.

The enrolment requirements for secondary education, are in line with the programme's objective, objectives and learning outcomes and correspond to national requirements.

The English language test is mandatory for all foreign students (not requested for those who have one of the English language certificates (accepted test list available at TU web site)).

Study programme has been delivered in full time and part-time form. There is no distance learning option.

Analyzing content of study programme and results possible to conclude that implementation time is enough to fully complete it.

#### Conclusions by specifying the strengths and weaknesses

The name of the study programme, the aim and admission requirements are interrelated, the programme objectives and learning outcomes reflect a professional standard.

Strengths:

- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.

- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies);
- Two languages of the implementation of the study programme;
- Upward trend in the number of students, including foreigners.

Weaknesses:

- Similar programmes are offered in many other countries as well and require 3 years of acquisition.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

Descriptions of study courses include most of the necessary information specified in Section 56 of the Law on Higher Education Institutions, only the courses' literature is not always separated into compulsory and additional. Also literature in some courses is outdated, somewhere lacking the English literature. The content of the International finance management study courses provides students with the necessary knowledge and skills. The updating occurs to include current issues, new theoretical concepts, current issues in financial management, as well as taking into account changes in the regulatory framework.

Study implementation methods include lectures (study courses with more theoretical knowledge), seminars (courses where students have a greater possibility of carrying out independent research), group work (courses where teamwork is necessary to understand the theory), and problem-solving method (developing practical skills, such as conducting financial analysis of company operations, tax calculations). Following the student-centered approach, the requirements, the results (final grade), percentage distribution (weightage) for the study courses are clearly defined.

Students' surveys take place after each study course and every academic year. The results of the surveys are discussed with the teaching staff in the department meetings and included in the study programme courses.

Representatives of industries participate in the preparation and delivering of lectures, offer students internships in companies. Entrepreneurs are also regularly invited to discussions with HEI to improve the learning process at TU. Students have the opportunity to approbate the acquired knowledge in companies that are members of professional associations.

The programme includes internship in industry. Students are supported by the TU to find the internship place. Foreign students usually use Erasmus+ mobility for their internships. Since the current arrangements involve industry sessions in each of the 4 years of the programme, the Expert Group does not see that longer sessions are required. There is, however, a concern about the variety and sequence of experiences that students get.

The recommendations of employers are taken into account as they are involved in the development of the programme. The survey of employers, who collaborate with students within the framework of the internship, reflects the appreciation of the students' work discipline, interest, and knowledge.

Students are acquainted with the mobility opportunities from the International Department regarding the use of the Erasmus + mobility programme offers for the respective academic year. The study programme was launched in 2018 and is currently in its second year. Students most often avail mobility opportunities in their second and third study year. There is currently no student mobility in the programme.

In general, it is obvious that students actively participate in the study environment and the results are integrated into study courses.

Students generally confirm that they are aware of incoming and outgoing mobility opportunities and learning outcomes.

### **Conclusions by specifying the strengths and weaknesses**

The study programme just started two years ago, the number of students is increasing. Course descriptions are appropriate, content does not overlap. Teachers communicate with each other and are familiar with the content of lectures in other courses. Suggestion to have a template for course descriptions, to separate compulsory and additional literature in the course descriptions. Literature must be in Latvian and English language. Review all course descriptions and standardize them, include the newest literature where needed.

Descriptions of study courses correspond to the requirements settled in the regulatory enactments, with the exceptions mentioned in the analysis, regarding the literature. The content of the courses covers a range of related issues, and that corresponds to the goals of the study programme, ensures the achievement of study results, and meet the needs and scientific trends of the industry concerned.

There could be a recommendation for bibliographies, including year of publication and other relevant information related to literature identification.

Methods used by the "International Finance Management" programme, including evaluation methods, promote learning of study courses and the achievement of study results.

Several student-centered teaching principles are considered.

Strengths:

- The study process is successfully integrated with student practice, which is especially valuable among potential employers
- Good cooperation between the lecturers of the study programme and representatives of the industries.

Weaknesses:

- Some of the study course descriptions stand out, a template should be provided from the program management.
- Mix of additional and compulsory literature in the course descriptions is unclear and confusing.
- Some course descriptions lack English literature.
- Some course descriptions include only outdated literature (15-20 years old).
- Further measures are needed to increase the integration of science and the result of scientific cooperation in the study process.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

A more detailed description of resources is included in the analysis section of the study direction (3. Resources and Provision of the Study Field).

The library stock for this study programme is sufficient, yet, few study courses contain outdated literature, TU should review study course descriptions and include information regarding newest relevant literature.

During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages.

Taking into account that there are no graduates in the program yet, it is impossible to assess the sustainability of the programme and forecast its development. There are only 2 people in the group of foreign students, which shows the potential risk that the group is not profitable and will not be able to organize the study process.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. BATIS system is being used by 100% of academic staff and students, e-studies students use also Moodle system.

Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes. However, the literature included in the study course descriptions should be reviewed and updated, also, in the future TU should ensure the availability of this literature in the library.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.

Weaknesses:

- There are only 2 people in the group of foreign students, which shows the potential risk that the group is not profitable and will not be able to organize the study process.

## **4. Teaching Staff**

### **Analysis**

The programme is delivered by professional academic and professional teaching staff. The study programme is delivered by 19 teaching staff, including 2 associate professors, 2 assistant professors, 5 lecturers, as well as 10 guest teaching staff. The number of teaching staff has slightly changed, attracting 2 more specialists from industry to join the study process since the previous assessment. Both the teaching staff and guest teaching staff are actively involved in the organization of study processes, which was ascertained during the experts' meeting. The qualification of the teaching staff corresponds to the requirements of the programme implementation, the teaching staff has acquired appropriate education in business, economics, communication sciences, law sciences, etc. The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments - according to the CV's attached to the self-evaluation report members of the teaching staff fulfil at least on the following criteria - publications published in reviewed editions within the last six years or five-year practical work experience. An example is the publications of academic staff in journals which are indexed in WoS and Scopus: 3 publications in the year 2016; 14 publications in the year 2017; 8 publications in the year 2018; 9 publications in the year 2019. In the last 3 years, teaching staff have participated in conferences and reports have been submitted at 58 international conferences. 13 TU teaching staff have the expert rights at Latvian Council of Science.

During on-site visit students, graduates and academic staff confirmed that lecturers - both full time and visiting - are approachable, keen to implement necessary changes, and ready to adjust the study course as needed, yet very few members of the academic staff could confidently recognize student-centred learning methods used in their study courses.

The qualification of the teaching staff complies with the requirements of the study courses. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. During interviews, teaching staff members confirmed that such training is available and is actively used - by full time and visiting lecturers. English language

training is also available. During the interviews, the experts' group noticed that often self-evaluated level of English does not correspond to the actual situation.

According to available information, TU employs external academic staff rather often, which could lead to endangering the sustainability of the academic staff - continuity of the study content, links between study courses, etc.

The teaching staff meets regularly to discuss study course content to avoid overlapping and ensure continuity of study content, though most of the process could be described as informal, thus lacking in paper trail to monitor long term changes. Staff members are encouraged to participate in other lecturer classes - to learn new material, teaching methods, and ways of collaboration. However, non of the members of the teaching staff could confirm that any study assignments are interlinked between study courses.

The academic personnel involved in the delivery of the programme are practically not involved in scientific research at the international and national levels. The on-site visit showed that teaching staff and students are rarely involved in scientific research and staff is unaware of TU ongoing international projects.

A very low number of members of the teaching staff participates in mobility programmes, which can be explained and linked to the number of students choosing to use Erasmus+ mobility opportunities.

During an on-site visit students mentioned that a greater number of international teaching staff could be beneficial for the improvement of the study programme.

### **Conclusions by specifying the strengths and weaknesses**

In the reporting period, the composition of teaching personnel did not change significantly, as only two teaching personnel changed during the reporting period. The stability and permanence of teaching personnel have a positive effect on the quality of studies, as the build-up knowledge, teaching experience, and skills of teaching personnel ensure continuous enhancement and updating of the content of courses in line with the current situation in industries and science. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created. Hard-working teaching staff, very supportive, approachable, with a personal attitude to students. The number of guest lectures is increasing, but it is the only few of them. The risk for sustainability of the teaching staff and continuity of the study process can be if TU has too many guest lectures.

The teaching staff meets regularly to discuss study course content to avoid overlapping and ensure continuity of study content, though most of the process could be described as informal, thus lacking in paper trail to monitor long term changes.

Only a few members of the teaching staff participated in mobility programmes.

The academic personnel involved in the delivery of the programme are practically not involved in scientific research at the international and national levels. International activities need to be improved to ensure greater international influence on staff and students.

Strengths:

- Teaching staff is very approachable and supportive.
- Teaching staff is motivated and highly professionally qualified.
- External teaching staff is employed to ensure the best fit for the study content.
- Both the teaching staff and guest teaching staff are actively involved in the organization of study processes.

Weaknesses:

- Lack of formal procedure for improvement of study content.
- Lack of formal procedure for control mechanisms of professional qualification and pedagogical skill improvements for teaching staff.
- Lack of scientific research.
- Lack of international teaching staff.

## 5. Assessment of the Compliance of the Study Programme "International Finance Management"

### Requirements

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Sample of the diploma to be issued for the acquisition of the study programme (Annex 8) was added to the SER and complies with Cabinet Regulation No. 202 of 16 April 2013 - <https://likumi.lv/ta/id/256157-kartiba-kada-izsniedz-valsts-atzitus-augstako-izglitiba-apliecinusus-dokumentus> .
2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Cooperation agreement with the University of Latvia is included as Annex 9 of the study programme.
3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.  
**Assessment of compliance:** Fully compliant  
**Justification:** A confirmation letter is added as Annex 15 of the study programme containing a clause from the study agreement, guaranteeing the students will be reimbursed.
4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** The teaching staff members involved in the implementation of the study programme are proficient in Latvian (Study Direction Annex 13).
5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Fully compliant  
**Justification:** Annex 13.1 of the study programme outlines compliance of the teaching staff members with the B2-level knowledge of English. Yet, during the interviews, the experts' group noticed that often self-evaluated level of English does not correspond to the actual situation, TU should continue to provide English language training courses for teachers.

- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** A sample of the study agreement was added as Annex 14 and complies with the regulations No.70 of 23 January 2007 of the Cabinet of Ministers, " Terms and conditions to be included in the study agreement" -

<https://likumi.lv/ta/id/152072-studiju-liguma-obligati-ietveramie-noteikumi>

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** The course descriptions included as Annex 7 overall are compliant with the requirements outlined in the Law on Higher Education Institutions, yet some courses lack translations to English or have outdated course materials.

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 4 outlines compliance with the valid professional standard Functional manager with the professional specializations "Head of Finance" coordinated Vocational Education and Employment

at the meeting of the Tripartite Cooperation Sub-Council on 12 June 2019, Protocol no. 4 ( see <https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-107.pdf>)

Head of Finance professional qualification requirements is described here:

[https://registri.visc.gov.lv/profizglitiba/dokumenti/prof\\_kval\\_pamatprasibas/2017/PKP-064.pdf](https://registri.visc.gov.lv/profizglitiba/dokumenti/prof_kval_pamatprasibas/2017/PKP-064.pdf)

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 3 of the study programme outlines compliance with the professional higher education standard.

13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** CV's of the academic staff included in the Description of the Study Direction Annex 4.2. outline that academic staff fulfils the criteria outlined in the Law on Higher Education institutions and has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or a five-year practical work experience (except for the experience in the implementation of the study programme). However, during the analysis of the CVs experts get to know, that not all lecturers have any publications (4 of all CV is not included or even do not have at least one publication. 2 of the lecturers have old publications.) However, they have professional experience.

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** Overall the study programme fulfils the criteria addressed in the assessment report. It has several minor issues to be resolved.

## Requirements (R6-R8)

1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU is financially self-sustainable, thus admitting the planned number of students to the study programme it shall be able to carry out all the responsibilities.

2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** The study program has the necessary academic staff its implementation.

3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

## Conclusions by specifying the strengths and weaknesses

The name of the professional bachelor study programme "International Finance Management" goes in line with the admission and legislative requirements and ends with the award of a professional

bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of Finance.

The study programme just started two years ago, the number of students is increasing. Course descriptions are appropriate, content does not overlap. Teachers communicate with each other and are familiar with the content of lectures in other courses. Suggestion to have a template for course descriptions, to separate compulsory and additional literature in the course descriptions. Literature must be in Latvian and English language. Review all course descriptions and standardize them, include fresh literature where needed.

Descriptions of study courses correspond to the requirements settled in the regulatory enactments, with the exceptions mentioned in the analysis, regarding the literature. The content of the courses covers a range of related issues, and that corresponds to the goals of the study programme, ensures the achievement of study results, and meet the needs and scientific trends of the industry concerned.

There could be a recommendation for bibliographies, including the year of publication and other relevant information related to literature identification.

Methods used by the "International Finance Management" programme, including evaluation methods, promote learning of study courses and the achievement of study results.

Several student-centered teaching principles are considered.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Extremely high workload for full-time employees with lower titles.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

Hard-working teachers, very supportable, approachable with a personal attitude to students. The number of guest lectures is increasing. The risk for sustainability can be if TU has too many guest lectures. Only a few teachers participated in the Mobility programme.

Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.

Strengths:

- Teaching staff is very approachable
- Motivated, highly professionally qualified teaching staff.
- External teaching staff is employed to ensure the best fit or the study content.
- Committed lecturers, a lot of them working in the companies.
- The study process is successfully integrated with student practice, which is especially valuable among potential employers
- Good cooperation between the lecturers of the study programme and representatives of the industries allows to include an updated view of the field to students and insight into the practical use of taught tools.
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies);
- Two languages of the implementation of the study programme;
- Upward trend in the number of students, including foreigners.
- The staff members are supporting and giving guidance for the students to keep them up to date

with the courses and studies in general.

Weaknesses:

- There are only 2 people in the group of foreign students, which shows the potential risk that the group is not profitable and will not be able to organize the study process.
- Considering that there are no graduates in the program yet, it is impossible to assess the sustainability of the program and forecast its development.
- Some of the study course descriptions stand out, a template should be provided from the program management.
- Mix of additional and compulsory literature in the course descriptions is unclear and confusing.
- Some course descriptions lack English literature.
- Some course descriptions include only outdated literature (15-20 years old).
- Further measures are needed to increase the integration of science and the result of scientific cooperation in the study process
- Realization of this study program in distance learning option - e-learning system.
- Formal procedure often is lacking, thus leaving no paper trail to monitor any changes.
- Control qualification improvement for teaching staff.
- Lack of international teaching staff.

### **Evaluation of the study programme "International Finance Management"**

Evaluation of the study programme:

Good

### **6. Recommendations for the Study Programme "International Finance Management"**

#### **Short-term recommendations**

Update the list of Literature in all study courses descriptions.

#### **Long-term recommendations**

To create one common template for all study courses description.

To create a formal procedure for document system to monitor the performance and any changes.

To include the description of qualification improvement for teaching staff.

To invite more international teaching staff.

To implement a formal regulation for improving study content and development of the study programme.

International activities need to be improved to ensure greater international influence on staff and students.

## **II. "Business Administration" ASSESSMENT**

### **II. "Business Administration" ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The name of the professional bachelor study programme "Business Administration" (42345). Programme is implemented in several forms:

- Full-time studies (4 years, 160 CP, Latvian, admission requirements secondary education);
- Part-time extramural studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education);
- Part time extramural studies distance education (4 years 3 months, 160 CP, Latvian, admission requirements secondary education);
- Part-time studies (4 years 3 months, 160 CP, Latvian, admission requirements secondary education);
- Full-time studies (4 years, 160 CP, English, admission requirements: secondary education. The English language test for applicants who have passed the Centralized Examination in another foreign language is performed by passing the test.).

The name of the study programme goes in line with the admission and legislative requirements and ends with the award of a professional bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of head of an enterprise.

The aims, tasks and learning outcomes of the program (Education classification code 42345) are set out according to the professional qualification - head of an enterprise.

The aim of the professional bachelor study program is to provide professional studies, which comply with professional standards and are practically applicable in the field of economics, culture, national defence and security, as well as social needs, based on the theoretical foundations of branch science.

No significant changes since the previous accreditation were made in the parameters of the professional bachelor's study programme "Business Administration", the changes done mainly concern changes in the sector and requirements of the labour market.

The total number of students during the reporting period has been over 500 every year: there is interest in both full-time and part-time study opportunities, moreover the number of foreign students in the program is rising. Although there are students who have been expelled, the reasons are most often personal.

Analyzing content of study programme and results possible to conclude that implementation time is enough to fully complete it.

### **Conclusions by specifying the strengths and weaknesses**

The study program is well established, the number of students has slightly decreased in the last six years, but the number of foreign students is increasing. The name of the study programme, the aim and admission requirements are interrelated, the programme objectives and learning outcomes reflect a professional standard.

Strengths:

- Established study program with positive goodwill, graduates are well-accepted by industry.
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies, Part-time distance learning);
- Two languages of the implementation of the study programme.
- Number of foreign students is growing

Weaknesses:

- A unique source of obtaining students from abroad.

- Drop out of students during study process.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The business administration study programme provides students with the necessary knowledge on business administration and other general study courses, helping them to acquire the skills and competencies necessary to pursue the profession of head of a company. The programme content is up-to-date and relevant, students acquire the needed competencies, skills, and knowledge. To prevent overlapping of the content of study courses, the content of the programme is systematically evaluated.

Teaching methods include lectures, seminars, a problem-solving method, and teamwork, depending on the course nature and content. Distance learning students have no scheduled contact hours, but they can attend the lectures and seminars, face-to-face counseling is possible. Distance learning students take the final examinations either in person or remotely, using online voice and image digital means of communication. According to the student-centered education principles, the assessment criteria and methods, as well as the criteria for awarding grades, are public. There is also a procedure for reviewing student appeals.

In this programme it is particularly evident that the courses curriculums are not being updated regularly. The literature is quite old, which is strange due to the quick development in the field. The course descriptions vary a lot, for example in the forms of assessment. There are no clear distinctions between the knowledge students will acquire through the course, skills and competencies. Grading descriptions are not uniform, for one grade the wording varies, for example the grade of 10 might appear as outstanding, with distinction, brilliant. Uniform criteria for these elements should be put in place on the programme / university level.

It is commendable that the requirements to receive ECTS are a sum of partial grades; this is quite good for the students' continuous learning process.

In cooperation with the Market and Public Opinion Research Center, they organize an annual survey of entrepreneurs, which gathers entrepreneurs' views on which higher education institutions are recognized. An annual student survey is being conducted. Following the recommendations of the students, the lecturers' presentation on the types and requirements of examinations has been improved, which is also reflected in the results of the survey, rising from 4.46 to 4.50 during the year. Graduate surveys are also conducted every two years. Students, graduates, and employers give a good evaluation of the study process and competence development organized by the higher education institution.

The programme includes internship in industry. Students are supported by the TU to find the internship place. Foreign students use both Latvian and foreign companies for their internships. Mobility is on the rise, with the highest mobility figures in the study year 2015/2016. Incoming mobility has a strong growth trend, with more and more students coming from different EU countries. Outgoing mobility is constant, from 6 to 16 students per year go for Erasmus+ study, and 3 to 7 take the opportunity for an internship abroad. Other mobility programmes' possibilities are also taken from students.

### **Conclusions by specifying the strengths and weaknesses**

Study programme content is relevant, regularly updated. Graduates can find the job easily. Mobility exchange is being regularly used by students, but mostly from foreign students. Latvian students shall be encouraged to pursue exchange opportunities. Every year, lecturers go for both experience exchange and teaching under the Erasmus programme, most often they visit Lithuania. Regularly update all the elements in the study course descriptions, although in the documents is written that

they were all approved in 2019. A predefined unified Word form for course descriptions would be necessary.

Strengths:

- Positive feedback from students, graduates, and employers regarding the study programme content and implementation.
- Requirements to receive ECTS are a sum of partial grades, which is good for students' continuous learning process.

Weaknesses:

- Students taking mobility are mostly foreign students.
- Outdated compulsory literature in some of the study courses (15-20 years old).
- Non-uniform elements of course descriptions (e.g. somewhere Forms of assessment vs. Forms of control vs. Control forms; Purpose vs. Aim vs. Objective of the study; Learning outcomes vs. Expected results; Assessment criteria vs. Evaluation criteria, etc.)
- Unclear distinction between knowledge, skills, and competencies in some course descriptions.
- Different grading denominations (e.g. 10 - Outstanding vs. With distinction vs. Brilliant, etc)

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

A more detailed description of resources is included in the analysis section of the study direction (3. Resources and Provision of the Study Field).

Study infrastructure is appropriate and available for every Latvian and foreign student, staff member, guest-lecturer, administrative block. TU's self-evaluation report (pp. 103) indicates that the existing material and technical base allow to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient, yet, few study courses contain outdated literature, TU should review study course descriptions and include information regarding newest relevant literature. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. BATIS system use 100% of academic staff and students, e-studies students use also Moodle system.

Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and the SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

#### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.

- Modern library, especially the reading room with many books and e-resources, which is available for students' individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.

Weaknesses:

- not identified.

#### **4. Teaching Staff**

##### **Analysis**

There is a continuous growth of the number of teaching staff due to involvement of the industry professionals.

Professors have long-term cooperation with industry.

The study programme is delivered by 52 teaching staff, including 3 professors, 3 associate professors, 2 assistant professors, 16 lecturers as well as 28 guest teaching staff.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments. In accordance to CVs, the teaching staff have at least B2 level in English. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Both the teaching staff and guest teaching staff are actively involved in the organization of study processes, which could be ascertained during the experts' meeting.

##### **Conclusions by specifying the strengths and weaknesses**

The number of teaching staff is increasing every year, attracting specialists from the industry to join the study process.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

#### **5. Assessment of the Compliance of the Study Programme "Business Administration"**

##### **Requirements**

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents".
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Annex 9 of the study program - cooperation agreements with Transport and Telecommunication Institute, BA School of Business and Finance, RISEBA University of Applied Sciences, ISMA University of Applied Sciences, Riga Stradins University, Baltic International Academy BSA
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.  
**Assessment of compliance:** Fully compliant  
**Justification:** A confirmation letter is added as Annex 15 of the study program containing a clause from the study agreement, guaranteeing the students will be reimbursed.
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** The teaching staff members involved in the implementation of the study programme are proficient in Latvian (Study Direction Annex 13).
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Fully compliant  
**Justification:** Annex 13.1 of the study program outlines compliance of the teaching staff members with the B2-level knowledge of English.
- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.  
**Assessment of compliance:** Not relevant  
**Justification:** Not applicable.
- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.  
**Assessment of compliance:** Not relevant  
**Justification:** Not applicable.
- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.  
**Assessment of compliance:** Fully compliant

**Justification:** A sample of the study agreement was added to the self evaluation report Annex 14 and complies with the regulations No.70 of 23 January 2007 of the Cabinet of Ministers, "Terms and conditions to be included in the study agreement" - <https://likumi.lv/ta/id/152072-studiju-liguma-obligati-ietveramie-noteikumi>

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** The course descriptions included as Annex 7 overall are compliant with the requirements outlined in the Law on Higher Education Institutions, yet some courses lack translations to English or have outdated course materials.

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 4 outlines compliance with the valid professional standard "Head of an Enterprise" coordinated Vocational Education and Employment at the meeting of the Tripartite Cooperation Sub-Council on 18 September 2019, Protocol no. 6 ( see <https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-115.pdf>)

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 3 of the study program outlines compliance with the professional higher education standard.

- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** CV's of the academic staff included in the Description of the Study Direction Annex 4.2. outline that academic staff fulfils the criteria outlined in the Law on Higher Education institutions and has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or a five-year practical work experience (except for the experience in the implementation of the study programme). During the analysis of the CVs experts get to know, that not all lecturers have publications (2 of all CVs are not included or even do not have at least one publication.) However, they have professional experience.

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** Overall the study program fulfils the criteria addressed in the assessment report. It has several minor issues to be resolved.

## Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU is financially self-sustainable, thus admitting the planned number of students to the study program it shall be able to carry out all the responsibilities.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** The study program has the necessary academic staff its implementation.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

## Conclusions by specifying the strengths and weaknesses

The name of the professional bachelor study programme "Business Administration" goes in line with the admission and legislative requirements and ends with the award of a professional bachelor's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an enterprise.

Descriptions of study courses correspond to the requirements settled in the regulatory enactments. The content of the courses covers a range of related issues, and that corresponds to the goals of the study programme, ensures the achievement of study results, and meet the needs and scientific trends of the industry concerned. Course descriptions are appropriate, content does not overlap. Teachers communicate with each other and are familiar with the content of lectures in other courses. Suggestion to have a template for course descriptions, to separate compulsory and additional literature in the course descriptions. Literature must be in Latvian and English language. There could be a recommendation for bibliographies, including the year of publication and other relevant information related to literature identification. Review all course descriptions and

standardize them, include fresh literature where needed.

Methods used, including evaluation methods, promote learning of study courses and the achievement of study results.

Several student-centered teaching principles are considered.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Extremely high workload for full-time employees with lower titles.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

Hard-working teachers, very supportable, approachable with a personal attitude to students. The number of guest lectures is increasing. The risk for sustainability can be if TU has too many guest lectures. Only a few teachers participated in the Mobility programme.

Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.

Strengths:

- Teaching staff is very approachable and supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- Teaching staff is motivated, highly professionally qualified.
- External teaching staff is employed to ensure the best fit or the study content.
- Committed lecturers, a lot of them working in the companies.
- The study process is successfully integrated with student practice, which is especially valuable among potential employers
- Good cooperation between the lecturers of the study programme and representatives of the industries
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies);
- Two languages of the implementation of the study programme;
- Upward trend in the number of students, including foreigners.

Weaknesses:

- Some of the study course descriptions stand out, a template should be provided from the program management.
- Mix of additional and compulsory literature in the course descriptions is unclear and confusing.
- Some course descriptions lack English literature.
- Some course descriptions include only outdated literature (15-20 years old).
- Further measures are needed to increase the integration of science and the result of scientific cooperation in the study process.
- Formal procedure often is lacking, thus leaving no paper trail to monitor any changes.
- Control qualification improvement for teaching staff.
- Lack of international teaching staff.

## **Evaluation of the study programme "Business Administration"**

Evaluation of the study programme:

Good

## 6. Recommendations for the Study Programme "Business Administration"

### Short-term recommendations

To update the list of Literature in all study courses descriptions.
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### Long-term recommendations

To create one common template for all study courses description.
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To create a formal procedure for document system to monitor the performance and any changes.
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To include the description of qualification improvement for teaching staff.
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To invite more international teaching staff.
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To increase international activities.
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## II. "Business Psychology and Human Resource Management in Business" ASSESSMENT

### II. "Business Psychology and Human Resource Management in Business" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The name of the professional master's study programme "Business Psychology and Human Resource Management in Business" (hereinafter BM) (47345). Programme is implemented in several forms:

- Full-time studies (1 year, 5 months 60 CP, Latvian, admission - professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences);

- Full-time studies (1 year, 5 months 60 CP, English, admission - professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences. The English language examination for applicants who plan to study in English is organized by taking a test.);

- Full-time studies (2 years, 80 CP, Latvian, admission - a diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 years study programme.);

- Full-time studies (2 years, 80 CP, English, admission - a diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 years study programme. The English language examination for applicants who plan to study in English is organized by taking a test.);

- Part time extramural studies (1 year 6 months, 60 CP, Latvian, admission - a diploma certifying award of professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences);

- Part time extramural studies (2 years 1 month, 80 CP, Latvian, admission - a diploma certifying award of professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences).

Programme title goes in line with the admission and legislative requirements and ends with the award of a professional master's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an organisation.

The aim of the professional master's study program is to promote studies at the corresponding level and active research work, to provide the competencies necessary for the management of business processes and human resources management based on the latest theoretical knowledge, promoting independent research in the field of management science.

The aims, tasks and learning outcomes of the program are set out according to the professional qualification - Head of an Organisation.

The learning outcomes to be achieved were clarified and aligned with the new "Head of an organisation" professional standard and the competences defined therein.

The implementation of the master program was started in the study year 2018/2019. There is a noticeable upward trend in the number of students which also includes foreign students. There is also interest in part-time studies in the extramural department. The program has its first graduates.

To enroll into the master study program the applicant must show a diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 year study programme. Students' admission procedures correspond with all national requirements and regulations of the Cabinet of Ministers No. 512 Regulations regarding the second level professional higher education state standard.

The English language test is mandatory for all foreign students (not requested for those who have one of the English language certificates (accepted test list available at TU web site)).

Study programme has been delivered in full time, part-time form and distance learning option.

Analyzing content of study programme and results possible to conclude that implementation time for full-time and part-time and distance learning is enough to fully complete it.

The name of the program is consistent with the degree and qualification to be awarded.

## **Conclusions by specifying the strengths and weaknesses**

Business Psychology and Human Resource Management in Business is a new program, the number of students is increasing, also foreign students. The name of the study programme, the aim and admission requirements are interrelated, the programme objectives and learning outcomes reflect a professional standard Head of an Organisation and necessary changes were made.

Strengths:

- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form as well duration of the study programme (Full-time studies, Part-time extramural studies,- 1,5 year (After Professional Bachelor) and Full-time studies; Part-time extramural studies - 2 years (After academic Bachelor);
- Two languages of the implementation of the study programme;
- Increasing number of of students (including foreign students);

Weaknesses:

- Unclear distinction between knowledge, skills, and competencies in some course descriptions

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The study programme provides a broad choice of the form of the study. The difference on implementation of the full and part-time forms is the subject "Strategic and change management" 3

ECTS and the length of the Internships. But the competencies received in this course also are provided in other study courses. The study programme includes courses appropriate for the development and improvement of professional skills, for the profession of company manager, highlighting the psychological aspects of human resources management in order to be competitive in the labour market.

The study programme is periodically reviewed with the involvement of students and other stakeholders. Faculty Council discussed the labour market situation in Latvia and the skills that entrepreneurs prefer in their company managers and received a recommendation to enhance students' knowledge of human resource management aspects, and therefore it was decided to launch a new programme and include study courses that would enhance these competencies.

To ensure the inclusion of topical issues in the study courses, discussions have been done at the department. Lecturers improve their knowledge by participating in seminars, conferences, and working in companies, knowledge, and experience are transferred to study courses. To prevent overlapping or duplication of the content of study programmes, the content of the programme is regularly evaluated, determining the overlap sections and criteria.

In this programme the courses curriculums are not unified. The elements of course description vary too much. Somewhere is written Study outcomes vs. Expected results; Forms of assessment vs. Forms of control; Assessment criteria vs. Evaluation criteria; etc.). Programme director should propose a uniform Word form to be used as a blueprint for lecturers when they fill the course descriptions. Grading descriptions are not uniform, for one grade the wording varies, for example the grade of 10 might appear as outstanding, with distinction, brilliant. Uniform criteria for these elements should be put in place on the programme / university level.

It is commendable that the requirements to receive ECTS are a sum of partial grades; this is quite good for the students' continuous learning process.

The programme includes internship in industry. Students are supported by the TU to find the internship place. Foreign students usually use Erasmus+ mobility for their internships. Since the current arrangements involve industry sessions in each of the 4 years of the programme, the Expert Group does not see that longer sessions are required. There is, however, a concern about the variety and sequence of experiences that students get.

There are no graduates in the programme, so it is not possible to carry out a graduate survey. Feedback from employers has been received only through internship contacts.

In each study course, the lecturer chooses the most appropriate teaching method that best contributes to the achievement of the learning outcomes of the study course and the whole study programme: lectures, seminars, teamwork, and problem-solving method. The assessment criteria and methods, as well as the criteria for awarding marks, are made public in advance. Implementation of the programme started in 2018, and at the end of 2019, 8 master's theses have been developed on the topics which comply with the provisions.

Following the recommendations of the students, the lecturers' presentation on the types and requirements of examinations has been improved, which is also reflected in the results of the survey.

Students are being acquainted with the Erasmus + mobility programme offers, in the study year 2019/ 2020, the first two students of this programme went on Erasmus + exchange to Universidad Carlos III de Madrid, Spain.

### **Conclusions by specifying the strengths and weaknesses**

Courses are well connected, content does not overlap. A prescribed unified Word form for the study course descriptions would be recommended.

Strengths:

- Interesting study programme, the number of Latvian and foreign students is growing.
- The final grades of the courses consist of several partial grades, which is good for encouraging the ongoing work of students

Weaknesses:

- Non-uniform elements of course descriptions (e.g. somewhere Study outcomes vs. Expected results; Forms of assessment vs. Forms of control; Assessment criteria vs. Evaluation criteria; etc.)

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

A more detailed description of resources is included in the analysis section of the study direction (3. Resources and Provision of the Study Field).

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (pp. 143-144) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. The library stock for this study programme is sufficient. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. BATIS system is used by academic staff and students, e-studies students use also Moodle system.

Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

#### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronical resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.

Weaknesses:

- not identified.

### **4. Teaching Staff**

#### **Analysis**

The TU is providing the study programme "Business Psychology and Human Resource Management in Business" professionally with its academic and professional teaching staff. The programme is new, but 20% of the teaching staff has been changed. The number of full-time professors has been stable.

The study programme is delivered by 26 teaching staff, including 4 professors, 3 associate professors, 1 assistant professor, 5 lecturers, as well as 13 guest teaching staff.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments. In accordance to CVs, the teaching staff have at least B2 level in English.

The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Both the teaching staff and guest teaching staff are actively involved in the organization of study processes, which could be ascertained during the experts' meeting. Despite the fact that some members of the academic staff involved in the delivery of the programme are involved in scientific research at the international and national levels, and their research mostly relates to the goal and objectives of the programme, more effort is needed in this area. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes. International activities need to be improved to ensure greater international influence for staff and students.

### **Conclusions by specifying the strengths and weaknesses**

The programme is delivered by professional academic and professional teaching staff. The study programme is delivered by 26 teaching staff, including 4 professors, 3 associate professors, 1 assistant professor, 5 lecturers, as well as 13 guest teaching staff.

Hard-working teaching staff, very supportive, approachable, with a personal attitude to students. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence for staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

## **5. Assessment of the Compliance of the Study Programme "Business Psychology and Human Resource Management in Business"**

### **Requirements**

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents".

- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 9 of the study program - cooperation agreements with Baltic International Academy BSA and BA School of Business and Finance.

- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.

**Assessment of compliance:** Fully compliant

**Justification:** In the study contracts of the Turiba University in the section of the of the liabilities of the school includes clause (6.1.9) to compensate the Student for the loss of tuition fee, i.e. to reimburse the tuition fee paid but not used according to the study plan if the study program is not accredited or the license is revoked and the student does not wish to continue studies in another study program at Turiba University (Annex 15 - Description of the Study Programme - Other mandatory attachments).

- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.

**Assessment of compliance:** Fully compliant

**Justification:** Lecturers involved in the implementation of the study program are proficient in the official language.

- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.

**Assessment of compliance:** Fully compliant

**Justification:** In the Annex 13.1 - Description of the Study Programme - Other mandatory attachments is the Testimonial on educators English language proficiency, declaring that the English language proficiency of the educators involved in the implementation of the direction ""Management, Administration and Real Estate Management"" included in English realized study programs is at least at B2 level according to the European Common Framework of Reference for Languages. The Level of proficiency in English is also indicated in each educator's CV in Europass format.

- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

**Assessment of compliance:** Not relevant

**Justification:** Not relevant.

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not relevant.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.70 of the Cabinet of Ministers, " Terms and conditions to be included in the study agreement".

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** The descriptions of the study courses and the study materials have been prepared in in Latvian and English languages for all implementation durations, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education, however they should be unified as experts mentioned in the section 2. The content of studies (Annex 6 in the III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof).

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Fully compliant

**Justification:** In Annex 4 - III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof, is contended the compliance of the Study program with the profession standard "Head of the Organization" coordinated Vocational Education and Employment at the meeting of the Tripartite Cooperation Sub-Council on 18 September 2019, Protocol no. 6 ( see information in Latvian <https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-114.pdf>)

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not relevant.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Fully compliant

**Justification:** The program complies with the state standard of the fifth level professional higher education as defined by the Cabinet of Ministers Regulation No. 512 "Regulations on the National Standard for the Second Level Professional Higher Education". Available at: <https://likumi.lv/doc.php?id=268761> (Annex 3 - III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof).

- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not relevant.

- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Nine members of the academic staff don't show publication records in Annex 6 of the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation. However all of them have professional experience.

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** The overall rating is compliant.

## Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** The study provision, informative, material, and financial for the program complies with the conditions for its implementation.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** Qualification of the teaching staff complies with the study program implementation requirements and the requirements of regulatory enactments (III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff) - Point 4.2)

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Fully compliant

**Justification:** Courses content is planned and implemented according to the standards. The Master's thesis itself contains an empirical study of the actual situation in the economy, realizing the management science settings for the development of the organization and the corresponding rights that ensure it.

## Conclusions by specifying the strengths and weaknesses

The name of the professional master's study programme "Business Psychology and Human Resource Management in Business" goes in line with the admission and legislative requirements and ends with the award of a professional master's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an organisation. It is a new program, the number of all also foreign students is increasing.

Study courses are well connected, content does not overlap. Prescribed unified Word form for the study course descriptions would be recommended.

The programme has a very good resource base, including financial, material, technical, study and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high quality study process and achieve learning outcomes.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

#### Strengths:

- Motivated, highly professionally qualified teaching staff.
- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- Interesting study program, the number of Latvian and foreign students is growing.
- The final grades of the courses consist of several partial grades, which is good for encouraging the ongoing work of students
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form as well duration of the study programme (Full-time studies, Part-time extramural studies,- 1,5 year (After Professional Bachelor) and Full-time studies; Part-time extramural studies - 2 years (After academic Bachelor);
- Two languages of the implementation of the study programme;
- Increasing number of students (including foreign students);

#### Weaknesses:

- Non-uniform elements of course descriptions (e.g. somewhere Study outcomes vs. Expected results; Forms of assessment vs. Forms of control; Assessment criteria vs. Evaluation criteria; etc.)
- Lack of international activities.
- Control qualification improvement for teaching staff.

### **Evaluation of the study programme "Business Psychology and Human Resource Management in Business"**

Evaluation of the study programme:

Excellent

### **6. Recommendations for the Study Programme "Business Psychology and Human Resource Management in Business"**

#### **Short-term recommendations**

A prescribed unified Word form with instructions for the study course descriptions has to be prepared.

#### **Long-term recommendations**

## **II. "Public Administration" ASSESSMENT**

### **II. "Public Administration" ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The name of the professional master study program "Public administration" goes in line with the

admission and legislative requirements. The programme provided in Latvian only. The learning outcomes to be achieved were clarified and aligned with the new "Head of an Organisation" professional standard and the competences defined therein.

Programme is implemented in several forms in full time and distance learning. There is no part time form option:

- Full-time studies (2 years, 80 CP, Latvian, admission - Academic Bachelor's degree in social sciences or Bachelor's degree in non-social sciences);
- Full-time studies (1 year, 5 months 60 CP, Latvian, admission - Professional Bachelor's degree or professional qualification obtained in a program of at least four years);
- Part time extramural studies distance education (2 years 1 month, 80 CP, Latvian, admission - Academic Bachelor's degree in social sciences or Bachelor's degree in non-social sciences).
- Part time extramural studies distance education (1 year 6 months, 60 CP, Latvian, admission - Professional Bachelor's degree or professional qualification obtained in a program of at least four years).

Students' admission procedures are appropriate and correspond with all national requirements.

The enrolment requirements are in line with the programme's objective, objectives and learning outcomes and correspond to national requirements.

No significant changes have been made in the parameters of the Master study program Public administration since the previous Accreditation for the study direction, except - the titles of the degree and professional qualifications to be awarded, which have been changed in accordance with the amendments to external regulatory enactments.

Degree - professional master's degree in business administration; professional qualification - Head of an organization.

Statistical data show a steady decrease in the number of students from 2013 to 2019. This may be due to a number of reasons mentioned in the self evaluation report. Some changes might be considered in the context of the study programme, in order to increase the attractiveness of the programme.

The study program is currently being implemented in the form of distance learning, although there are indications that students, if they had the opportunity, would choose to study full-time in the evenings.

Taking into consideration that the study program is in demand of Public institutions, TU is ready to offer part-time studies in the program "Public administration".

The aims, tasks, and learning outcomes of the program (full time and distance learning) are set out according to the professional qualification - Head of an organization.

### **Conclusions by specifying the strengths and weaknesses**

The name of the study programme, the aim and admission requirements are interrelated, the programme objectives and learning outcomes reflect a professional standard - Head of an organization. The full-time option of studying could be considered to be realized, as there is interest from students.

Strengths:

- The variety of the type and the form as well duration of the study programme (Full-time studies, Part-time distance learning,- 1,5 year (after Professional Bachelor) and Full-time studies; Part-time distance learning - 2 years (After academic Bachelor));
- Realisation of this study program in introduced distance learning option - e-learning system.

Weaknesses:

none

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The study programme started in 2007. Analyzing content of study programme and results possible to conclude that implementation time is enough to fully complete it. With the different incoming education students can join shorter (60CP) or longer (80CP) form of programme. Longer form includes some social science's subjects to help the students with education in other fields to receive the same knowledge and competencies with the professional bachelor's degree or professional qualification after successful completion of a 4 year study programme in the field of social sciences . The quality of the distance learning is the line with the quality of the full time and part time studies. Study courses in the programme are related to the goal of the programme. The aim of the programme is to train management science professionals who are capable of acting as company managers, deputy head of the unit, or another qualified manager.

The Master's thesis contains an empirical study of the actual situation in the economy, realizing the management science settings for the development of the organization and the corresponding rights that ensure it.

Every year in June, lecturers are asked to evaluate their study course descriptions and include the latest information. The same applies to distance learning materials - students annually review those. In the case of full-time students, lectures and practical lessons take place on weekday evenings. Distance learning students have the same rules for studying and the same requirements for full-time study. The only difference is that there are no scheduled contact hours. During the studies, the student can also receive consultations.

Evaluation of study results is in accordance with the basic principles and procedure of the evaluation of the professional study programme (Cabinet of Ministers Regulations No.512: Regulations on the state standards for second-level professional higher education). The internship tasks of the study programme are in line with the aim of the programme. The thesis topics comply with the study programme aims.

Every year a student survey is conducted, every two years a graduate survey is conducted. Graduates survey shows that 62% of graduates work in the public sector, 29% are self-employed and 9% work in the private sector. The involvement of employers takes place through council meetings, individual discussions, as well as through evaluation of practice reports. The TU Faculty of Law Council and TU Faculty of Business administration Council are involved in the development of the study programme, and they consist of employers who are important for the sector:

students in the study programme have not used the outgoing mobility opportunities. Students from other countries have not taken advantage of incoming and mobility either. Therefore, there is no data to analyze to obtain the dynamics of the number of incoming and outgoing mobility.

### **Conclusions by specifying the strengths and weaknesses**

The number of students is decreasing, some changes might be considered in the context of the study programme, in order to increase the attractiveness of the programme. The problem with graduate surveys, due to data protection issues could be solved by intensifying the activities and networking of the alumni club. Prescribed unified Word form for the study course descriptions would be recommended.

Strengths:

- Established study programme with long-year experience and reputation.

Weaknesses:

- The decreasing number of students.
- Difficulties with the graduate survey, due to data protection regulation.
- Non-uniform elements of course descriptions (e.g. somewhere Forms of assessment vs. Forms of control vs. Control forms; Purpose vs. Aim; Course guidance vs. Course methodological support; Learning outcomes vs. Expected results, etc.)
- Unclear distinction between knowledge, skills, and competencies in some course descriptions.
- Too weak taxonomy descriptors of the planned and gained knowledge for the master's level at some study course descriptions (e.g. to understand, to be aware, to characterize ...).

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

Based on the information provided in the TU self-evaluation report (page 41), TU uses only private funds for study provision. The financial calculations of the study programme included in the description of the programme show that Turība will be able to successfully implement the study programmes if the planned number of applicants is admitted. The positive financial results of the last years allowed one to allocate additional funds for the implementation and development of study programme, as well as for the use of study materials and scientific infrastructure.

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (p. 222) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages. The auditoriums are equipped with high-quality visual equipment. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of TU infrastructure quality.

19 educators are involved in the study programme.

All involved groups - students and academic staff marked only positive about the information system BATIS, which is understandable, practical, and useful for everyone. BATIS system is available for academic staff and students, e-studies students use also Moodle system.

Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and the SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

#### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date

with the courses and studies in general.

Weaknesses:

- the number of students decreases, in 2019 there is no one student matriculated in the programme. This casts doubt on the viability of the programme.

#### **4. Teaching Staff**

##### **Analysis**

The number of full-time elected teaching staff is stable and practically has not changed. The study programme is delivered by 19 teaching staff, including 4 professors, 1 associate professor, 1 assistant professor, 10 lecturers, as well as 3 guest teaching staff.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Academic staff have long-term cooperation with industry. Both the teaching staff and guest teaching staff are actively involved in the organization of study processes, which could be ascertained during the experts' meeting.

Despite the fact that some members of the academic staff involved in the delivery of the programme are involved in scientific research at the international and national levels, and their research mostly relates to the goal and objectives of the programme, more effort is needed in this area. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes. International activities need to be improved to ensure greater international influence for staff and students.

##### **Conclusions by specifying the strengths and weaknesses**

The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- lack of the number of implemented scientific projects.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

## 5. Assessment of the Compliance of the Study Programme "Public Administration"

### Requirements

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents".
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Annex 8 of the study program - cooperation agreement with University of Daugavpils
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.  
**Assessment of compliance:** Fully compliant  
**Justification:** A clause (6.1.9) is included in the study contract to compensate the Student for the loss of tuition fee, i.e. to reimburse the tuition fee paid but not used according to the study plan if the study program is not accredited or the license is revoked and the student does not wish to continue studies in another study program at Turiba University (Annex 15 in the Description of the Study Programme - Other mandatory attachments).
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** Lecturers involved in the implementation of the study program are proficient in the official language.
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Not relevant  
**Justification:** Not relevant.
- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.  
**Assessment of compliance:** Not relevant  
**Justification:** Not applicable.
- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.  
**Assessment of compliance:** Not relevant  
**Justification:** Not applicable.

8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.70 of the Cabinet of Ministers, " Terms and conditions to be included in the study agreement".

9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Descriptions of study courses are prepared in Latvian and English language, but the program is delivered only in Latvian (Annex 6 in the III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof)

10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Fully compliant

**Justification:** In Annex 3 - III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof, is contended the compliance of the Study program with the profession standard "Head of the Organization" coordinated Vocational Education and Employment at the meeting of the Tripartite Cooperation Sub-Council on 18 September 2019, Protocol no. 6 ( see information in Latvian <https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-114.pdf>)

11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Fully compliant

**Justification:** The program complies with the state standards for second level professional higher education as defined in the Cabinet of Ministers Regulation No. 512 dated 26 August 2014 "Regulations on State Standards for the Second Level Professional Higher Education". Accessible at: <https://likumi.lv/doc.php?id=268761> (Annex 2 in the III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof)

13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not relevant.

14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Five members of the academic staff don't show publication records in Annex 6 of the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation. However, all of them have professional experience.

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** The overall rating is fully compliant.

## Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** Resources and provisions (study base, science base, information base (including library), material and technical base and financial base) are described in section II of the report. Part 3, Chapters 3.1 to 3.3 in relation to the study field "Management, administration and real estate management". The study provision, informative, material, and financial for the program complies with the conditions for its implementation.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** Qualification of the teaching staff complies with the study program implementation requirements and the requirements of regulatory enactments (III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff) - Point 4.2)

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Partially compliant

**Justification:** Courses content is planned and implemented according to the standards. The Master's thesis itself contains an empirical study of the actual situation in the economy, realizing the management science settings for the development of the organization and the corresponding rights that ensure it. A thorough internal evaluation is recommended about the program updating in the future in order to assure students matriculation.

## Conclusions by specifying the strengths and weaknesses

The full-time option of studying could be considered to be realized, as there is interest from students.

The number of students is decreasing, some changes might be considered in the context of the study program, in order to increase the attractiveness of the program. The problem with graduate surveys, due to data protection issues could be solved by intensifying the activities and networking of the alumni club.

A prescribed unified Word form for the study course descriptions would be recommended.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and

students.

Strengths:

- Motivated, highly professionally qualified teaching staff.
- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- Established study program with long-year experience and reputation.
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form as well duration of the study programme (Full-time studies, Part-time distance learning,- 1,5 year (after Professional Bachelor) and Full-time studies; Part-time distance learning - 2 years (After academic Bachelor));
- Realisation of this study program in introduced distance learning option - e-learning system.

Weaknesses:

- The number of students decreases, in 2019 there is no one student matriculated in the programme. This casts doubt on the viability of the programme.
- Lack of implemented scientific research projects.
- The updating of the study program might be questionable, as the enrollment is decreasing.
- Difficulties with the graduate survey, due to data protection regulation.
- Non-uniform elements of course descriptions (e.g. somewhere Forms of assessment vs. Forms of control vs. Control forms; Purpose vs. Aim; Course guidance vs. Course methodological support; Learning outcomes vs. Expected results, etc.)
- Unclear distinction between knowledge, skills, and competencies in some course descriptions.
- Too weak taxonomy descriptors of the planned and gained knowledge for the master's level at some study course descriptions (e.g. to understand, to be aware, to characterize ...).
- Only the Latvian language of the implementation of the study programme.
- Recommendation to increase international activities.

## **Evaluation of the study programme "Public Administration"**

Evaluation of the study programme:

Good

## **6. Recommendations for the Study Programme "Public Administration"**

### **Short-term recommendations**

A prescribed unified Word form with instructions for the study course descriptions has to be prepared.

Appropriate taxonomy descriptors of the planned and gained knowledge for the master's level have to be used.

### **Long-term recommendations**

Consideration should be given to the further fate of the program, whether it will be thoroughly updated or discontinued.

To maintain research and publication in internationally quoted publications process.

Make the writing of scientific publications and international conference attendance obligatory for the advance in the career of lecturers.

Develop the cooperation with internationally recognized universities, teachers, and industry experts relevant to the study directions programmes.

## **II. "Business Administration " ASSESSMENT**

### **II. "Business Administration " ASSESSMENT**

#### **1. Indicators Describing the Study Programme**

##### **Analysis**

The name of the professional master's study programme " Business Administration " goes in line with the admission and legislative requirements and ends with the award of a professional master's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an organisation.

The aim of the professional master's study program (Education classification code 47345) is to educate managers and leading specialists in various sectors of the economy, managers - leaders in order to promote the development of enterprises and enhance their competitiveness in changing socio-economic conditions and in the international market in order to increase the level of overall business competencies in the society.

Programme is implemented in several forms:

- Full-time studies (1 year, 5 months 60 CP, Latvian, admission - professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences);
- Full-time studies (1 year, 5 months 60 CP, English, admission - professional bachelor's degree or professional qualification after successful completion of a 4 years study programme in the field of social sciences. The English language examination for applicants who plan to study in English is organized by taking a test.);
- Full-time studies (2 years, 80 CP, Latvian, admission - a diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 years study programme.);
- Full-time studies (2 years, 80 CP, English, admission - a diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 years study programme. The English language examination for applicants who plan to study in English is organized by taking a test.);
- Part time extramural studies (1 year 6 months, 60 CP, Latvian, admission - professional bachelor's degree or professional qualification after successful completion of a 4 year study programme in the field of social sciences.);
- Part time extramural studies (2 years 1 month, 80 CP, Latvian, admission - diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 year study programme).
- Part time extramural studies distance education (1 year 6 months, 60 CP, Latvian, admission - a diploma certifying award of professional bachelor's degree or professional qualification after successful completion of a 4 year study programme in the field of social sciences.);

- Part time extramural studies distance education (2 years 1 month, 80 CP, Latvian, admission - diploma certifying award of professional or academic bachelor's degree or professional qualification after successful completion of a 4 year study programme).

-

Students' admission procedures correspond with all national requirements.

The aims, tasks and learning outcomes of the programme are set out according to the professional qualification - Head of an Organisation. The learning outcomes to be achieved were clarified and aligned with the new "Head of an Organisation" professional standard and the competences defined therein.

No significant changes since the previous accreditation were made in the parameters of the professional master's study program "Business Administration", the changes done mainly concern changes in the sector and requirements of the labour market.

According to TU Self evaluation report (Annex: 1\_Statistika\_studenti\_UM\_en), the total number of students during the reporting period has been over 300 every year: there is interest in both full-time and part-time study opportunities, moreover, the number of foreign students in the program is rising and at the moment is more than a half of students. In addition, the number of full-time students is over 85%.

### **Conclusions by specifying the strengths and weaknesses**

The number of students willing to study is variable and starting from 2015, the number of Latvian students gradually decreased. In contrast, the number of foreign students is constantly growing. However, there is a rather high drop-out rate, which is higher for foreign students than for Latvian students.

Strengths:

- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies, Part-time distance learning);
- Two languages of the implementation of the study programme.
- Number of foreign students is growing

Weaknesses:

- Drop out of students during study process.
- Continuously decreasing number of Latvian students.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

Analyzing content of study programme and results possible to conclude that implementation time is enough to fully complete it. With the different incoming education students can join shorter (60CP) or longer (80CP) form of programme. Longer form includes some social science's subjects to help the students with education in other fields to receive the same knowledge and competencies with the professional bachelor's degree or professional qualification after successful completion of a 4 year study programme in the field of social sciences. The quality of the distance learning is the line with the quality of the full time and part time studies.

The programme study courses should be updated to include current issues in the field,

supplemented with new theoretical concepts, as well as current issues in business administration. The update of study courses is evaluated at the department meetings and Faculty methodological seminars, in the Faculty Council, where the academic staff, representatives of employers, and the industry, as well as students, meet. For example, the significant role of export in the operations of Latvian companies was discussed in the Faculty Council, and a recommendation was received to promote students' knowledge of export and import processes, and a decision was made to include such a course in the programme.

The aim and tasks of each study course are related to the overall goals of the whole study programme. The most up-to-date information in the field is included in the study courses. The information included in the study courses does not overlap but complement each other throughout the study period.

The study courses are focused on the development of various professional abilities, which are facilitated by the use of methods such as lectures, demonstrations, pair work, discussions, assignments, self-assessment questions, and independent study projects, and the use of one's initiative. Distance learning students have the same rules for studying and the same requirements for full-time study. The only difference is that there are no scheduled contact hours.

The implementation of student-centered teaching and learning in their work process is taking into account and respecting the diversity of students and their needs; using various learning pathways that are appropriate to the students' capabilities by implementing programmes in different ways and providing opportunities to tailor works and assignments according to their own knowledge.

To achieve the expected learning outcomes of the study programme and to encourage students to acquire the skills and competencies necessary for the profession of the head of an organization, internship time is necessary: 1) Pre-Master thesis practice to the scope of 6 CP for students who have obtained professional Bachelor's degree, have undergone practice at the previous educational level in various companies or organizations; 2) Practice 1 and Pre-Master thesis practice to the scope of 26 CP for students who have obtained an academic Bachelor's degree.

The students work out the final thesis on topical, practical, and other important areas. Evaluating the topics of the final thesis of the students studying during the reporting period, it should be concluded that they are up-to-date and relevant to topical business issues and problems. The final master thesis topics chosen usually are related to solving certain issues/problems in the organization, and the most frequently analyzed issues are: business development opportunities, development strategies, process enhancement, company's organizational processes, personnel management, marketing, quality improvement, process model development.

In order to improve the study content and promote its quality, BAT conducts surveys of students, graduates, and employers (individually and in cooperation with partners. The lecturers' contact with the auditor has also improved, increasing from 4.47 points to 4.49 points during the year. In the framework of the survey, students have the opportunity to answer open-ended questions by making specific comments and suggestions. Graduate surveys are also conducted every two years. Graduates of the Master's programme "Business Management" in the 2017 survey accounted for the majority of graduate students (37%). A survey of employers showed: interest, discipline, and accuracy, were good and excellent (only 5% were sufficient). Students' knowledge and skills were evaluated in a five-point system. Professional ethics - 4.92. The efficiency of work planning and organization was evaluated with 4.82, professional opinion argumentation and communication - 4.80, problem-solving, and the use of computer programmes at work - 4.77. Knowledge of business processes taking place in the economic environment was evaluated with an average score of 4.53. As we can see all ratings are very high - above 4.5. A direct example of improvement is the development of the course and its materials based on progressive work qualification standards.

The programme includes internship in industry. Both Latvian and foreign students are supported by the TU to find the internship place.

Mobility increased during the reporting period. Students using it not only for the study, but for the

internship as well. Erasmus+ mobility was taken by 9 students in 2019 and 61 choose Erasmus+ internship placement. There is also incoming mobility of students from different EU countries - France, Italy, Czech Republic, also Turkey.

### **Conclusions by specifying the strengths and weaknesses**

The evaluation methods are established and communicated with the students, learning outcomes defined. Different standards are used for the course descriptions, data is missing. Necessary to check the level of language knowledge of the staff. Students are satisfied with their achievements. Despite the fact that the level of enrollment is very high and that the programme is popular among foreign students, some activities have to be taken in order to decrease the drop out of students. Prescribed unified Word form for the study course descriptions would be recommended.

Strengths:

- A high number of students, although Latvian students are in a decrease, the foreign student numbers grow quickly.

Weaknesses:

- High drop out – 30% among foreign students.
- Unclear distinction between knowledge, skills, and competencies in some course descriptions.
- Too weak taxonomy descriptors of the planned and gained knowledge for the master's level at some study course descriptions (e.g. to understand, to be aware, to characterize ...).
- Non-uniform elements of course descriptions (e.g. somewhere Forms of assessment vs. Forms of control; Assessment criteria vs. Evaluation criteria; etc.)

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

Based on the information provided in the TU self-evaluation report (page 41), TU uses only private funds for study provision. The financial calculations of the study programme included in the description of the programme show that TU will be able to successfully implement the study programmes if the planned number of applicants is admitted. The positive financial results of the last years allowed one to allocate additional funds for the implementation and development of the study programme, as well as for the use of study materials and scientific infrastructure.

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (pp. 186-187) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages. The auditoriums are equipped with high-quality visual equipment. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of TU infrastructure quality.

35 educators are involved in the study programme.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. BATIS system is used by the academic staff and students, e-studies students use also the Moodle system.

Students of the study programme have access to Business Incubator facilities and resources,

computer rooms with „Microsoft Office“ and the SPSS programme and "Microsoft Office" programmes are also available in the library reading room.

### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.

Weaknesses:

- not identified.

## **4. Teaching Staff**

### **Analysis**

The number of teaching staff is increasing every year, attracting specialists from the industry to join the study process.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments.

The study programme is delivered by 35 teaching staff, including 3 professors, 4 associate professors, 4 assistant professors, 9 lecturers, as well as 15 guest teaching staff.

The qualification of the teaching staff corresponds to the requirements of the programme implementation and promotes the achievement of study results. Seven members of the academic staff don't show publication records in Annex 6 of the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation, but all of them have professional experience.

Both the teaching staff and guest teaching staff are actively involved in the organization of study processes, which could be ascertained during the experts' meeting. The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Despite the fact that some members of the academic staff involved in the delivery of the programme are involved in scientific research at the international and national levels, and their research mostly relates to the goal and objectives of the programme, more effort is needed in this area. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes. International activities need to be improved to ensure greater international influence for staff and students.

### **Conclusions by specifying the strengths and weaknesses**

The academic staff is funded for improving the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence for staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

## 5. Assessment of the Compliance of the Study Programme "Business Administration "

### Requirements

1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents".

2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.

**Assessment of compliance:** Fully compliant

**Justification:** Annex 9 of the Study program - cooperation agreement with Riga Technical University; RISEBA University of Applied Science; Latvia University of Life Sciences and Technologies; BA School of Business and Finance; University of Latvia; Kaunas Faculty of Humanities, Vilnius University- multi-faceted cooperation in a science field - BA School of Business and Finance

3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.

**Assessment of compliance:** Fully compliant

**Justification:** In the study contracts of the Turiba University, the section of the liabilities of the school includes clause (6.1.9) to compensate the student for the loss of tuition fee, i.e. to reimburse the tuition fee paid but not used according to the study plan if the study program is not accredited or the license is revoked and the student does not wish to continue studies in another study program at Turiba University (Annex 15 - Description of the Study Programme - Other mandatory attachments).

- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** Lecturers involved in the implementation of the study programme are proficient in the official language.
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Fully compliant  
**Justification:** Annex 13.1 in the Description of the Study Programme - Other mandatory attachments provides Testimonial on educators' English language proficiency. The level of proficiency in English is also indicated in each educator's CV in Europass format. The oral proficiency in English language of lecturers has to be further improved.
- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.  
**Assessment of compliance:** Not relevant  
**Justification:** Not relevant.
- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.  
**Assessment of compliance:** Not relevant  
**Justification:** Not relevant
- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.  
**Assessment of compliance:** Fully compliant  
**Justification:** Sample Contract on the acquisition of education is included and it complies with the mandatory provision (Annex 14 - Description of the Study Programme - Other mandatory attachments).
- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.  
**Assessment of compliance:** Fully compliant  
**Justification:** Descriptions of the study courses are prepared in English and Latvian (Annex 7 -III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof), however, they need further improvement (as experts mentioned in the analysis).
- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.  
**Assessment of compliance:** Fully compliant  
**Justification:** In Annex 4 of the III. Description of the Study Programme - 1. Indicators Describing the Study Programme is added the Compliance of the Study Program with the Professional Standards of Head of an organisation (available (information in Latvian) <https://visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-114.pdf> )

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.  
**Assessment of compliance:** Not relevant  
**Justification:** Not relevant.
- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.  
**Assessment of compliance:** Fully compliant  
**Justification:** The program complies with the state standards for second-level professional higher education as defined in the Cabinet of Ministers Regulation No. 512 dated 26 August 2014 "Regulations on State Standards for the Second Level Professional Higher Education". Accessible at: <https://likumi.lv/doc.php?id=268761> (Annex 3 - III. Description of the Study Programme - 1. Indicators Describing the Study Programme).
- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).  
**Assessment of compliance:** Not relevant  
**Justification:** Not relevant
- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.  
**Assessment of compliance:** Fully compliant  
**Justification:** Seven members of the academic staff don't show publication records in Annex 6 of the II. Description of the Study Direction - 4. Scientific Research and Artistic Creation. However all of them have professional experience.
- 15 P5 - Overall rating  
**Assessment of compliance:** Fully compliant  
**Justification:** The overall rating is fully compliant, however, course descriptions need further improvement (as experts mentioned in the analysis).

## Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.  
**Assessment of compliance:** Fully compliant  
**Justification:** The existing material-technical base allows to fully provide for the study courses included in the study program, based on information provided in the criteria 3.1 to 3.3 in section 3 in the II. Part.
- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.  
**Assessment of compliance:** Fully compliant

**Justification:** The qualification of the teaching staff involved in the implementation of the study programme complies with the study programme implementation conditions and the requirements of regulatory enactments (4.2 - III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff))

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Fully compliant

**Justification:** The study program "Business administration" has been developed in accordance with the requirements of the labour market and includes courses necessary for the development and improvement of professional skills. The study courses included in the program are updated to include current issues in the field, supplemented with new theoretical concepts, as well as current issues in business administration, as well as taking into account changes in the regulatory framework.

### Conclusions by specifying the strengths and weaknesses

The name of the professional master's study programme " Business Administration " goes in line with the admission and legislative requirements and ends with the award of a professional master's degree in business administration and a fifth level professional qualification and the award of the professional qualification of Head of an organisation.

The number of students willing to study is variable, and even though it declined between 2016 and 2017, it has shown an upward trend in the subsequent periods. The dropout rate for foreign students is higher than that of Latvian students.

The evaluation methods are established and communicated with the students, learning outcomes defined. Different standards are used for the course descriptions, data is missing. Necessary to check the level of English language knowledge of the staff. Students are satisfied with their achievements.

Despite the fact that the level of enrollment is very high and that the program is popular among foreign students, some activities have to be taken in order to decrease the drop put of students. Prescribed unified Word form for the study course descriptions would be recommended.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.
- Study resources and provision comply with the requirements for the implementation of the Bachelor study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- A high number of students, although Latvian students are in a decrease, the foreign student numbers grow quickly.
- The degree to be acquired, the study program aims, objectives, and admission requirements are

interrelated.

- The variety of the type and the form of the study programme (Full-time studies, Part-time studies, Part-time extramural studies, Part-time distance learning);
- Two languages of the implementation of the study programme.

Weaknesses:

- High dropout – 30% among foreign students.
- Unclear distinction between knowledge, skills, and competencies in some course descriptions.
- Too weak taxonomy descriptors of the planned and gained knowledge for the master's level at some study course descriptions (e.g. to understand, to be aware, to characterize ...).
- Non-uniform elements of course descriptions (e.g. somewhere Forms of assessment vs. Forms of control; Assessment criteria vs. Evaluation criteria; etc.)
- Master students are not using mobility opportunities.

## Evaluation of the study programme "Business Administration "

Evaluation of the study programme:

Good

## 6. Recommendations for the Study Programme "Business Administration "

### Short-term recommendations

Appropriate taxonomy descriptors of the planned and gained knowledge for the master's level have to be used.

A prescribed unified Word form for the study course descriptions has to be prepared.

Develop activities to decrease the students' dropout rate.

### Long-term recommendations

Work on the English proficiency of lecturers.

## II. "Business Management" ASSESSMENT

### II. "Business Management" ASSESSMENT

#### 1. Indicators Describing the Study Programme

##### Analysis

The academic doctoral study program "Business Management" goes in line with the admission and legislative requirements. The degree to be awarded has been changed from "Doctor of Science in Management (Dr.oec.)" to Doctor of Science (Ph.D.) in Economics and Business- in accordance with external regulations, i.e. 23.01.2018. Cabinet of Ministers Regulations on Branches and sub-branches of science in Latvia and December 27, 2005 Cabinet Regulation No.1001.

The topicality of courses of the Doctoral study programme "Business Management" (Education classification code 51345) is aligned with the overall topicality of the field of study. The programme is offered in full-time (3 years) in Latvian and English.

The title of the academic doctoral study program "Business management" corresponds to the content of the program, which is basically designed as an in-depth study and result-oriented

research in economics and business and its sub-branch business administration. The learning outcomes to be achieved were specified. The learning outcomes envisaged in the program are in line with the goals set and will enable to educate highly qualified specialists in economics and business.

The theoretical courses of the programme are interconnected. Their successful completion and transfer of the acquired knowledge, skills, and competences to research work, contribute to the programme's goal - to ensure high quality studies and active research of doctoral students in order to educate highly qualified specialists in economics and business and to promote the development of this science in Latvia.

Admission requirements for the study programme is a master's degree or equivalent higher education and report. The English language examination for applicants who plan to study in English is organized by taking a test. For applicants of the programme there is a prerequisite that the topics of their PhD thesis have to pertain to economics or business topics. Enrolment is based on the submission of documents that meet the requirements of the Turiba enrolment regulations, as well as interviews with the applicant and a positive evaluation of the students' report.

Programme provides the opportunity for foreign students to study it in English, with a tuition fee set at EUR 2570 per year for doctoral students. According to the information submitted by TU in the Self Evaluation Report, the total number of students and the interest in doctoral studies has increased every year during the reporting period, and the number of foreign students is greatly increasing as well. However, each year the only 10-14% of Latvian students graduates and receives a Ph.D. and from 2015 no one foreign student is graduated. The main reasons for ex matriculation are personal reasons, termination of academic leave period, failure to fulfil financial obligations, non-conclusion of the next payment schedules.

Foreign students can apply for studies via the TU web site (<https://www.turiba.lv/en/admission/admission>), which provides all necessary information about admission procedure, thereby significantly facilitating communication with TU. The TU website also provides all the information on the minimum proficiency criterias for English language. Coordinators of the International Office individually answer specific questions of the applicants. The enrolment conditions for students are clearly emphasised, providing the detailed information if students are actually able to study in English. During the site visit experts were informed that International Office adjusts its approach and does a lot of efforts to attract foreign students, select the appropriate candidates and integrate them into TU.

### **Conclusions by specifying the strengths and weaknesses**

The title of the study programme, the degree to be obtained, the aims, the tasks, the study results, and the admission requirements are mutually compatible.

When evaluating the total number of students, a gradual increase in the number of students is observed. There is some dropout in the program, but the dropout rate for foreign students is higher than that for domestic students.

Strengths:

- Two languages of the implementation of the study programme.
- The increase of a total number of students (including) foreigners.
- A personal approach towards each student.

Weaknesses:

- Drop out of students.
- A low number of graduates.

## 2. The Content of Studies and Implementation Thereof

### Analysis

When a student chooses a dissertation theme, he has to justify the topicality of the theme and the issues that allow identifying the novelty of the potential research. The doctoral thesis itself contains an empirical study of the actual situation in the economy and business. Study courses are related to the aim of the programme to obtain the knowledge, skills, and competencies necessary for the development of a doctoral thesis.

Dissertations are addressing and solving problem situations in different sectors of the national economy, as well as interdisciplinary research, e.g. in tourism, retail, QMS, government debt securities, social enterprises, innovation management, etc. The results of these research activities make an important contribution to the enrichment of science and an important contribution to the improvement of business administration processes and the development of good practices. Scientific research is being validated during the doctoral study process by presenting the achievements at the meetings of the Doctoral Council, presentations at international scientific and practical conferences, publishing of articles in journals and conference proceedings.

The study courses focus on the development of various professional abilities, which are facilitated by the use of methods such as lectures, demonstrations, pair work, discussions, assignments, self-assessment questions and independent study projects, and the use of one's initiative. In accordance with the basic principles of student-centered education, the requirements, the results i.e. the final grade, percentage distribution (weightage) for the study courses are clearly defined.

Lecturers at this programme seem very research prone, they presented the projects that they conduct and it brings many opportunities for students to engage in the research activities. The programme is quite attractive, students expressed great satisfaction with its design, but the number of graduates remains low, and the dropout should be decreased. Maybe some sort of tutoring, appointing one lecturer to assist students and guide them through the process would be beneficial. Students have many opportunities for the mobility experience, the lecturers also.

Within the framework of the survey, students of the doctoral study programme (29% of doctoral students participated in the survey) provided positive evaluations of the studies for which "University Pedagogy and Management" and "Research Methodology in Management" with a maximum of 5 points evaluating the knowledge acquired in the course. Students also indicated that they want an even greater reflection of the latest achievements and problems in the study course (assessment 4 points out of 5 possible), which is also taken into account when implementing the programme in the future. Graduate surveys are conducted every two years.

1-2 programme students of the programme use the Erasmus+ mobility to broaden their research practice and further their knowledge of economics and business in various countries, gaining international experience.

### Conclusions by specifying the strengths and weaknesses

The dissertation proposal approval procedures are appropriate. Dissertation themes are up-to-date and relevant to topical business administration issues and problems. The assessment criteria and methods, as well as the criteria for awarding marks, are made public in advance.

Strengths:

- Lecturers are active doing research, this allows students to be acquainted with the latest developments in the field of science.
- A decent interest among candidates, especially foreign.
- A lot of opportunities for student and lecturer's mobility, due to the extended network of partner

institutions.

Weaknesses:

- Low number of graduates, high level of dropout.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

A more detailed description of resources is included in the analysis section of the study direction (3. Resources and Provision of the Study Field).

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (p. 163) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages. The auditoriums are equipped with high-quality visual equipment. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of Turiba infrastructure quality.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical and useful for everyone. Academic staff and students use the BATIS system, e-studies students use also the Moodle system.

Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office” and the SPSS programme and "Microsoft Office” programmes are also available in the library reading room.

#### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.

Weaknesses:

- not identified.

### **4. Teaching Staff**

#### **Analysis**

The study programme is delivered by 19 teaching staff, including 4 professors, 4 associate professors, 3 assistant professors, as well as 8 guest teaching staff: 4 guest professors and 4 guest

assist. professors.

The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments- according to the CV's attached to the self-evaluation report members of the teaching staff fulfill at least on the following criteria - publications published in reviewed editions within the last six years or five-year practical work experience. The teaching staff has the necessary qualifications and knowledge for implementation of the study program as confirmed both by graduates and students during the on-site visit. The academic staff is funded for improving the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Both teaching staff and guest teaching staff are actively involved in the organization of study processes, which could be ascertained during the experts' meeting.

The teaching staff involved in the study programme participates in scientific research in the fields of business management, the results are integrated into the study process and include in the literature in study course descriptions for students to use them for their independent work. Two members of the academic staff don't show publication records in documents and 2 have quite old publications (Annex 6 in II. Description of the Study Direction - 4. Scientific Research and Artistic Creation). Practically all lecturers participate in various conferences, as well as TU organizes its own annual scientific conference. Despite good progress can recommend to make more efforts to increase the number of scientific publications by focusing on publications in high-citation journals.

Unfortunately, not all teaching staff is involved in scientific projects - both local and international and includes their students in the research, that could foster the students' interest and understanding of scientific research. There is a lack of scientific cooperation with foreign universities. It could be recommended to increase the number of international activities for teaching staff, collaborating with the other universities staff in participating in research projects, writing the common scientific publications, having lectures abroad and inviting more foreign lectures to have common scientific activities in Latvia as well.

### **Conclusions by specifying the strengths and weaknesses**

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence for staff and students.

Strengths:

1. Motivated, highly professionally qualified teaching staff.

Weaknesses:

1. Very high workload for full-time employees with lower titles.
2. Low number of international activities.
3. The description, terms and criterias of qualification improvement for teaching staff is not provided.

## **5. Assessment of the Compliance of the Study Programme "Business Management"**

### **Requirements**

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.  
**Assessment of compliance:** Partially compliant  
**Justification:** Complies with the Cabinet of Ministers Regulations No 202 "Procedures by which state recognised education documents certifying higher education are issued". But minor things should be precised in the diploma according to the 5 annex, i.e.  
 ieguv<-is/-usi>  
 zinātnisko doktora grādu  
 zinātnes doktors(-e) (Ph.D.)  
 <zinātnes nozares nosaukums (lokatīvā)>
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Anex 9 of the study program - cooperation agreements with Transport and Telecommunication Institute, BA School of Business and Finance, RISEBA University of Applied Sciences, ISMA University of Applied Sciences, Baltic International Academy BSA
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.  
**Assessment of compliance:** Fully compliant  
**Justification:** In Annex 15 of the Description of the Study Programme - Other mandatory attachments, it's written that TU will provide to compensate the Student for the loss of tuition fee, i.e. to reimburse the tuition fee paid but not used according to the study plan if the study program is not accredited or the license is revoked and the student does not wish to continue studies in another study program at Turiba University.
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** Teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations.
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Fully compliant  
**Justification:** A testimonial on educators' English language proficiency is provided in Annex 13.1 of Description of the Study Programme - Other mandatory attachments.
- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.  
**Assessment of compliance:** Fully compliant  
**Justification:** 19 staff members have a doctoral degree, 10 of whom are experts approved by the Latvian Council of Science.
- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** 19 persons with doctoral degrees are involved, 8 professors and associate professors, 10 of whom are experts approved by the Latvian Council of Science, of whom 8 in Economics and Business Science (annex 11 in the Description of the Study Programme - Other mandatory attachments).

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.70 of the Cabinet of Ministers, "Terms and conditions to be included in the study agreement".

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** The descriptions of the study courses and the study materials have been prepared in Latvian and English languages for all implementation durations, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education. (Annex 7 of the Description of the Study Programme - 1. Indicators Describing the Study Programme).

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Opinion of Higher Education Council Nr. 1/10/89 (Annex 13 of the Description of the Study Programme - Other mandatory attachments).

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Not relevant

**Justification:**

- 13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Partially compliant

**Justification:** Two members of the academic staff don't show publication records in documents (Annex 6 in II. Description of the Study Direction - 4. Scientific Research and Artistic Creation).

15 P5 - Overall rating

**Assessment of compliance:** Partially compliant

**Justification:** Only one requirement is partially compliant, all the others are fully compliant. Discovered from document review and interviews during the visit.

## Requirements (R6-R8)

- 1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** The existing material technical base allows to fully provide for the study courses included in the study program, based on information provided in the criteria 3.1 to 3.3 in section 3 in the II. Part.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** The qualification of the teaching staff involved in the implementation of the study program complies with the study program implementation conditions and the requirements of regulatory enactments. Academic staff (doctors of science - professors, associate professors) who are permanently elected Turība staff, as well as guest lecturers from other Latvian universities participate in the implementation of the study process.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Fully compliant

**Justification:** The study program ensures high-quality studies and active research of doctoral students in order to educate highly qualified specialists in economics and business.

## Conclusions by specifying the strengths and weaknesses

When evaluating the total number of students, a gradual increase in the number of students is observed. There is some dropout in the program, but the dropout rate for foreign students is higher than that for domestic students.

The dissertation proposal approval procedures are appropriate. Dissertation themes are up-to-date and relevant to topical business administration issues and problems. The assessment criteria and methods, as well as the criteria for awarding grades, are made public in advance.

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes. However, TU is not involved in any scientific project at the moment. Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes. International activities need to be improved to ensure greater international influence for staff and students.

Strengths:

- Motivated, highly professionally qualified teaching staff.

- Study resources and provision comply with the requirements for the implementation of the study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- Lecturers are active doing research, this allows students to be acquainted with the latest developments in the field of science.
- A decent interest among candidates, especially foreign.
- A lot of opportunities for student and lecturer's mobility, due to the extended network of partner institutions.
- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.
- Two languages of the implementation of the study programme.
- Total Number of students (including) foreigner is increasing;

Weaknesses:

- Low number of graduates, high level of drop out.
- Low number of international activities.
- Lack of participation in international and local scientific projects.

**Evaluation of the study programme "Business Management"**

Evaluation of the study programme:

Good

**6. Recommendations for the Study Programme "Business Management"**

**Short-term recommendations**

Improve the promotion of the study programme.

To ensure compliance of the diploma with Cabinet of Ministers Regulations No 202 "Procedures by which state recognised education documents certifying higher education are issued"

**Long-term recommendations**

Increase the international activities, apply for H2020 research projects, develop the network of international peers coming to TU as guest lecturers.

Management should think of ways to motivate lecturers to write project proposals for EU project calls of the highest rank (e.g. as H2020 at the moment).

To maintain existing and obtain new possibilities in various international organizations (networks, EU projects, Erasmus +).

To maintain research and publication in internationally quoted publications process.

**II. " Management Science" ASSESSMENT**

## II. " Management Science" ASSESSMENT

### 1. Indicators Describing the Study Programme

#### Analysis

The academic doctoral study program "Management Science" is implemented in cooperation with Daugavpils University and goes in line with the admission and legislative requirements. The degree to be awarded has been changed from "Doctor of Science in Management (Dr.oec.)" to Doctor of Science (Ph.D.) in Economics and Business- in accordance with external regulations, i.e. 23.01.2018. Cabinet of Ministers Regulations on Branches and sub-branches of science in Latvia and December 27, 2005 Cabinet Regulation No.1001.

The topicality of courses of the Doctoral study programme "Management Science " (Education classification code 51345) is aligned with the overall topicality of the field of study. The programme is offered in full-time (3 years) in Latvian and English.

The title of the academic doctoral study program " Management Science" corresponds to the content of the program, which is basically designed as an in-depth study and result-oriented research in management. The learning outcomes to be achieved were specified. The learning outcomes envisaged in the program are in line with the goals set and will enable to educate highly qualified specialists in management.

The theoretical courses of the programme are interconnected. Their successful completion and transfer of the acquired knowledge, skills, and competences to research work, contribute to the programme's goal - To provide high-level studies and active research work of doctoral students, to enable doctoral students to acquire in-depth competences necessary for independent research work and its completion with original and empirically proven results in the field of economics and business, testifying the use of international experience in research work and in its organization and management; - To provide science-based studies, after which students would be able to fully implement sustainable management of state, municipal institutions and various types of enterprises both locally and internationally and to promote the development of this science in Latvia.

Admission requirements for the study programme is a master's degree or equivalent higher education and report. The English language examination for applicants who plan to study in English is organized by taking a test. For applicants of the programme there is a prerequisite that the topics of their PhD thesis have to pertain to management topics. Enrolment is based on the submission of documents that meet the requirements of the TU enrolment regulations, as well as interviews with the applicant and a positive evaluation of the students' report.

The joint study program was licensed and started in 2014 and there are no graduates as yet. Programme provides the opportunity for foreign students to study it in English, with a tuition fee set at EUR 2570 per year for doctoral students. According to the information submitted by TU in the Self Evaluation Report, the total number of students and the interest in doctoral studies is stable but not high during the reporting period: 1 to 2 students per year. However, in period from 2017 to 2019 the only 1 latvian and 1 foreign student were admitted. The main reasons for ex matriculation are personal reasons, termination of academic leave period, failure to fulfil financial obligations, non-conclusion of the next payment schedules. Foreign students can apply for studies via the TU web site (<https://www.turiba.lv/en/admission/admission>), which provides all necessary information about admission procedure, thereby significantly facilitating communication with TU. The TU website also provides all the information on the minimum proficiency criterias for English language. Coordinators of the International Office individually answer specific questions of the applicants. The enrolment conditions for students are clearly emphasised, providing the detailed information if students are actually able to study in English. During the site visit experts were informed that International Office adjusts its approach and do a lot of efforts to attract foreign students, select the appropriate candidates and integrate them in TU.

The title of the joint academic doctoral study program “Management Science” corresponds to the content of the program, which is basically designed as an in-depth study of economics and business science and its sub-sectors: business administration, education management, community management (other sub-branches of economics and business) and result-oriented research in this direction. It should be noted that the programme, which is being implemented in cooperation between two higher education institutions TU and Daugavpils University (DU), plays an important role in strengthening cooperation in higher education and research. The programs and responsibility with the partner university are well defined. The proportional distribution between the study courses included in the study program is as follows: 43.75% of the study program is implemented by educators of Daugavpils University; 25% of the study program is implemented by educators of Turība University; 31.25% of the study program is implemented jointly.

### **Conclusions by specifying the strengths and weaknesses**

The title of the study programme, the degree to be obtained, the aims, the tasks, the study results, and the admission requirements are mutually compatible. It should be noted that the programme implemented in cooperation between two higher education institutions TU and Daugavpils University (DU) plays an important role in strengthening cooperation in higher education and research. The programme was started in 2014 and there are no graduates as yet. The program also has a low number of students and a number of student dropouts.

Strengths:

- A personal approach towards each student.
- Two languages of the implementation of the study programme.
- Well defined programs and responsibility with the partner university.

Weaknesses:

- Drop out of students.
- A low number of students.

## **2. The Content of Studies and Implementation Thereof**

### **Analysis**

The joint academic doctoral study programme provides high-level studies and active research work of doctoral students. The aim of each study course is to contribute appropriately to the achievement of the overall aim of the academic doctoral programme. Study courses are related to the aim of the programme to obtain the knowledge, skills, and competencies necessary for the development of a doctoral thesis. Only one doctoral thesis was defended until the end of 2020 and it complies with the study programme with the state education standards. Focus is being placed on the development of professional abilities, which are facilitated by the use of methods such as lectures, demonstrations, pair work, discussions, assignments, self-assessment questions and independent study projects, and

the use of one's initiative. Lecturers choose the most appropriate teaching method that best contributes to the achievement of the learning outcomes of the study course and the whole study programme. Educators follow the implementation of student-centered teaching and learning in their work process, taking into account and respecting the diversity of students and their needs. Study courses are taught by DU and TU educators, and the study course can be divided between the educators. 25% of the study programme is implemented by educators of TU; and 31.25% of the study programme is implemented jointly. The study programme is acquired through lectures, seminars, doctoral seminars, colloquiums, conferences, projects, and consultations with the

educators and scientific supervisors involved in the implementation of the programme, as well as independent studies.

Students of the doctoral study programme (29% of doctoral students participated in the survey) within the survey have given positive evaluations of studies for which “University Pedagogy and Management” and “Research Methodology in Management” with a maximum of 5 points assessing the availability of study materials and literature, as well as a description of studies. The section “Skills Acquired in the Study Course” provides a maximum assessment of the study course “University Pedagogy and Management” - 5 points, while the study course “Research Methodology in Management” provides an assessment of 4 out of 5 points, which is also taken into account in the future.

In the last year no student attended the Erasmus+ mobility, in the two previous years, one student took the opportunity.

### **Conclusions by specifying the strengths and weaknesses**

The programme is important for the development of the country and the region, and for increasing the scientific potential. The study programme is jointly managed by TU and Daugavpils university. Comparing study course descriptions of both institutions it is clear that the courses offered from TU have fewer contact hours and more individual work. The proportion of contact hours should be balanced between both institutions.

Strengths:

- Interesting study programme, beneficial for the regional and national economy.
- Individualized study plans.

Weaknesses:

- The number of contact hours within study courses is much lower than at the Daugavpils courses.

### **3. Resources and Provision of the Study Programme**

#### **Analysis**

Based on the information provided in the TU self-evaluation report (page 41), TU uses only private funds for study provision. The financial calculations of the study programme included in the description of the programme show that TU will be able to successfully implement the study programmes if the planned number of applicants is admitted. The positive financial results of the last years allowed one to allocate additional funds for the implementation and development of the study programme, as well as for the use of study materials and scientific infrastructure.

Study infrastructure is appropriate and available for every native and foreign student, staff member, guest-lecturer, administrative block. TU self-evaluation report (p. 251) indicates that the existing material and technical base allows to fully ensure the necessary conditions for the implementation of the study programme. Lectures take place in spacious conference halls, auditoriums, computer classrooms, students and academic staff have access to a modern library with a spacious reading room and access to many electronic databases and e-books. The library stock for this study programme is sufficient. During the visit to the library, it was found that the number of books, magazines, and other resources is sufficient both in Latvian and English languages. The auditoriums are equipped with high-quality visual equipment. Inspections of material and technical infrastructure carried out during the visit gave a very positive impression of TU infrastructure quality.

19 educators are involved in the study programme.

All involved groups - native and foreign students, academic staff marked only positive about the information system BATIS, which is understandable, practical, and useful for everyone. BATIS system

use 100% of academic staff and students, e-studies students use also Moodle system. Students of the study programme have access to Business Incubator facilities and resources, computer rooms with „Microsoft Office“ and the SPSS programme and "Microsoft Office" programmes are also available in the library reading room.

### **Conclusions by specifying the strengths and weaknesses**

The programme has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Strengths:

- Study resources and provision comply with the requirements for the implementation of the Doctoral study programme, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- The program is important for the development of the country and the region, and for increasing the scientific potential, especially because the programme is implemented in cooperation between two higher education institutions TU and Daugavpils University, witch also plays an important role in strengthening cooperation in higher education and research.

Weaknesses: none

## **4. Teaching Staff**

### **Analysis**

The number of doctors or science and educators involved in the implementation of the program has been stable during the reporting period with the exception of considerable changes only during two study years due to termination or commencement of employment and involvement of visiting professors.

The qualification of the teaching staff involved in the implementation of the study program complies with the conditions of the study program implementation and the requirements of regulatory enactments.

The study program is provided by 15 lecturers, including 3 professors, 3 associate professors, 3 assistant professors, as well as 6 visiting lecturers: 3 visiting professors, 3 visiting lecturers.

The qualification of the lecturers corresponds to the conditions of the program implementation. The qualification of the teaching staff involved in the implementation of the study programme complies with the requirements of the study programme and the requirements of regulatory enactments. - according to the CV's attached to the self-evaluation report members of the teaching staff fulfil at least on the following criteria - publications published in reviewed editions within the last six years or five-year practical work experience. The teaching staff has the necessary qualifications and knowledge for implementation of the study program as confirmed both by graduates and students during the on-site visit.

The teaching staff involved in the study programme participates in scientific research in the fields of management, the results are integrated into the study process and include in the literature in study course descriptions for students to use them for their independent work. Information on the number of scientific publications of the academic staff involved in the implementation of the doctoral study

program in the reference period is attached as appendices of the report on the study direction (Appendix 5: Examples of scientific research activity, Appendix 6: publications of academic staff, CV) and meet the requirements for a doctoral program. In order to achieve better results, it would be desirable to be more involved in scientific projects, where the results could be used in the organization of study processes, as well as increase scientific capacity. Lecturers actively participate in conferences, but only 4 lecturers have articles indexed in the WoS or Scopus database. One of these lecturers has a monograph while teaching the Part C course. Practically all lecturers participate in various conferences, as well as TU organizes its own annual scientific conference. Despite good progress can recommend to make more efforts to increase the number of scientific publications by focusing on publications in high-citation journals.

Unfortunately, not all teaching staff is involved in scientific projects - both local and international and includes their students in the research, that could foster the students' interest and understanding of scientific research. There is a lack of scientific cooperation with foreign universities.

It could be recommended to increase the number of international activities for teaching staff, collaborating with the other universities staff in participating in research projects, writing the common scientific publications, having lectures abroad and inviting more foreign lectures to have common scientific activities in Latvia as well.

The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Both lecturers and guest lecturers are actively involved in the organization of study processes, which could be ascertained during the expert meeting.

### **Conclusions by specifying the strengths and weaknesses**

The academic staff is funded for improving of the qualification and quality of work. TU established an incentive system of remuneration, the lecturers are granted funding for participation in local and international scientific conferences. Different courses provided or paid by TU are available to the teaching staff to increase their knowledge - both professionally and pedagogically. However, the formal description of criterias for qualification improvement for teaching staff are not created.

Increased cooperation and knowledge exchange could be useful in delivering the programme and achievement of learning outcomes.

International activities need to be improved to ensure greater international influence on staff and students.

The academic staff is not fully involved in scientific research. Some lecturers are more involved than others. Mutual collaboration is very good.

Strengths:

- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- Very high workload for full-time employees with lower titles.
- Lack of the number of implemented scientific projects.
- Low number of international activities.
- The description, terms and criterias of qualification improvement for teaching staff is not provided.

## 5. Assessment of the Compliance of the Study Programme " Management Science"

### Requirements

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Complies with the regulations No.202 of the Cabinet of Ministers, "The process of issuing state-recognised higher education documents". The diploma sample is provided in "Description of the Study Programme "Management Science"" - Annex No. 8. However, here are also some minor deficiencies: English translation of sample diploma is deficient, e.g. "Fiel of Sciene" instead of "Field of Science" and some parts are in Latvian language, e.g. Promocijas padomes priekšsēdētājs.
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.  
**Assessment of compliance:** Fully compliant  
**Justification:** Agreements on the transfer of students in case of closing the program and cooperation in science are provided in Description of the Study Programme - Other mandatory attachments, Annex No. 9:
  - 1) RISEBA University of Applied Sciences - cooperation for doctoral thesis review and defence of RISEBA Promotion Council;
  - 2) University of Daugavpils - joint doctoral program realization;
  - 3) University of Latvia - in order to ensure the students of the program to continue their education in a similar program.
  - 4) Riga Technical University - in order to ensure the students of the program to continue their education in a similar program.
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.  
**Assessment of compliance:** Fully compliant  
**Justification:** The document is provided for compensation for losses if the study programme is not accredited or the license is revoked in Description of the Study Programme - Other mandatory attachments, Annex No. 15.
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.  
**Assessment of compliance:** Fully compliant  
**Justification:** Lecturers involved in the implementation of the study program are proficient in the official language.
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.  
**Assessment of compliance:** Fully compliant  
**Justification:** Testimonial on educators English language proficiency of at least at B2 level is provided in Description of the Study Programme - Other mandatory attachments, Annex No. 13.1. However in the interviews, it has been noticed that some of the lecturers lack the fluency of speaking in English language, so additional training efforts of improving the level might be considered.

- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.

**Assessment of compliance:** Fully compliant

**Justification:** A testimonial is provided in the Description of the Study Programme - Other mandatory attachments, Annex No 12, which demonstrates that the study program teaching staff consists of not less than five doctors of science, 6 of whom are experts, approved by the Latvian Council of Science in the Economics and Business Science in the fields that correspond to the courses taught in the programme and the results of scientific activity are integrated in the study process.

- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** A document is provided in the Description of the Study Programme - Other mandatory attachments, Annex No. 11, confirming that the academic staff of the academic study programme complies with the provisions set out in Section 55, Paragraph one, Clause three of the Law on Institutions of Higher Education.

- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the regulations No.70 of the Cabinet of Ministers, " Terms and conditions to be included in the study agreement". A sample of study agreement called Contract on the acquisition of education is provided in the Description of the Study Programme - Other mandatory attachments, Annex No. 14.1.

- 9 9. The descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Study course descriptions and study materials have been prepared in the language in which the study program is implemented (Latvian and English) and they comply with requirements (Annex No. 7).

- 10 10. The study programme complies with the valid professional standard or the requirements for the professional qualification (if there is no professional standard required for the relevant occupation) provided that the completion of the study programme leads to a professional qualification.

**Assessment of compliance:** Not relevant

**Justification:** Not applicable.

- 11 11. Academic study programmes provided for less than 250 full-time students may be implemented and less than five professors and associated professors of the higher education institution may be involved in the implementation of the mandatory and limited elective part of these study programmes provided that the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** In Annex No. 13 of the Description of the Study Programme - Other mandatory attachments, a document is provided in Latvian, with the opinion of the Council for Higher Education that the program is in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education, as the study program has less than 250 full-time students.

- 12 12. The study programme complies with the State Academic Education Standard or the Professional Higher Education Standard.

**Assessment of compliance:** Not relevant

**Justification:**

13 13. The joint study programmes comply with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

**Assessment of compliance:** Fully compliant

**Justification:** Compliance of the joint study program with the requirements of the Law on Higher Education Institutions is documented in the Description of the Study Programme - 1. Indicators Describing the Study Programme, Annex No. 2.

14 14. Each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions (if they have worked for a shorter period of time, the number of publications shall be in proportion to the work period), or artistic creation achievements (for instance, exhibitions, films, theatre performances, and concert activity), or a five-year practical work experience (except for the experience in the implementation of the study programme) in accordance with the Law on Institutions of Higher Education.

**Assessment of compliance:** Fully compliant

**Justification:** Complies with the criterium:

Dr. psych., prof. I. Kokina – 20 scientific publications in journals, that are indexed in internationally cited databases (incl. 10 in Web of Science, SCOPUS and ERIH+).

Dr. psych., prof. J. Davidova – 47 scientific publications in journals, that are indexed in internationally cited databases (incl. 12 in Web of Science, SCOPUS and ERIH+).

Dr.paed., prof. I.Lūka – 19 scientific publications in journals, that are indexed in internationally cited databases (incl. 7 in Web of Science, SCOPUS and ERIH+).

Dr. oec., asoc. prof., I. Linina – 12 scientific publications in journals, that are indexed in internationally cited databases (incl. 10 in Web of Science, SCOPUS and ERIH+).

Dr.oec., A. Ābeltiņa – 14 scientific publications in journals, that are indexed in internationally cited databases (incl. 7 in Web of Science, SCOPUS and ERIH+).

Ph.D., Dz. Dr.oec., A. Ābeltiņa – 7 scientific publications in journals, that are indexed in internationally cited databases (incl. 2 in Web of Science, SCOPUS and ERIH+).

Dr.iur., prof J. Načisčionis – 5 scientific publications in journals, that are indexed in internationally cited databases (incl. 3 in Web of Science, SCOPUS and ERIH+).

Ph.D., asoc prof. Z. Driņķe – 4 scientific publications in journals, that are indexed in internationally cited databases (incl. 2 in Web of Science, SCOPUS and ERIH+).

Dr.oec A. Denins - 13 scientific publications in journals indexed in internationally cited databases (THOMSON REUTERS Database +).

Dr. phys. J. Ozols – 2 scientific publications in journals, that are indexed in internationally cited databases (incl. 2 in Web of Science, SCOPUS and ERIH+).

Ph.D., asoc.prof. A. Vanags- 4 scientific publications in journals, that are indexed in internationally cited databases (incl. 2 in Web of Science, SCOPUS and ERIH+). (incl. 1 in Web of Science, SCOPUS and ERIH+).

Dr.oec., prof. R. Zvirgzdiņa – 19 scientific publications in journals, that are indexed in internationally cited databases (incl. 11 in Web of Science, SCOPUS and ERIH+).

15 P5 - Overall rating

**Assessment of compliance:** Fully compliant

**Justification:** Fully compliant with all the requirements.

## Requirements (R6-R8)

1 R6 - The compliance of the 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 ensuring the achievement of the learning outcomes.

**Assessment of compliance:** Fully compliant

**Justification:** The existing material and technical base allows to fully provide for the study courses included in the study program, based on information provided in the criteria 3.1 to 3.3 in section 3 in the II. Part. The list of required literature is updated annually according to the wishes of the academic staff and students. Students have access to Business Incubator facilities and resources, and important scientific databases.

- 2 R7 - The compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments.

**Assessment of compliance:** Fully compliant

**Justification:** The qualification of the teaching staff involved in the implementation of the study program complies with the study program implementation conditions and the requirements of regulatory enactments. Academic staff (doctors of science - professors, associate professors) who are permanently elected Turība staff, as well as guest lecturers from other Latvian universities, participate in the implementation of the study process.

- 3 R8 - The study programme leading to the master or doctoral degree is based on the advances and findings in the relevant field of science or artistic creation.

**Assessment of compliance:** Fully compliant

**Justification:** The study program Management Science is based on the advances and findings in the relevant scientific field. The academic staff includes the newest findings and research methods in the curriculum and study courses, offering students insight into scientific advancements.

## Conclusions by specifying the strengths and weaknesses

The academic doctoral study program "Management Science" is implemented in cooperation with Daugavpils University and goes in line with the admission and legislative requirements. The degree to be awarded has been changed from "Doctor of Science in Management (Dr.oec.)" to Doctor of Science (Ph.D.) in Economics and Business- in accordance with external regulations, i.e. 23.01.2018. Cabinet of Ministers Regulations on Branches and sub-branches of science in Latvia and December 27, 2005 Cabinet Regulation No.1001.

The study program is jointly managed by the TU and Daugavpils University. Mutual collaboration between both institutions is very good. The joint study program was licensed and started in 2014 and there are no graduates as yet. The total number of students is stable, but not high during the reporting period: 1 to 2 students per year. However, in period from 2017 to 2019 the only 1 latvian and 1 foreign student were admitted. The program has some student dropouts, mostly among foreign students. The program is important for the development of the country and the region, and for increasing the scientific potential. Comparing study course descriptions of both institutions it is clear that the courses offered from TU have fewer contact hours and more individual work. The proportion of contact hours should be balanced between both institutions. The program has a very good resource base, including financial, material, technical, study, and information provision, including libraries, as well as scientific support, which indicates the possibility to ensure a high-quality study process and achieve learning outcomes.

Increased cooperation and knowledge exchange could be useful in delivering the program and achievement of learning outcomes. International activities need to be improved to ensure greater international influence on staff and students. The academic staff is not fully involved in scientific research, some lecturers are more involved than others.

Strengths:

- The degree to be acquired, the study program aims, objectives, and admission requirements are interrelated.

- Two languages of the implementation of the study program.
- Well defined program and responsibilities with the partner university.
- Interesting study program, beneficial for the regional and national economy.
- Individualized study plans.
- Study resources and provision comply with the requirements for the implementation of the Doctoral study program, create the prerequisites for the achievement of learning and research outcomes, can ensure a high-quality study process.
- Modern library, especially the reading room with many books and electronic resources, which is available for students` individual work.
- The staff members are supporting and giving guidance for the students to keep them up to date with the courses and studies in general.
- The program is important for the development of the country and the region, and for increasing the scientific potential, especially because the program is implemented in cooperation between two higher education institutions TU and Daugavpils University, which also plays an important role in strengthening cooperation in higher education and research.
- Motivated, highly professionally qualified teaching staff.

Weaknesses:

- A low number of students.
- The number of contact hours within study courses at TU is much lower than at the Daugavpils courses.
- Low number of implemented scientific projects.
- International activities are not at the highest level.

**Evaluation of the study programme " Management Science"**

Evaluation of the study programme:

Good

**6. Recommendations for the Study Programme " Management Science"**

**Short-term recommendations**

Level up with DU and increase the number of contact hours within study courses of the program.

Improve the promotion of the study program.

**Long-term recommendations**

Continue with the training on the English language proficiency of the academic staff.

Increase the efforts of applying for the H2020 and other highest-level EU-funded research projects.

Management should think of ways to motivate lecturers to write project proposals for EU project calls of the highest rank (e.g. as H2020 at the moment).

To maintain existing and obtain new possibilities in various international organizations (networks, EU projects, Erasmus +).

To maintain research and publication in internationally quoted publications process.

### III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

#### III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

##### Assessment of the Requirements for the Study Field

Requirements	Requirement Evaluation	Comment
<p>Pursuant to Section 5, Paragraph 21 of the Law on Institutions of Higher Education, the higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems:</p>	<p>Fully compliant</p>	<p>TU has a Quality Policy (V66), 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. The description of the quality management is provided in the self evaluation report (pages 11 and 30), but a full text of TU Quality Policy is available at <a href="http://nodarbibas.turiba.lv/regdok_en.asp">http://nodarbibas.turiba.lv/regdok_en.asp</a>  This was confirmed by the information gathered during meetings with the highest leadership of the university, students, and directors of study programs which were executed in a 'questions and answers' format.  Internal quality assurance system is fully compliant with the Latvian legislation. Overall, the internal quality assurance system is established and works efficiently with some minor areas for improvement. Quality assurance of the TU is integrated into the quality management system in accordance with the requirements of the European Standard ISO 9001: 2015, but quality procedures are not totally clear to all included parties, for example, students or employers. But it is not a big shortcoming and not influence compliance.</p>
<p>R2 - The cooperation with different organisations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction.</p>	<p>Fully compliant</p>	<p>Cooperation agreements with private enterprises, government organizations, NGOs, HEIs, and scientific institutions serve as evidence of cooperation, including cooperation in the provision of internship places, and organization of internships provided in the plans of study programmes.  TU has established strong cooperation with different institutions from Latvia and abroad. But it is still needed to revise the list of the partners: based on achievements and the need to cooperate with foreign institutions. Because, no foreign organization is included in this list for internships.</p>

<b>Requirements</b>	<b>Requirement Evaluation</b>		<b>Comment</b>
R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).	Fully compliant		TU is not involved in any scientific project at the moment. Teachers participate in scientific and practical research work, projects, conferences, the publication of monographs, however, the publications of academic staff in journals which are indexed in WoS and Scopus is not high (3 publications in the year 2016, 14 publications in the year 2017, 8 publications in the year 2018, 9 publications in the year 2019). Higher targets should be placed for promoting excellence in research such highly ranked SCOPUS and WoS journals (i.e., those with high impact factor) as well as publishing in top field journals in Economics, Management, Entrepreneurship, Marketing etc.
R4 - Elimination of the shortcomings and deficiencies identified during the previous assessment of the study direction, if it has been conducted, or the implementation of the provided recommendations.	Fully compliant		Mostly all recommendations were implemented and experts can agree to the justification provided by TU on partially implemented recommendations regarding the necessity to cooperate with RTU. The Expert's conclusions were simply based on the interviews and documentation provided during the visit.

#### **Assessment of the Requirements for the Relevant Study Programmes of the Study Field**

<b>No.</b>	<b>Study programme</b>	<b>R5</b>	<b>R6</b>	<b>R7</b>	<b>R8</b>	<b>Evaluation of the study programme (excellent, good, average, poor)</b>
1	Business Logistics Management (42345)	Fully compliant	Fully compliant	Fully compliant	Not relevant	Good
2	International Finance Management (42345)	Fully compliant	Fully compliant	Fully compliant	Not relevant	Good

<b>No.</b>	<b>Study programme</b>	<b>R5</b>	<b>R6</b>	<b>R7</b>	<b>R8</b>	<b>Evaluation of the study programme (excellent, good, average, poor)</b>
3	Business Administration (42345)	Fully compliant	Fully compliant	Fully compliant	Not relevant	Good
4	Business Psychology and Human Resource Management in Business (47345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Excellent
5	Public Administration (47345)	Fully compliant	Fully compliant	Fully compliant	Partially compliant	Good
6	Business Administration (47345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Good
7	Business Management (51345)	Partially compliant	Fully compliant	Fully compliant	Fully compliant	Good
8	Management Science (51345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Good

### **The Dissenting Opinions of the Experts**

There were no cases of experts' disagreement during the evaluation of the study direction "Management, administration and real estate management".