

APPLICATION

Studiju virziena "Management, Administration and Management of Real Property" for assessment

Study field	<i>Management, Administration and Management of Real Property</i>
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Self-evaluation report

Study field "Management, Administration and Management
of Real Property"

EKA University of Applied Sciences

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I - Information on the Higher Education Institution/College

1.1. Basic information on the higher education institution/ college and its strategic development directions, including the following information:

The EKA University of Applied Sciences (hereinafter - EKA) was founded in 1998. The University is located in Riga, Lomonosova iela, 1/5. The EKA University of Applied Sciences title combines two areas - social (economics) and humanities (culture), which initially seem contrary, but in fact are interrelated and make up the foundation of our society's development. Therefore, the EKA logo includes a stylized Möbius strip showing two surfaces that by interconnecting switch into infinity. Consequently, EKA offers You many different options - by getting educated and maturing, You can achieve your career and life goals. Möbius strip form reproduces movement, symbolizing the University's dynamism - EKA is constantly evolving, rapidly responding to the latest trends in education, science, demand in the labor market and students' interests.

Vision

EKA is developing as a multicultural, interdisciplinary University, which prepares knowledgeable, creative and independently thinking personalities for the global market, who become industry leaders. EKA is associated with competitive, excellent education, internationally recognized diplomas, high professional quality of graduates, a developed scientific research base and highly qualified personnel.

Mission

The EKA University of Applied Sciences is a higher education institution, which, based on innovative methods and multicultural approach, seeks to provide academic and professional higher education in line with the EU level, promote students' creative potential, entrepreneurial development and their motivation for lifelong learning.

During the academic year of 2019/2020, there are 14 study programs in 6 study directions being implemented in EKA:

- Management, administration and real estate management (6 study programs);
- Economics (3 study programs);
- Law (1 study program);
- Translation and interpreting (1 study program);
- Arts (2 study programs);
- Information technology, computer hardware, electronics, telecommunications, computer management, and computer science (1 study program)

For detailed information on the direction programs, see annex 29.

The total number of students on 1st October, 2019 has slightly decreased compared with previous years: In 2015, it was 1001 student; 2016 - 1080 students; 2017 - 1122; 2018 - 1101 student; 2019 - 1083 student. However, separate study programmes have seen a significant increase in the number of students. The positive dynamics of the students' number has been achieved by changing the content of the studies, introducing new teaching methods, as well as developing a marketing strategy, opening new study programmes, and starting a foreign students attraction

According to the EKA Development Strategy, the following priorities are set (available https://www.augstskola.lv/upload/EKA_Strategy_2023_ENG.pdf) :

- Study process and content provision and development in accordance with the legislative requirements and trends in higher education and the labor market.

Aim: Prepare adequate, competitive professionals who can use their acquired knowledge and practical skills for a successful career and achievements in business, information technology, cultural and artistic fields, relevant to the current Latvian and international economy needs.

- Scientific and creative process provision and development in accordance with the legislative requirements and trends in the world.

Aim: Achieve a high level of internationally recognized research and creative results that are purposefully promoted through collaboration of lecturers, students, national and international cooperation partner universities as well as representatives of industry, thus providing research-based studies, appropriate scientific qualifications of lecturers and research necessary for industry.

- Development of lifelong learning.

Aim: Be an open and dynamic institution of higher education that is flexible in terms of market developments and meeting various local and international competence development and recognition needs.

The priorities set are in accordance with Latvian strategic planning documents, including the Development of Education Guidelines, the Latvian National Development Plan and other documents (see EKA Development Strategy, paragraph 6).

In accordance with the priorities set, there are defined directions of action in the following areas of activity whose aims and outcomes are indicated in the Development Strategy, paragraph 2:

- quality control;
- personnel development;
- internationalization;
- strategic partnership;
- image and reputation;
- resources (facilities and infrastructure).

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

The University's management works in accordance with the laws and regulations (the EKA University of Applied Sciences management structure is in Annex 2). The main institutions are as follows:

- The Constitutional Assembly, which is composed of 20 members:
 - 60% of academic personnel
 - 20% of students
 - 20% of general personnel
- The Senate, which is composed of 20 members:
 - 75% of academic personnel
 - 20% of students

- 5% of general personnel
- The Study Council, which is composed of 9 members (the Joint Study Direction Council has 15 members). The member of the Study Council may be the Study Direction Head, the Study Program Director(s), representatives of the academic personnel, the educational coordinator, the Student Self-government Council's representative, the employer's representative.
- The Student Self-government Council is an independent, collegial student organization representing the rights and interests of the students of EKA by contributing to the students' growth and by providing experience and development opportunities, organizing the internal life of the University and participating in the University's image making. The Student Self-government Council's activities are governed by the Student Self-government Council Regulations (available at EKA e-environment: access data see in Annex 1).

In accordance with the paragraph 20 of the Constitution of EKA University of Applied Sciences, the Constitutional Assembly is the highest collegiate representative and governing body and a decision-making body in academic and scientific matters. According to the EKA Constitutional Assembly Regulations available at EKA e-environment), its main functions are as follows:

- adopt and amend the Constitution of the University;
- vote either to elect the Rector or ask for his or her resignation;
- listen to the Rector's report;
- elect the Senate;
- elect the Academic Court of Arbitration;
- approve and amend the Bylaws (i.e. rules, guidelines and regulations) of the Constitutional Assembly, the Senate, and the Academic Court of Arbitration;
- be entitled to address conceptual issues of the University's business and development to make decisions on them.

According to the Constitution of EKA University of Applied Sciences, paragraph 27, the Senate is a collegiate governing and decision making body of the University personnel that confirms the procedure and the rules governing all scope of University's activities. According to the Senate Rules (available at EKA e-environment), it shall:

- elect academic personnel in various positions;
- approve the study programs and their changes, plans and schedule;
- decide on the University's academic and scientific activities;
- approve the bylaws (rules and regulations), except those which, according to the EKA Constitution, get approved by the Constitutional Assembly;
- approve enrollment (imatriculation), exmatriculation and the documents regulating the study process;
- decide on the establishment of the Advisory Board and approve the Advisory Board Regulations;
- after the recommendation from the Board, the Senate shall decide on the University's structural unit formation, restructuring or closing, including the approval of the rules and regulations of those units;
- hear reports on the individual academic personnel and student formation activities, review a variety of application letters addressed to the Senate;
- approve the Scientific development strategy; internationalization strategy; self-assessment reports;
- decide on other key issues related to the study process of the University.

According to the Study Council Regulations, the Study Council shall:

- evaluate the content of the study program (that is a part of the study direction), its

implementation process and development strategy;

- review the self-evaluation report of the study direction and submit it for approval to the Senate;
- review and submit for approval the changes in the study direction or in the study program/s;
- nominate candidates for academic positions in the study direction.

In total, the University is operated by 28 administration and general personnel representatives.

The list of the main laws and regulations and rules of EKA is available at Annex 1.

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

Quality assurance system, as well as its development opportunities, the parties, the obligations and responsibilities are defined in the EKA Guidelines on the provision of internal quality assurance system (available in [Student' Guide](#)). Quality policy stipulates that quality assurance at the University is the responsibility of each involved party within the purview of the party's duties. At the same time, EKA operational foundations have been developed, which describe the main processes, the main, determined objectives and achievable results, people in charge and document templates.

The main activities for quality assurance in EKA are as follows:

- strategic objective performance analysis and the annual self-evaluation;
- study content quality:
 - study program content updating according to the legal and labor market changes is carried out in accordance with the Regulations on the preparation of study content and implementation description, updating and approval (available at EKA e-environment). Study content updating is discussed at the Study Council;
 - the course description development and improvement takes place in accordance with the EKA University of Applied Sciences guidelines for preparing a course description (available at EKA e-environment);
 - on a regular basis (at least 3 times per semester), the e-learning course content review occurs. After the review results, the instructors are informed on the shortcomings and the need for improvement or for the e-course's compliance with the EKA e-course template. The results of the review are sent to the Rector;
 - number of students dynamic analysis (the number of students enrolled, the reasons for dropping-out, etc.).
- Control of the study results:
 - the mapping of study results is carried out, which is reviewed during the study content review cases;
 - the Study Program Director may observe classes taught by academic personnel;
 - academic achievement control is conducted once a semester. If by the end of the academic year, the student's academic debts are in excess of 12 credits, the student is not transferred to the next academic year;
 - colloquium organization about the preparation stages of the final paper and the quality of planned research.
- Personnel training and development:

- methodological support and training: methodological materials are provided (for example, the manual about work with the e-environment), methodological seminars (e.g., on writing the course description - on-site workshops and e-seminars were held) and conference organization. For example, each year, EKA organizes a methodological conference, in which the developments in higher education are discussed (more <https://www.augstskola.lv/?parent=204&lng=eng>) ;
- scientific seminars: every year, there are seminars organized with a purpose to enhance the competence of instructors in conducting scientific research. For example, there are seminars organized on preparing scientific manuscripts, the use of quantitative research methods, etc.;
- digital literacy promotion. Every year, we train instructors to work with the e-environment: Moodle and the use of videoconferencing systems in the study process. During the whole academic year, we also provide consultative support for instructors on e-environment usage options;
- professional training. Instructors are provided with the opportunities to attend professional courses and seminars in Latvia and abroad in line with the study courses taught. We also provide an opportunity to enhance pedagogical qualifications (for example, in the autumn of 2019, the didactic training was organized);
- foreign language development. Foreign language learning classes with a purpose of promoting foreign language skills of academic personnel are organized;
- participation in scientific conferences. EKA motivates the academic personnel to apply to take part in scientific conferences in Latvia and abroad, as well as provides opportunities to participate in them;
- participation in mobility programs and international projects. EKA instructors are provided with opportunities to participate in the Erasmus+ program, as well as participate in international projects.
- Ensuring availability of information for all parties involved:
 - EKA provides complete information about the study programs and study process organization for students. For example, the EKA website has the Student's Guide (available <https://www.augstskola.lv/?parent=354&lng=eng>), which includes the necessary information for the studies. It is structured according to the student's life cycle stages at the University: from the enrollment and ending with the exmatriculation;
 - information about the course content, study course requirements and evaluation criteria is available in the course descriptions, which are located in the e-environment;
 - EKA provides access to information about the processes and procedures as well as current developments at the University for all personnel by organizing meetings and using e-environment options. For example, for this purpose, the EKA e-environment has a special e-course "EKA administration" that contains the EKA strategic documents, regulations, methodological materials, as well as information on current and supported scientific conferences and other information.
- Feedback is received through the surveys of students, graduates and employers. The survey results, in summarized form, with the planned action to avert deficiencies are sent to the respective group of respondents, as well as discussed at the Study Council, the general meeting of the personnel and the administration meeting.
- Support for the students:
 - information support is provided both in person at the University (the Student Information Center, the Program Director and other personnel), as well as through digital solutions (e.g., application MyEKA, website, Moodle). When beginning their studies, the first year students have orientation meetings, meetings with alumni and

- inspirational lectures on the challenges of the profession organized for them, as well as the Student Self-government Council organizes the get-together event EKA Open;
- methodological support. During the study period before the research paper, internship and the final paper preparation, meetings and consultations are held. Consultations are also available for the study courses: in-house and through distance learning;
- financial support. EKA has set up the grants and discount system (details here <https://www.augstskola.lv/?parent=447&lng=lva>, <https://www.augstskola.lv/?parent=893&lng=lva>).
- Facilities and equipment. The necessary study materials and literature are available at the University's e-environment (e-courses) as well as at the library. The study programs are provided with the necessary support and training tools, taking into account the needs, which are determined before the academic year begins. The academic personnel can apply for the necessary equipment, software and study literature to the Study Program Director before the beginning of the semester.
- Budgetary control of financial resources is conducted by checking costs, in accordance with the approved University's budget.

1.4. Fill in the table on the compliance of the internal quality assurance system of the higher education institution/ college with the provisions of Section 5, Paragraph 21 of the Law on Institutions of Higher Education by providing a justification for the given statement. In addition, it is also possible to refer to the respective chapter of the Self-Assessment Report, where the provided information serves as evidence for the full compliance, partial compliance or non-compliance.

1.	The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.	Complies
		Guidelines on the provision of internal quality assurance system EKA operational foundations
2.	A mechanism for the creation and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof has been developed.	Complies
		Guidelines on the provision of internal quality assurance system Regulations on the preparation of study content and implementation description, updating and approval
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.	Complies
		The criteria are included in the course descriptions that are available in the e-environment

4.	Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.	Complies
		See section 3.5. (Description of the Study Direction) Students' survey results E-environment review
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.	Complies
		Survey results Annual self-evaluations
6.	The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their quality assurance systems.	Complies Quality assurance is one of the priorities of EKA (see EKA strategy https://www.augstskola.lv/upload/EKA_Strategy_2023_ENG.pdf). There are procedures and mechanisms developed to ensure a continuous improvement of the study direction: <ul style="list-style-type: none"> • Guidelines on the provision of internal quality assurance system • Regulations on the preparation of study content and implementation description, updating and approval EKA University of Applied Sciences guidelines for preparing and updating a course description

II - Description of the Study Direction (1. Management of the Study Direction)

1.1. Economic and/or social grounds for the creation of the study direction and the relevant study programmes, the assessment of the interrelation among the study programmes, as well as the analysis of the significance (singularity) of the study programmes in comparison with other similar study programmes in Latvia and abroad.

The development of the direction's study programs, student orientation towards research and practical problem solving also helps in the context of implementing the Latvia's objective "Europe 2020", i.e. to reduce the number of people at risk of poverty and social exclusion, as well as the achievement of the overall objectives set by the Latvian National Development Plan 2014-2020 and implementing the set priorities by the Latvian Sustainable Development Strategy 2030. The first

level professional higher education study programs of the direction provide a faster preparation of qualified specialists for the labor market. Similarly, the programs also provide lifelong learning opportunities for people who want to change profession or improve their qualification. The bachelor's programs provide the middle management level training for companies, including in the area of culture. The bachelor's and master's degree program students carry out research on the issues of business administration in different sectors, by developing proposals to address the issues both at the enterprise level, as well as at the economic level. Students develop not only the professional knowledge and skills, but also the general skills which contribute to their future employment.

The study direction provides opportunities to study in different forms of studies: full-time studies, part-time studies and e-studies (distance learning). Offering the e-studies promotes access to education for the segments of the population, which are located outside of Riga, and for economic and social reasons, can not afford to go to the capital. In addition, online lectures are recorded and are available (as well as other study materials) online for students of all study forms allowing them to study, to repeat the study material in a more convenient time, thus ensuring the student-centered approach. Further, the part-time studies allow acquiring the current labor market competences for people who are employed. The study direction also offers a wide range of courses, which can be acquired freely without receiving credit, thereby promoting lifelong learning.

There are five study programs implemented in the study direction, which prepare specialists in the areas of business administration, marketing and cultural management. During the reporting period, due to unsatisfactory results of the program and the small number of students enrolled, the enrollment in the professional master's program "Cultural diplomacy and international management" has been discontinued, consequently it was not included in the direction for the assessment.

Analizing contents of study programs it were compared with other study programs at Latvian and foreign higher education institutions:

- The study program „**Business Administration**” is compared with study program „European Business and Finance” at Brno University of Technology and study program “Management” at University of Latvia. The study program at EKA differs from other programs by providing unique study courses (e.g., Intellectual capital management) and study process organization („*blended learning*” principle).
- The study program “**Management**” is compared with the study program “Business management” at University of Latvia. It could be concluded that study program at EKA includes more specialized courses in management field and provide opportunity to choose specialization in marketing or human resource management. The study program at University of Latvia includes more courses in economics and provide specialization opportunities in marketing, organization management etc.
- The study program „**Marketing**” is compared with the study program “Digital Marketing” at Alberta College and “Entrepreneurship” at Biznesa vadības koledža. The content of study programs is the same; however the study program at EKA includes more courses on marketing. The study program at Alberta College includes specialized courses in digital marketing.
- The study program “**Event Management**” is compared to the Latvian Culture College program “Managing Art Institutions” and the Alberta College program “Event Production”. Due to the fact that the first-level professional education is not practiced in many EU countries, we have compared our program to the UK programs because there is a first-level education in the UK - for example, to the Clyde College “Event management” program in Glasgow. The offer of the EKA University of Applied Science balances the importance of

practical organizing cultural events and the general knowledge required for the profession: LCC has more specialization in the specific field (from performing arts to fashion), AC and GCC are offering more special subjects for organizing different events - mass events, sports etc. Our program, in its turn, can be divided into 2 blocks - courses related to general organization (basics of management, basics of economics, human resource management, etc.) and courses specializing in cultural events (contemporary culture, cultural history, directing, basics of public relations). The specifics of organizing different types of events can be found in internships within event industry organizations.

- The study program “**Cultural Management**” is compared to several similar content programs. First of all, it was compared with the state higher education institutions: with various programs of the Latvian Academy of Culture - Creative Industries, Cultural Management and Sociology, Culture and arts studies and of the Liepaja University - Cultural Management (Prof. Bachelor) programme. We also made comparisons with programmes of other private universities - RISEBA “SA and Advertising Manager” (Qualification - Public Events Producer), Baltic International Academy “Tourism and Hotel Business Management” (with advanced specialization - Cultural Projects in Tourism); TURIBA “Production and Management of Events”.

While developing the program, we have compared it with the programs of foreign HEI too: “Cultural Events Management” (Prof. Bachelor) of the Vilnius College in Lithuania; “Events Management” (BA) of the Hochschule Hannover and “Culture and management” (BA) at the Universtiy of Applied sciences Zittau / Goerlitz in Germany, as well as “Culture, media and creative industries” (BA) at the King`s College in UK.

The program of the EKA University of Applied sciences differs from that of the LCA and foreign higher education institutions by the type of diploma - by although the programs are similar in content, our students receive a Bachelor's degree in management, not a Bachelor of Arts. Content-wise, EKA differed from these programs with a higher degree of management, preparing students not only for work in public or municipal institutions, but also in the private sector.

Other HEI have a strong specialization: in tourism, project management, business events, festivals or - like HS Zittau / Goerlitz and King`s College - creative thinking. EKA programme of Cultural management covers this professional field from a generalist perspective without obliging students to choose a particular specialization. The most important difference in EKA is the emphasis on internships - students must complete 3 internships (8 to 10 weeks each), as well as practical activities during their studies, they have to organize events, to attend and analyze cultural events and processes also outside the university.

Each study program has its own competitive advantages, which ensures its successful implementation (see Table).

Table. The competitive advantages of the study programs

Title of the study program	Competitive advantages
Business Administration	<ul style="list-style-type: none"> • The study process is organized as a "blended learning" • Digital solutions in the study process: Moodle video lectures online, business simulations, EKA application • Research based studies: during their studies, students conduct research on current events, present the results of the studies at the International student conference, as well as publish the studies in the Student Conference Proceedings • Unique study courses (e.g., "Intellectual Capital Management", "Integrated Management System") • Flexible study process: a new course starts each month, at the end of which the students take an examination • Multicultural study environment: foreign students and academic staff
Management	<ul style="list-style-type: none"> • Research based studies: during their studies, , students conduct research on current events, present the results of the studies at the International student conference, as well as publish the studies in the Student Conference Proceedings • Innovative teaching methods • Multicultural study environment: foreign students and academic staff • Digital solutions in the study process: Moodle video lectures online, business simulations, EKA application

Title of the study program	Competitive advantages
Cultural Management	<ul style="list-style-type: none"> • One of the three of its kind, study programs in Latvia • Connection to the industry • Guest lectures by the industry professionals and graduates • Opportunity to implement projects in cooperation with the industry, as well as individually • Special infrastructure • Digital solutions in the study process: Moodle video lectures online, business simulations, EKA application • Ensured continuation of studies for college graduates at the later stages of studies - from the 3rd year
Marketing	<ul style="list-style-type: none"> • Connection to the industry • Guest lectures by the industry professionals and graduates • Visits to companies • Digital solutions in the study process: Moodle video lectures online, business simulations, EKA application
Event Management	<ul style="list-style-type: none"> • One of the three of its kind, study programs in Latvia • Connection to the industry • Guest lectures by the industry professionals and graduates • Special infrastructure • Visits to companies • Opportunity to implement projects and participate in business projects • Digital solutions in the study process: Moodle video lectures online, business simulations, EKA application

The study programs are interrelated, providing continuity in the studies, as well as sharing resources, for example:

- The study program's "Event Management" graduates can continue their studies in the bachelor's program "Cultural Management";
- The study program's "Marketing" graduates can continue their studies in the bachelor's program "Management";
- The bachelor's study programs' "Management" and "Cultural Management" structure has many common courses in the general or mandatory course section allowing to organize lectures, thereby making an effective use of available human, material and technical resources;

The bachelor's study programs' graduates can continue their studies in the master's study program "Business Administration".

1.2. Aims of the study direction and their compliance with the scope of activities of the higher education institution/ college, the strategic development directions, as well as the needs and the development trends of the society and the national economy.

The aim of the study direction is to prepare competitive specialists in the field of management for Latvian and foreign market, based on the labor market needs and the use of modern teaching methods and the achievements in research and science.

The preparation of competitive specialists requires organizing the study process in accordance with educational, labor market and industry development trends. The study direction's aim is connected to the EKA development strategy 2023 goals whose strategic priority areas are defined as follows: quality assurance; staff development; internationalization; partnership; image and reputation; resources, equipment and infrastructure (see. Part 1). Without these areas in continuous development, it will not be possible to prepare competitive specialists.

The implementation of the direction is based on the following national development planning documents:

- *Latvian Sustainable Development Strategy 2030*;
- *National Development Plan for 2014-2020*: the course of action "Developed research, innovation and higher education" defined priorities of "Economic growth", "Human security" and "Appropriate areas for growth";
- *The Smart Specialization Strategy for Latvia* priority 4 defined "Human capital concentration

in workplaces with promotion opportunities and adequate remuneration" and priority 5 noted "Enhancing human capital";

- *The Guidelines for the Development of Education for 2014-2020* defined directions of action;
- *The National Concept for the Development of Higher Education and Institutions of Higher Education of Latvia for 2013-2020* expressed proposals;
- *Regional policy guidelines for 2013 to 2019* and *Riga Planning Region Sustainable Development Strategy for 2014- 2030*, defined theses.

The above documents emphasize the importance of motivating people to start a business, create innovations and other activities aimed at promoting national economic development. Within the framework of the study direction, specialists are prepared who need competences to start a business as well as to work in the economic field.

Increasingly, employers emphasize the specific role of *soft skills* for potential employees. Within the framework of the study direction, the students are provided with opportunities to develop these skills by participating in discussions and group work, through collaborative research, in supporting their opinion, presenting research results and completing tasks, etc.

Today, there is an increasing digitization aspect in all spheres of human activity; that is why the study process organization uses multiple digital solutions, such as e-studies. Students, during their studies, learn how to use solutions and software for professional needs, including cloud solutions and open source software.

The study direction provides opportunities to study in different forms of studies: full-time studies, part-time studies and e-studies (distance learning). Offering e-studies promotes access to education for the segments of the population, which is located outside of Riga, and for those, who because of economic and social reasons, can not afford to go to Riga. In addition, online lectures are recorded and are available (as well as other study materials) online for students of all study forms allowing them to study, to repeat the study material at a more convenient time, thus ensuring the student-centered approach. Further, the part-time studies allow acquiring the current labor market competences for people who are employed. The study direction also offers a wide range of courses, which can be acquired freely without receiving credit, thereby promoting lifelong learning.

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

The evaluation of the study direction's strengths and weaknesses is shown in Table.

Table. The study direction "Management, Administration and Real Estate Management" SWOT analysis

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • The compliance of the study programs with the Latvia 2030 priorities • The study programs in a foreign language • 74.5 % of the instructors are industry professionals • 57 % of the instructors have a doctoral degree • Innovative teaching methods (business games etc.) • Digital solutions in the study process (Moodle, web conferencing system BBB) • Special infrastructure for the study programs • Guest lectures by industry leaders and professionals • Academic staff's involvement in lifelong learning services • A broad range of free courses • The involvement of instructors in research and creative activities • The involvement of students in research and creative activities • The scientific journal that is peer reviewed and indexed in international databases • EKA scientific publications • Sharing of resources with other higher education institutions • Wide range of strategic partners • Cooperation with secondary schools, career and youth centers • Involvement of students and instructors in the outgoing and incoming mobility • International training activities • Involvement of foreign academic staff • Grants and discounts for students • International projects • Alumni involvement in the study process 	<ul style="list-style-type: none"> • A small number of students in full-time studies • Lack of access to scientific data bases due to the high cost • Insufficient EKA academic staff's scientific publication citation impact (h-index) • Insufficient number of monographs and books by EKA academic staff • Part-time workload for the academic staff • A small number of master's programs • There are no doctoral programs
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increasing the number of students • The attraction of private financing for scientific and creative activities and the direction development • The strengthening of scientific and international capacity • The attraction of international funding for study direction development • The inclusion of the study programs in international rankings • The promotion of awareness and visibility of the University and the study programs • International certification and accreditation acquisition for the study programs • Participation in state calls for tenders 	<ul style="list-style-type: none"> • Competition (both educational services market and resource market) • Demography • Changes of laws and regulations • The diminishing prestige of local higher education among potential students • Free education abroad • Social and economic situation in Latvia and abroad • Labor market demand and changes

EKA development strategy 2023 is designed while taking into account the University's performance evaluation, including the strengths and weaknesses, opportunities and threat assessment of each study direction. The strategy and the study direction development plan (see Annex 3) include planned activities that focus on the reduction of weaknesses and potential threats, as well as the use of opportunities. For example:

- The preparation of a new master's study program, as well as the inclusion of the University and the study programs in the international rankings and the obtaining of the international accreditation will increase the number of students in the study direction including in full-time studies;
- The attraction of private financing for scientific and creative activity will provide additional funds for the purchase of scientific databases, as well as support the preparation of monographs and books;
- Due to the increase of the number of students, it is possible to provide more working hours to the academic staff;
- In order to enhance cooperation with local universities, cooperation agreements providing for the partner instructor and student participation in joint projects and conferences have been renewed. For example, the academic staff of the "RISEBA" University of Business, Arts and Technology participates in the methodological and scientific conferences organized by EKA. While the EKA instructors participate in the RISEBA conferences;
- Participation in the state calls for tenders will allow to attract additional funding, which could be used to strengthen the scientific and academic capacity;
- Since 2017, the science support system is developed, in accordance to which, the academic staff's peer reviewed publications indexed in the international databases are financially supported. This delivers a growth in the number of publications. In the future, it is planned to promote the academic staff's publications in scientific journals that are indexed in internationally cited databases. Currently, there is an opportunity for the participants of the EKA scientific conference ETECH to publish the results of their research in three scientific journals that are indexed in Scopus, Web of Science, EBSCO, ProQuest and other databases;
- In order to attract students, as well as to show the quality of the EKA study programs and academic staff, several local and international events are organized. For example, Olympiads, guest lectures in secondary schools, participation in competitions and exhibitions, open

lectures by EKA graduates, etc.

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

The management structure of the direction has been established (see Annex 4) and the allocation of responsibilities allows for targeted development of the study direction and the existing study programs in line with the EKA development strategy.

In order to exchange information and timely decision-making, administration meetings take place (at least twice a month), as well as electronic means of communication are used. During administration meetings study process organization, quality assurance and other questions are discussed in order to make relevant decisions and improvements in each case. Management efficiency is also strengthened by a common system of study organization in all directions of study and study programs, common document templates and access to information about ongoing processes and current events. All the main university activities are planned before the new academic year, by preparing the study calendar, internship schedules, the final paper production schedules and the annual activity plan, including coordinating joint activities in all directions with the EKA strategic partner - the Alberta College (for example, the theme, date, number and the names of sections of the Student scientific conference etc.; International scientific conference ETECH organizational arrangements; organizing procedure of the International Week etc.).

The study program directors involved in the direction cooperate in carrying out of the strengths and weaknesses assessment of the study direction, planning the implementation of the study programs, revising the content of the study programs, attracting new instructors etc.

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

The students' admission requirements are determined by taking into account the regulatory requirements, as well as the specifics of the study program. The admission requirements are clarified and harmonized by the EKA Senate. After approval, the requirements are published on the University's website.

The student enrollment in the programs using Latvian as a medium of communication occurs through both the State Joint Admission System Latvija.lv, as well as by applying in person at the University's premises. The list of required documents, the enrollment commission's working hours

and contact information are published on the University website's section titled "For the prospective students (["Topošajiem studentiem"](#) available in Latvian).

Foreign student admission occurs twice a year: during the autumn and the spring semester (in the master's program, in the light of the study process organization in this program, for the whole academic year). The admission process consists of the following, several stages (more <https://www.augstskola.lv/index.php?lng=eng>):

- Document submission and review (previous education recognition, the submission of all necessary documents);
- Previous knowledge and language test: the applicant has to take a test, which includes questions about the specifics of the program, as well as general questions focused on the examination of language skills;
- Interview: the interview's goal is to determine the applicant's motivation for studying and the level of foreign language knowledge.

Applicants, who have successfully passed the test and the interview, have their documents forwarded to start the visa entry paperwork.

This kind of selection of students contributes to the admission of such students, whose level of training allows them to successfully complete the study program.

To the later stages of studies, the students are enrolled twice a year - in summer and in winter. The list of the documents to be submitted is available at the University website's section titled "For prospective students ([Topošajiem studentiem](#) -available in Latvian)". After submitting the documents, the appropriate study program director examines the documents certifying the achieved study outcomes during the previous education or professional experience. According to the Rules on the recognition of study outcomes achieved in the previous education or professional experience (available in [Student's Guide](#)), the Study Program Director prepares the study outcomes recognition protocol and the individual study plan, by submitting them to the Recognition of Study Outcomes Commission. The Commission, while examining the documents, decides on how many credit points could be recognized, or, if the students have to take additional examinations, and in which semester the students can be enrolled. After the meeting of the Commission, all the documents are transferred to the Student Information Center, where the educational coordinator introduces the students to the study outcomes recognition protocol, the individual study plan and the decision of the Commission. After the familiarization with the above mentioned documents, the student can sign the study agreement, if the student agrees with the decision of the Commission. In the event that the student does not agree with the Commission's decision, he or she has the right to challenge it within 10 days by submitting an application letter to the Rector.

Table. Dynamics of the number of students at latest study year

Study program	"Management"			"Cultural Mangement"		"Event Management"		"Marketing"	
	Full-time	Part-time	Distance learning	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
2014./2015.	8	19	11	4	22	3	2	0	4
2015./2016.	2	10	8	6	17	0	8	0	3
2016./2017.	1	20	2	9	12	0	0	0	0
2017./2018.	2	10	4	0	7	0	0	0	2

2018./2019.	2	4	8	1	3	0	0	0	0
2019./2020.*	1	8	3	2	4	0	1	0	0

**summer admission*

Most often, to the later stages, those college graduates are enrolled who graduated from the first level higher professional education program with 80 CP. After the recognition of study outcomes, students are enrolled in the 2nd or the 3rd year, depending on the program's content.

If the student works in the field of the study program, such as running an organization or its department, then the student may submit an application for the recognition of study outcomes achieved through professional experience. In this case, most often the internship is recognized with the internship task completion defense (presentation).

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

The basic principles of evaluation are described in [the Study Regulations](#) (available in [Student's Guide](#)) that are based on the expected study outcomes in each study program. The instructor is entitled to choose testing methods, taking into account the specifics of the course, the students' level of training and other factors. The students' knowledge is evaluated both during the final examinations, as well as with the tests during the study course. EKA has a certain number of tests taken during the study course, which depends on the volume of the study course credits. The students are offered different types of tests: written (essays, quizzes, tests, etc.), oral (seminars, presentations, discussions, etc.), project work, group work, participation in competitions and conferences etc. The types and the number of tests are described in the study course descriptions. If the student has not fulfilled the requirements of the study course, the instructor has the right not to admit the students to the final examination of the study course. The evaluation principles of the learning outcomes of the students are described in each study course description. The study course descriptions are available in the EKA e-environment (Moodle).

If the students encounter difficulties with meeting the study course requirements, as well as due to sickness and other justified reasons, they are able to use consultations with the instructors and take the course tests and the final examinations individually. The [Student's Guide](#) also includes information about the student's options in case of academic debt.

The research papers and internship reports are evaluated, with the participation of at least two instructors in the defense commission. The commission evaluates the content and the student's presentation skills, as well as the ability to provide arguments for discussion and answering questions.

The final papers are evaluated with the students defending them at the State Examination or at the meeting of the Final Examination Commission. The commission formation principles as well as the procedure of thesis writing and evaluation are described in the [EKA Guidelines on Preparing and Defense of Research Papers, Project Reports and Theses](#) (available in [Student's Guide](#)).

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

The principles of academic integrity are defined in the Ethical and Academic Integrity Code of the EKA University of Applied Sciences. This document stipulates action, in case a breach of academic integrity and ethics is established.

The students are informed about the content of the code and the principles of academic integrity within the framework of the study course "Introduction to Studies", as well as during the consultations on the research paper, project and internship report and the final paper preparation.

The academic staff is informed about the academic integrity principles at EKA general meetings, as well as when beginning their employment at the University.

The [Ethical and Academic Integrity Code of EKA](#) is available for students in [the Student's Guide](#), while employees may access it in e-environment (Moodle), in the study course "EKA administration."

EKA uses anti plagiarism tools, checking all the final papers and scientific articles submitted for publication in the EKA scientific publications.

EKA uses Common Computurized Antiplagiarism Checking System, which is common for Latvian higher education institutions. The research papers and project reports are examined in case the instructor suspects alleged plagiarism.

Till now there are no observed ethical and academic integrity violations. Students and academic staff are well informed about the code. The main activities in case of determination of the ethical and academic integrity violations are described in the code.

1.8. Specify the websites (e.g. the homepage) on which the information on the study direction and the relevant study programmes is published (in all languages in which the study programmes are implemented) by indicating the persons responsible for the compliance of the information available on the website with the information published in the official registers.

Information about the study direction and its corresponding study programs, their contents, the expected learning (study) outcomes is available on the University's website (see table below).

Study program	The language of information	
Business Administration	LV	https://www.augstskola.lv/index.php?parent=80&lng=lva
	EN	https://www.augstskola.lv/index.php?parent=123&lng=eng
Management	LV	https://www.augstskola.lv/index.php?parent=74&lng=lva
	EN	https://www.augstskola.lv/index.php?parent=113&lng=eng

Cultural Management	LV	https://www.augstskola.lv/index.php?parent=79&lng=iva
	EN	https://www.augstskola.lv/?parent=344&lng=eng
Marketing	LV	https://www.augstskola.lv/index.php?parent=71&lng=iva
	EN	https://www.augstskola.lv/?parent=346&lng=eng
Event Management	LV	https://www.augstskola.lv/index.php?parent=73&lng=iva
	EN	https://www.augstskola.lv/?parent=343&lng=eng

The person responsible for the placement of information on the website is the Communication Project Manager.

II - Description of the Study Direction (2. Efficiency of the Internal Quality Assurance System)

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

There are a number of procedures used for quality assurance (see section 1.3. of Part 1 of this self-evaluation report), which are aimed at ensuring the compliance of the study process, the study programs, research and creative activities as well as the University's activity in general with the requirements of the laws and regulations while meeting the needs of students and the market. Some examples:

- Three years ago, it was discovered that many students encountered difficulties in the preparation of the final paper and, during the preliminary defense, showed inadequate results due to the lack of awareness of the research design. Analyzing the reasons at the academic staff meeting, it was concluded that it is necessary to change the approach to the preparation of research papers, project reports and final papers, consequently:
 - EKA clarified the paper development procedure (including the structure, methodology selection, the principles of the use of bibliographic sources etc.);
 - EKA introduced the last semester timetable with precise deadlines, which is available in the EKA e-environment at the beginning of the semester;
 - a careful selection and application of research methodology has been suggested at the start of any research paper;
 - EKA introduced a mandatory colloquium, which is an integral part of the final paper development process. The colloquium is organized after submitting the application on the final paper. During the colloquium, the students justify the topicality of the theme, define research aim and objectives, and choose research methods. If the colloquium is passed, then the students are admitted to the final paper development;
 - the Guidelines on Preparing and Defense of Research Papers, Project Reports and Theses have been updated.

Analyzing the changes, an increase of successfully defended research papers has been observed.

- Five years ago, a large part of the students noted that access to additional information on

academic performance and academic and financial debts is needed. Analyzing the student survey responses, the following steps were taken:

- EKA established the section "My data" on the University's website, where every student can keep track of information about the coursework (grades) and academic and financial debts (if any);
- EKA created the "Student Guide" which contains information on the entire study process, including academic debt settlement arrangements, the transfer of the next year of study, a description of the student's options in case of the financial debt, etc.
- each semester, we control the academic performance status of the students. If 12CP amount of academic debt is discovered, then the student will be sent information about the amount, the settlement procedure and the possible consequences in case of inaction;
- the instructors are obliged to place the study course description and the course acquisition requirements in the EKA e-environment. Access to this information is controlled by e-learning coordinator through the auditing e-environment content at the beginning of the semester. If the information is not available, then the coordinator contacts the academic staff informing them of the need to insert it by agreeing about the deadline by which it will be done. After the deadline, a repeated verification is made.

After these actions, there has been a decrease observed in the proportion of students who had to repeat their coursework or who have been excluded due to failure.

- Four years ago, there was insufficient involvement of the academic staff and the students participating in research and creative work observed. To facilitate this, we carried out the following activities, for example:
 - EKA developed a new Scientific and creative activity development strategy 2020 which sets out the expected results to be achieved in each study direction (available [here](#)). Every year, the results of our scientific activity, their degree of achievability are analyzed;
 - research directions were formulated in accordance with the EKA study directions and industry developments (available [here](#)). Each direction has a set of indicators to be achieved within the academic year: the number of publications indexed in *Web of Science* or *Scopus* databases, participation in international conferences, participation with a report in the EKA scientific conference, a publication in the EKA scientific journal, a student research study, student participation in the students' scientific conference;
 - research teams working in each research direction were created. Each group has its coordinator who is responsible for the achieving of a set performance targets;
 - each study program offers research paper and final paper topics that are related to the research direction theme. The authors of the best papers present their research results at the students' conference.

As a result of these actions, the academic staff and student involvement in scientific and creative work has significantly increased (see the Scientific and creative activity reports).

2.2. Analysis and assessment of the system and the procedures for the development and review of the study programmes by providing specific examples of the procedures for the development of new study programmes within the study direction (including the approval of study programmes), the review of the study programmes, the aims, and regularity, as well as the stakeholders and their responsibilities. Description of the mechanism for

obtaining and providing a feedback, including with regard to the work with the students, graduates, and employers.

According to the Regulations on the Preparation of the Description of Study Content and Implementation, Updating and Approval (available at EKA e-environment (Moodle), access data in Annex 1), the content of the study program is reviewed at least once every three years. The updating takes place on the basis of the annual self-evaluation, as well as by evaluating the proposals submitted by the academic staff, students, graduates and employers (if any), and by taking into account changes in legislation. When the content of the study program is changed, taking into account the introduction of new study courses or the updating of the current study course content, then the Study Program Director communicates with the study course instructors and organizes writing of a new study course description or updating of the existing one. Some examples:

- According to the conceptual report "On intellectual property protection and management system in the Republic of Latvia" (CM regulation Nr.509 of 15.09.2017.), the study course "Intellectual Property Law" has been introduced to the study programs of the study direction;
- According to the submitted report by the EKA Student Self-government Council on the teaching of foreign languages, a second foreign language choice has been offered at the University (currently the choice is between German and Russian);
- taking into account the social and economic conditions in which a high proportion of students combine work with the studies, the implementation of the program "Business Administration" has been changed. The study process is organized as "*blended learning*": in weekday evenings, students participate in online video lectures and on Saturdays, practical classes and seminars take place at the University's premises;
- taking into account the market trends, new, topical courses, such as "Digital Marketing" in the study program "Marketing", "Intellectual Capital Management" in the study program "Business Administration" are offered;
- taking into account the recommendations of graduates, the content of several study courses in management has been revised, in order to prevent the overlapping of content. This process was organized by the Study Program Directors, by analyzing the study course descriptions, e-courses and by discussing possible changes with the study course instructors;
- taking into account the recommendations mentioned in the graduate and student survey, the content of the study programs "Cultural Management" and "Event Management" has been revised, by including practical courses in connection with the acquired profession.

The new study programs in the accredited study direction were not licensed. When designing of a new study program takes place, its suitability in the context of the EKA development strategy, strategic specialization, and available resources is evaluated. A working group for the development of a new study program is formed that is composed of the University's administration, academic staff, and employers' representatives. The working group develops the study program's content by formulating its aims, objectives and achievable results, as well as by defining the potential target audience.

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

of the examination of the complaints and proposals and the improvements of the study direction and the relevant study programmes are communicated by providing the respective examples.

The complaint and suggestion procedure, as well as the order of their review are described in the Regulations on the Internal Quality Assurance System. The regulations are available on the EKA website, in the Student Guide.

According to the regulations, the decision on the complaint/suggestion review results and the improvements made in the study direction or in the relevant study programs is communicated to the author of the complaint/suggestion application within one month from the submission date. The decision is sent to the e-mail or postal address provided in the application. For example, a student submits a complaint about an instructor's improper conduct to the Study Program Director (for example, the instructor would not respond to e-mails, would not answer queries about grade evaluation). In this case, the Study Program Director conducts an interview with the instructor, highlighting the University procedures, and requires respecting the stipulated time limits within which to answer the students' e-mails. After the interview, the Study Program Director informs (in writing or orally) the student about the interview asking to notify the director in case similar situations persist in the future.

If the students, in a conversation with the Study Program Director, or the Student Self-government Council submit suggestions on the study process improvement, then the suggestions are forwarded to the Rector. The suggestions are reviewed at the administration meeting, by inviting the representatives of the Board, assessing the feasibility of implementing the suggestions, considering the amount of the necessary resources, etc. On the decision proposal, the applicant is informed in writing that is sent to the e-mail address submitted in the application letter.

The students are informed on the suggestions and complaints mentioned in the survey by receiving a letter from the Rector that includes a summary of the survey results and an outline of the planned action.

2.4. Provide information on the mechanism for collecting the statistical data, as developed by the higher education institution/ college. Specify the type of the data to be collected, the collection frequency, and the way the information is used to improve the study direction.

EKA regularly gathers the following information about the following:

- Student admission results (once a year);
- Student academic performance (once a semester);
- Dropout reasons (once a semester);
- Student and the academic staff mobility indicators (once a year);
- The academic staff performance evaluation by the students (once a year);
- The study process quality evaluation by the students (once a year);
- The graduates' satisfaction with the achieved learning outcomes (twice a year);
- The employment of graduates (last-year graduates - once a year, the other graduates - once every three years);

- Quantitative and qualitative results of the students' research and creative activities (once a year);
- Quantitative and qualitative results of the academic staff's research and creative activities (once a year).

The above-mentioned information is analyzed by conducting performance analysis of meeting strategic objectives and action plan implementation as well as using the annual self-evaluation. Some examples:

- The dropout reason analysis led to the conclusion that the students may interrupt their studies due to work circumstances or migration. As a result, EKA launched a new form of studies, i.e. by offering to study in e-environment;
- Based on the results of the performance evaluation of the academic staff, the Head of the Direction and the program directors perform the quality analysis of the academic staff. The identified shortcomings help to determine the academic staff development directions;
- Based on the study process quality evaluation results, the EKA development plan includes the focus on the study process organization, material and technical support, information provision, etc.;
- The analysis of the quantitative and qualitative results of the scientific and creative activity allows evaluating the involvement of the study direction, its study programs, the students and the academic staff in research and creative activities. If necessary, supplementary activities are developed to promote scientific and creative activities within the study direction.

2.5. Description and assessment of the integration of the standards set forth in Part 1 of the ESG. Specify which of the standards are considered a challenge and which require special attention.

The EKA development strategy 2023, quality assurance, staff development, strategic partnerships, image and reputation, material and technical support have been identified as the main directions of the EKA strategic priorities. In its activities, EKA pays attention to the compliance and integration within its internal quality assurance system of all the standards included in Part 1 of the ESG.

A major challenge, considering the available funding, is to provide the necessary material, technical and information support. However, every year, the University keeps developing it, for example, by purchasing the latest literature and equipment, by renewing program support and by establishing specialized facilities (e.g., Logistics Classroom).

Nowadays, having many digital solutions and latest technologies, as well as changes in young people's attitudes towards studies and information perception types, the institutions of higher education are increasingly burdened with a difficulty to offer content related to the students' interests and their ability to learn. EKA, in its activities, are following the changes in the use of study methods, by increasingly using innovative teaching methods, such as *gamification*, virtual technologies (e-studies), business simulation, etc. The students, depending on their ability, are provided with an opportunity to engage in a number of scientific and creative activities in EKA and other organizations. At the same time, the students are motivated to participate in activities related to the chosen field of study and future profession such managing cultural events, business idea competitions, etc.

Table. The integration of the the standards included in Part 1 of the ESG within the internal quality assurance system of EKA

Standards and guidelines	EKA internal quality assurance system
ESG 1.1. The institutions of higher education must have a quality assurance policy.	The EKA quality policy requires the responsibility of several parties involved in quality assurance. Each party is aware of its responsibilities in quality assurance. Employers, industry professionals are also involved, e.g., as members of the final paper defense commission, reviewers, participating in program content and study course development and updating.
ESG 1.2. Program development and approval.	Program implementation is based on the EKA basic principles of operating, subject to regulatory requirements and the higher education goals of the Council of Europe. The study course content is designed in a way that the results in each course would provide the total achievement of the study results of the program. The content of the study program is reviewed in the Study Council and approved by the Senate. The content of the program is regularly reviewed.
ESG 1.3. Student-centered learning, teaching and assessment	The study program is implemented in various forms: full-time, part-time and e-studies. It allows providing the study access to various groups of students with different abilities to learn. The study course requirements include the completion of a variety of tasks, mandatory reading and are available in the course descriptions and in e-environment. The instructors inform the students on the knowledge evaluation criteria and methods at the beginning of the course. For the evaluation of research papers, internship reports and final examinations, commissions are formed in which employer representatives are welcome to participate. Each member of the commission is informed about the basic principles of evaluation in EKA. EKA rules and regulations describe the evaluation appeal procedure.
ESG. 1.4. Admission, study progress, diploma recognition.	Admission requirements are set out in the Admission Regulations, which are available on the EKA website. The system of study outcome recognition achieved in the previous education is used. EKA uses a database that summarizes the entire study information on each student, including those who have suspended their studies. The system's capabilities allow tracking each student's progress during the study time. The students are able to see their academic progress, the study plan for a given semester, and financial information. After successful graduation from the program, the student receives the diploma, which complies with the statutory requirements and includes information on the study outcomes and the received qualification.
ESG. 1.5. The institutions of higher education have to ensure their academic staff's competence. The procedures for the recruitment of instructors should be fair and open.	EKA ensures the development of its academic staff's qualification by organizing methodological events, training seminars, providing opportunities for scientific activities, including the preparation of publications and participating in conferences. The vacancies are announced through competitions, by publishing the selection criteria in the advertisements.
ESG. 1.6. The University should provide adequate and readily available study equipment, and it should provide support for the students.	EKA has the library whose stocks are regularly replenished. The librarian provides support for the information search. The students are also informed about opportunities to use other libraries for study purposes. Each study course at the University has its training materials available in the e-environment. EKA has the Student Information Center, where each study program has its own educational coordinator, who can provide information about the study process and study progress. The students regularly communicate with the Study Program Director about the issues of program content, as well as about organizational issues. Each study program also has its Moodle forum, in which the Study Program Director posts the current information. Each study course provides consultations both in person and in the e-environment.
ESG. 1.7. In order to have an effective program management, the institutions of higher education have to collect, analyze and use information.	EKA organizes a number of surveys to get informed about the students' satisfaction, as well as to receive suggestions from the students, the employers and the staff. This information is used during the self-evaluation of the study directions and programs. During the self-evaluation, other aspects of the study process are also examined, including material and technical support.
ESG. 1.8. The institutions of higher education have to publish clear, accurate, objective and current information.	EKA annually prepares self-evaluation reports covering the activities of each study direction and about the University in general. EKA website contains information about the entire study process, having each program's description, admission requirements, graduate employment opportunities, etc.
ESG. 1.9. The institutions of higher education periodically evaluate programs to make sure that they meet their objectives and that they meet the students' and the society's needs.	The self-evaluation of the study programs of the study directions occur annually with the participation of the academic staff and the students. The study course descriptions are updated regularly, the e-course content improved, taking into account the current events in the industry and the recommendations of the students, the instructors, the internship providers and the employers.
ESG. 1.10. The institutions of higher education must implement a cyclical external quality assurance and assessment in accordance with the ESG.	The cyclical external evaluation takes place every six years in accordance with the laws and regulations.

II - Description of the Study Direction (3. Resources and Provision of the Study Direction)

3.1. Provide information on the system developed by the higher education institution/ college for determining the financial resources required for the implementation of the study direction and the relevant study programmes. Provide data on the available funding for the relevant study programmes, as well as the sources of the funding for the scientific research and/or artistic creation activities and their use for the development of the study direction. Provide information on the costs per one student (for each relevant study programme of the study direction) by specifying the headings indicated in the calculation of costs and the percentage of the funding among the indicated headings.

The EKA's budget is formed mainly from the tuition fees. Revenue from the implementation of the

study programs of the entire direction is equally used to cover all academic, scientific and administrative costs of the EKA.

The funding for the research and creative activities is comprised of the EKA's resources and external financing (including project funding), and its share of the total budget of the direction of study constitutes 13%.

The EKA's accounting data and the assessment of costs were used to estimate the costs of a study placement in accordance with the CM regulations Nr. 994 "Procedure for the institutions of higher education and colleges regarding their financing from the state budget" of 2006, December, 12. Such calculations do not include the cost of accreditation, as well as contingency costs. All calculations are done based on the cost estimates of 2019.

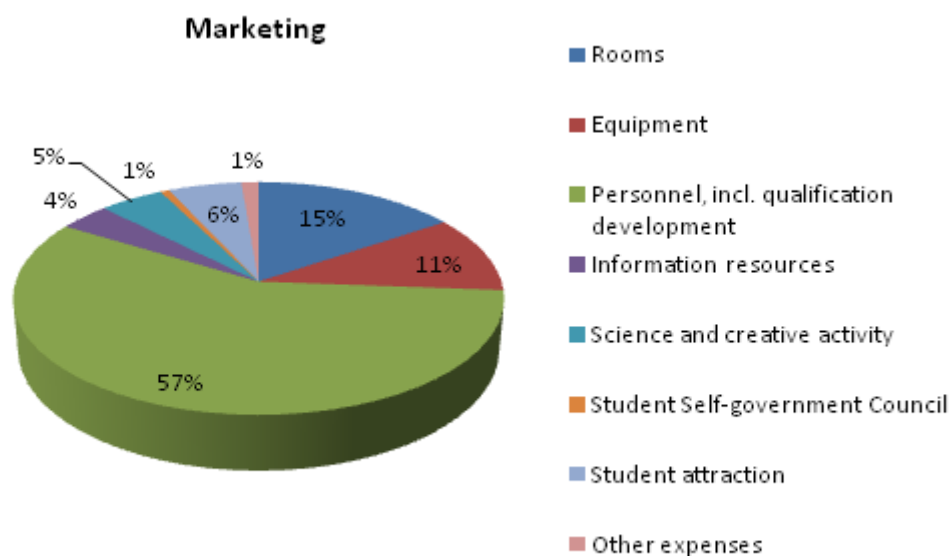


Fig. The study program's "Marketing" study placement costs

The study program's "Marketing" study placement costs are 1010.32 euros per year. The tuition fees for the study program: full-time - 1,260 euros per year, part-time - 1,140 euros per year. Taking into account the number of students in the program (by October 15, 2019 - 34 students) the financial provision for the program is sufficient.

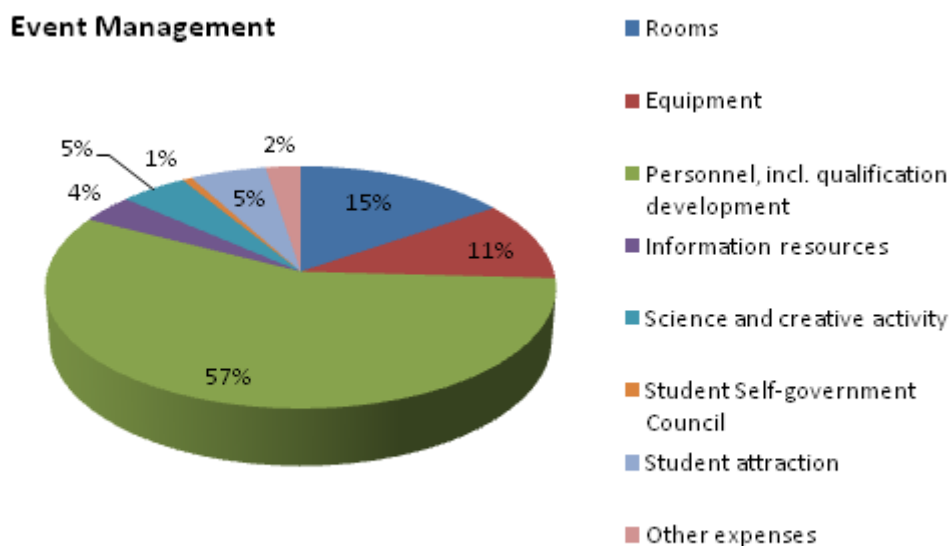


Fig. The study program's "Event Management" study placement costs

The study program's "Event Management" study placement costs are 1010.32 euros per year. The tuition fees for the study program: full-time - 1,260 euros per year, part-time - 1,140 euros per year. Taking into account the number of students in the program (by October 15, 2019 - 36 students) the financial provision for the program is sufficient.

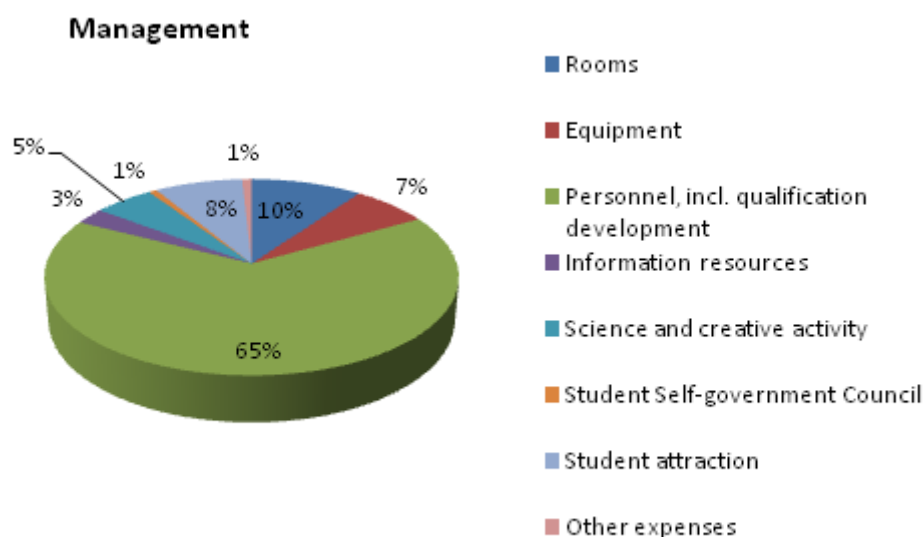


Fig. The study program's "Management" study placement costs

The study program's "Management" study placement costs are 1573.88 euros. The tuition fees for the study program: full-time (in Latvian) - 1,680 euros per year, full-time (in a foreign language) - 2,100 euros per year, part-time - 1,560 euros per year. Taking into account the number of students in the program (by October 15, 2019 - 241 students) the financial provision for the program is sufficient.

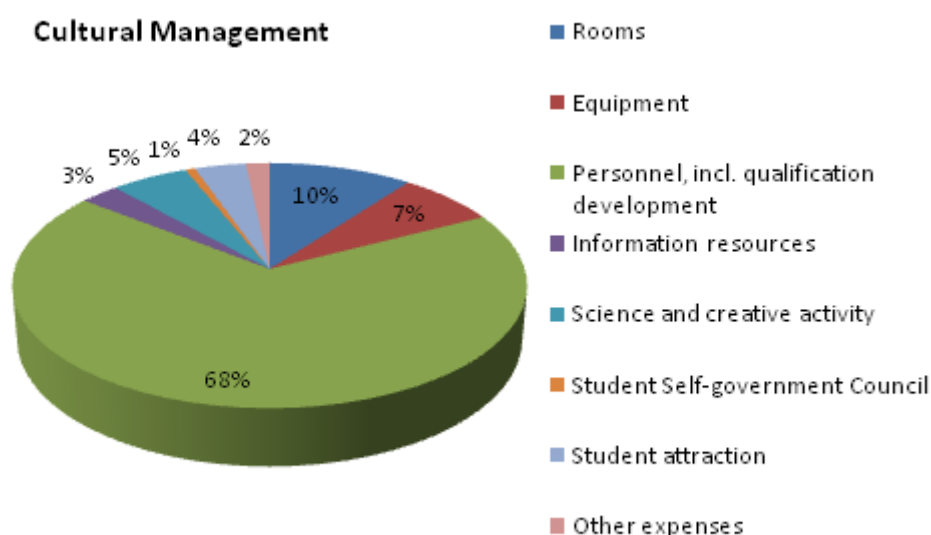


Fig. The study program's "Cultural Management" study placement costs

The study program's "Cultural Management" study placement costs are 1517.74 euros. The tuition fees for the study program: full-time (in Latvian) - 1,680 euros per year, part-time - 1,560 euros per year. Taking into account the number of students in the program (by October 15, 2019 - 111

students) the financial provision for the program is sufficient.

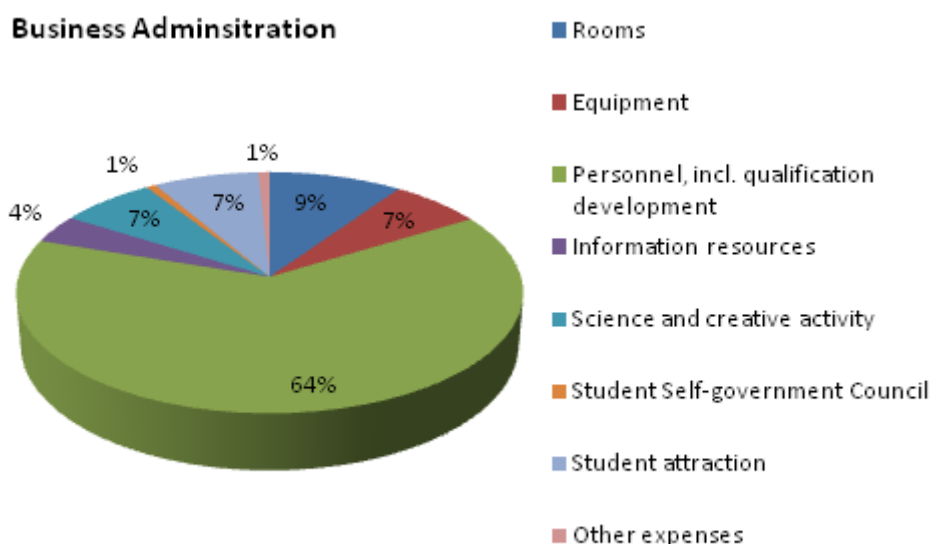


Fig. The study program's "Business Administration" study placement costs

The study program's "Business Administration" study placement costs are 1573.88 euros. The tuition fees for the study program: full-time (in Latvian) - 1990 euros per year, part-time - 2200 euros per year. Taking into account the number of students in the program (by October 15, 2019 - 98 students) the financial provision for the program is sufficient.

3.2. Provide information on the infrastructure and the material and technical provision required for the implementation of the study direction and the relevant study programmes. Specify whether the required provision is available to the higher education institution/ college, availability to the students, and the teaching staff (the specific equipment required for the relevant study programme shall be indicated in Part III, Chapter 3 below the respective study programme).

To implement the study direction, there are both specialized rooms, as well as common premises available (rooms, which are also used to implement the other directions).

Specialized rooms for the needs of the direction are as follows:

- Cultural Auditorium. The auditorium has special lighting and sound equipment, platform available.
- Business incubator room.

The commonly used premises consist of:

- Two computer classes;
- Twelve classrooms;
- Cafeteria;
- Three lounges for the students;
- Instructor's room;
- Library;

- Administration rooms.

According to the EKA development strategy, there are plans to expand the EKA premises, including for the implementation of the study direction. In the Spring of 2019, EKA has purchased a new building in Pērnavas iela 62, with the total area of 7000 sq.m. Starting from the 2021/2022 year of study, the implementation of the study direction will take place in the new premises. These premises would include additional space for the research and creative work of the direction.

The EKA has a free wireless Internet service available. All classrooms have the availability of the necessary material and technical equipment, including computer, projector, etc. to run the classes. Computer classes have the Microsoft Office software, as well as open source code software. There is also specialized software provided to implement the study direction:

- Business simulations (BSS);

To meet the study process needs, the e-environment is available: EKA website, MyEKA application, Moodle and BigBlue Button, E-Nexus. The website contains information on the study process organization, class schedule, announcements, book catalog, etc. EKA application is available for the students in order to allow faster access to the schedule of classes, announcements and their study and financial data. Moodle is used as a site with access to the course materials, independent work assignments, a variety of informative resources, etc. Big Blue Button is a videoconferencing system, which is used to stream (and record) video lectures for e-students. E-Nexus is the academic staff database, which also includes their research work repository.

The database Nexus is used for recording the student information. The students' personal information, study plans, academic progress, administrative orders, etc. are available there.

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

The students have access to the EKA library, as well as all students are informed about opportunities to use the Latvian National Library. The study program directors introduce the students to the library, book catalog and the University's e-environment capabilities during the study course "Introduction to Studies". The EKA library works five days a week (including on Saturdays with extended working hours). Working hours are planned, taking into account the students' attendance and demand (according to survey data and individual requests). The standard working time is: Tuesdays – Fridays from 9:00 to 17:30, Saturdays from 9:00 to 19:00. Since 2013, the EKA library is a member of the Latvian Academic Libraries Association (LATABA).

The book catalog of the EKA library and other libraries is available electronically [here](#). To meet the needs of the study direction, there are 6112 publications and 10781 copies available. In addition, there are available periodicals, such as: iFinances, the Economist, etc.

The library stock fund is supplemented in two ways:

- The librarian follows the news in Latvian and informs the program directors about it. The program directors evaluate the necessity of purchase of the latest publications, in consultation with the respective study course instructors. If the instructors recognize the publication as useful for the study course acquisition, then the Study Program Director will inform the librarian about the need to purchase it;
- The academic staff regularly reviews the study course content, including the topicality of the bibliographic sources necessary for the course acquisition. If the mandatory reading list is updated with the latest sources, which are not in the library, then the instructor must inform the librarian about the need to purchase them. The librarian evaluates the book purchase costs and buying opportunities. If the book costs do not exceed the amount specified, then the book is purchased. Otherwise, other solutions are sought: the source replacement with an alternative publication that has similar content, etc. purchase of a used book etc.

The EKA library stocks are supplemented only with the latest literature, which is not older than 5 years. Funding for the supplementing of stocks is planned from the EKA annual budget, which amounts to 2-3% per annum, depending on the depreciation of books and the demand for recent literature from the instructors.

The students can pick up books by subscription, as well as work with information sources in the reading room. The library reading room has the availability of twenty computers with the Internet access. In addition, the library includes the following services:

- Help with the searching of bibliographic sources;
- Copying;
- Printing;
- Scanning;
- Bindibg

The students and the instructors have access to multiple databases, the list is available [here](#). Database subscription is ordered after the recommendations from the instructors and purchased within the possible financial provision framework. The statistics of usage of data bases (EBSCO) is available below.

Institution Name: LATVIAN CONSORTIUM CULTURE INFORMATION SYSTEMS CENTRE				
Reporting Period: 2018-01-01 to 2018-12-31				
Customer	Database Sessions	Total Searches	Total Full-Text Requests	Abstract Requests
EKA University of Applied Sciences	7025	30130	1885	1903

The instructors place the study course materials as well as the study course description, course acquisition requirements, independent work descriptions in the University's e-environment: Moodle. Sample topics for research papers are also available there, as well as the internship tasks, the final paper sample topics and other, necessary information for the studies.

At the library, the students have access to the samples of research papers, project and final papers: both on paper and electronically placed in [the student work catalogue](#). The inclusion of the papers in the student work catalog occurs after the consent of the student is received (the student certifies in writing that the paper does not include confidential information and may be published).

3.4. Provide information on the procedures for attracting and/or employing the teaching

staff (including the call for vacancies, employment, election procedure, etc.), and the assessment of their transparency.

EKA employs elected academic staff and guest (adjunct) instructors. In order to attract academic staff, a competition or the position is advertised: for the elected academic positions - in the official publication "Latvijas Vēstnesis", for the guest instructors - in other media resources. The election into academic positions is based on the laws and regulations and in accordance with the Regulations on the Election in Academic Positions (available at Moodle, course "EKA Administration"). The election procedure and detailed criteria are described in the above-mentioned regulations. Each academic who meets the requirements is eligible to compete for the advertised position.

Regardless of the status of the instructor at the University, the evaluation of candidates occurs based on the following criteria:

- Educational attainment;
- Teaching experience;
- Professional work experience;
- Science and/or creative work achievements;
- Communication skills.

When starting the work at the EKA, every instructor is familiarized with the organizational procedure of the study process, receives work safety and fire safety instructions, sets up the instructor's profile in the e-environment, is informed about the work and available support in the e-environment and undergoes other work introduction activities.

The information about the study process organization, scientific and creative activities, and internal regulations is available at "EKA administration", a dedicated site in the EKA's e-environment.

The academic staff's work quality is evaluated by analyzing the student survey (twice a year), e-course quality in Moodle (four times a year), scientific and creative activities (once a year), class schedule discipline, communication with the administration and the students and the number of complaints (if applicable).

The academic staff is aware of their work quality evaluation results by presenting them with the results of the survey, the e-course quality control results, etc. Where shortcomings have been identified, they are discussed individually with each instructor, working out the remedy to address the shortcomings. The discussions are organized by the Study Program Director.

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

Each year EKA either facilitates or organizes the following events to develop the qualification of its academic staff:

- Scientific seminars. Their aim is to encourage the involvement of the academic staff in research, as well as to support the preparation of publications in internationally indexed databases;
- Methodological seminars;
- Methodological conferences;
- Participation in international scientific conferences in Latvia and abroad;
- Participation in projects;
- Teaching courses at foreign universities;
- Courses in line with the identified training needs.

The events aimed at developing the qualification of the academic staff are organized, taking into account the University's development priorities and current events in the industry. During the reporting period, the academic staff were encouraged to participate in all the above mentioned events. For examples and achieved results, see Table.

Table. The examples and results of the organized events during the reporting period

Type of event	Results achieved
<i>EKA scientific seminars (at least once a year)</i>	
<ul style="list-style-type: none"> • Preparation of scientific publications • Quantitative methods for data processing • Using special software for data processing (SPSS, R) 	The number of publications of the involved academic staff has increased. Every seminar, on average, was attended by 15 instructors.
<i>Methodological seminars (at least twice a year)</i>	
<ul style="list-style-type: none"> • "Study course description and learning outcomes: design, formulation, mapping" in collaboration with Alberta College, Riga Stradiņš University and the BA School of Business and Finance • Creative workshop during the International Week: "Formulating Learning Outcomes" 	The formulation of the learning outcomes has been changed in the study programs and the study course descriptions. Every seminar, on average, was attended by 15 instructors.
"The preparation of the final papers"	The structure of the papers, research methods has been changed. The quality of papers has increased. The seminar was attended by 45 instructors
<ul style="list-style-type: none"> • "E-course creation in Moodle according to the EKA requirements"; • "The use of the videoconferencing system BigBlueButton in the study process" • Creative workshop during the International Week: "Introduction to Moodle and Big Blue Button" 	More than 70% of the courses have an e-course version. Work to be continued. Every seminar, on average, was attended by 15 instructors.
<i>Methodological conferences</i>	
The EKA annual methodological conferences (once a year)	The use of digital technology tools in the study process, discussing the issues of academic integrity and ethics, the use of <i>gamification</i> aspects in the study process. On average, 30 EKA instructors and 15 instructors from the partner universities of Latvia (e.g. Alberta College, "RISEBA" University of Business, Arts and Technology, Daugavpils University) take part in each conference.
<i>International scientific conferences and publication opportunities</i>	
<ul style="list-style-type: none"> • Participation in the EKA International scientific conference ETECH (once a year) • Participation in international scientific conferences in Latvia and abroad (at least once a year) 	The research results are used in the teaching of the study courses. The results are summarized in scientific and creative activity reports. Each EKA International scientific conference ETECH involve, on average, 18 participating instructors from EKA, 100 foreign instructors from partner universities and 10 instructors from the Latvian partner universities (e.g., Alberta College, Riga Stradiņš University, Turība University, Baltic International Academy).
<i>Participation in projects</i>	
Participation in projects	Exchange of experience, the integration of the latest study and research methods in the study process, e.g., business simulations (e.g., project SPIDE- 5 EKA instructors were involved).
<i>Teaching courses at foreign universities</i>	
International mobility for teaching and exchange of experience in the framework of the Erasmus+ program, for example: <ul style="list-style-type: none"> • Prof. Vita Zarīna taught courses at Vilnius University Kaunas Faculty (Lithuania); • Associate Professor Jelena Titko taught courses at Brno University of Technology (Czech Republic); • Prof. Velga Vēvere taught courses at the University of Zilina (Slovakia) 	Exchange of experience, teaching in an international environment, the promotion of foreign language skills.
<i>Courses in line with the identified training needs (in line with the EKA priorities, at the request of the instructors and as per shortcomings identified)</i>	
· Courses of English	The knowledge of English has been improved for the academic staff. Courses were attended by 12 EKA instructors.
· Didactic courses of the institutions of higher education;	Pedagogical competences of the academic staff have been improved. Pilnveidotas mācībspēku pedagoģiskās kompetences Courses were attended by 20 EKA instructors.

Type of event	Results achieved
Participation in international training, e.g., Lecturer E. Čerkovskis attended the seminar EdTech in October, 2019 (CEEMAN, Bled, Slovenia).	The current knowledge about the industry is acquired. Planned seminar for the EKA academic staff on current digital solutions in teaching.

Most of the instructors are motivated to take part in the organized activities, because, this way, their qualification is developed. This, in turn, will contribute to the quality of course content being taught and help with its implementation. The academic staff understands the importance of quality in their work as a factor contributing to the quality assurance of the whole University. Participation in international events provides an opportunity to practice language skills, make contacts and share experience with foreign colleagues. Such events facilitate switching from daily pedagogical work to communication with colleagues, which helps to reduce the psychological tension.

3.6. Provide information on the number of the teaching staff members involved in the implementation of the relevant study programmes of the study direction, as well as the analysis and assessment of the academic and research workload. Provide the assessment of the incoming and outgoing mobility of the teaching staff over the reporting period, the mobility dynamics, and the issues which the higher education institution/ college must tackle with regard to the mobility of the teaching staff.

The implementation of the study direction involves 52 members of the academic staff (see Annex 5).

By processing the numerical data contained in the tables, it is observed that the qualification of the academic staff employed in the three study programs within the ECONOMIC study direction is in line with the implementation of the University's aims and goals, because:

- In total, the implementation of the study direction involves 52 instructors, including 29 or 55.8% of the permanently employed and 23 or 44.2% guest instructors;
- The total volume of credit points in the five study programs implemented in the study direction is 570 CP, of which 432 CP or 75.8% are provided by the permanently employed (excluding the free elective courses, internships, the supervision of research papers and bachelor theses);
- The implementing of the study direction involves 23 doctors of science (18 of them have been elected in EKA) and 29 instructors with a master's degree (11 of them have been elected to be permanently employed by EKA).

The description of the academic staff in terms of the study programs see in Section 3.

The workload of the academic staff includes the following elements: the teaching of study courses, updating the study courses (including in the e-environment), methodological work, scientific research and creative activities (participation in conferences, projects, research activities and preparing publications, etc.). During the reporting period, no member of the academic personell was provided with a full-time workload.

Instructors are provided with opportunities to participate in the Erasmus+ mobility program. The number of outgoing instructors is limited considering the specified number of mobilities and the funding amount (see Annex 7). Each year 4-5 instuctors took part in the mobility program according to approved number of mobilities for EKA.

Until 2016, the incoming foreign teachers usually arrived to teach in the study direction "Translation and Interpreting" and less so in other directions. Since 2016, EKA has actively started

to attract foreign academic instructors through the Erasmus+ opportunities: by organizing international weeks and staff training weeks. During the previous academic year, 25 instructors came to the EKA, who either taught classes or took part in experience exchange activities and staff training activities (see Annex 7).

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

During the study process, EKA provides students regardless of the form of studies, including distance learning students, with the following support:

- Information support: EKA website has the Student Guide, in which the information is structured according to the study stages. There are also Infographics published in it about the possible action in case of academic and financial debts, as well as about the main steps in research paper and final paper preparation. There are also internal regulatory and methodological documents, as well as the manual on how to work in the e-environment;
- Methodological support:
 - the instructors post the study course materials, course requirements, links to freely accessible bibliographic sources in the EKA e-environment. All this facilitates access to the necessary information during the study course acquisition;
 - consultations on the acquisition of the study course in person and electronically (e-mail, Skype, BBB);
 - consultations on the preparation of research papers, project reports and final papers;
 - colloquium on the topicality, aim and the used research methods of the final paper. During the colloquium, the students are given recommendations at the start of the development phase of the paper.
- Career support:
 - guest lectures with industry professionals on the challenges of specific professions;
 - meetings with EKA graduates during which the graduates share their career experience telling what should the students pay attention to during the study period;
 - field trips to companies and organizations;
 - participation in professional competitions, e.g., Demola Latvia, Ideju Kauss, Rīgas Drosmes grants etc.;
 - Business incubator support;
 - if necessary, internship placement support is provided.
- Financial support:
 - opportunity to get a study grant (only Latvian and Kazakh students);
 - flexible payment schedule;
 - tuition fee discounts for applicants having good grades in the secondary education (only Latvian students);
 - tuition fee discounts for active participation in the Student Self-government Council;
 - tuition fee discounts for participation in professional competitions and research activities.
- Technical support: the e-environment malfunction prevention, requirements for devices which are used in the study process. The support is provided after the students inform the

technical personnel or the educational staff about the problems by calling or writing emails.

Foreign students have access to all the above-mentioned and additional support, which is the following:

- psychological support during the first months: opportunity to discuss and receive support in practical matters;
- Latvian language and cultural training.

II - Description of the Study Direction (4. Scientific Research and Artistic Creation)

4.1. Description and assessment of the directions of scientific research and/or artistic creation in the study direction, their compliance with the aims of the higher education institution/ college and the study direction, and the development level of scientific research and artistic creation (provide a separate description of the role of the doctoral study programmes, if applicable).

EKA scientific research and creative activity is organized in accordance with the EKA development strategy 2023 and the Scientific and Creative Activity development strategy (ZRDAS 2020). ZRDAS 2020 identifies four priorities, with specific directions of action for each priority:

- EKA staff:
 - direction of action "Increasing the number of academic staff involved in science";
 - direction of action "Raising the scientific qualification of EKA academic staff".
- EKA scientific reputation:
 - direction of action "Increasing popularity of the scientific events organized by EKA";
 - direction of action "EKA publishing performance improvement".
- Research and creative activity in the study directions:
 - direction of action "Research development in every study direction";
 - direction of action "EKA academic staff's involvement in research and creative work";
 - direction of action "EKA students' involvement in research and creative work".
- Infrastructure:
 - direction of action "Research infrastructure and material and technical resource development in every study direction".

These priorities and the directions of action correspond to the aims of the study direction, as well as to the EKA development priorities. The set priorities and the direction of action achievements, the implementation of the defined indicators are analyzed at the end of each study year, with prepared reports on the scientific and creative activities. For example, in 2018/2019 academic year, as per some indicators, better than expected results have been achieved (see Table below).

Table. The analysis of planned completion of indicators of scientific and creative activities in the study direction in 2018/2019 academic year

No.	Indicator	Plan 2020	Completion 2018/2019
1.	Number of instructors with doctoral degree in Economics/Business Administration	13	11
2.	Number of EKA Professors and/or Associate Professors that are elected in the Management Direction*	9	8

No.	Indicator	Plan 2020	Completion 2018/2019
3.	Number of EKA instructors – the participants of scientific and methodological conference, including (representatives of other universities) (the Management Direction)	3	7
4.	Number of regularly published journals and scientific paper volumes by EKA (applicable to all directions)	3	3
5.	Number of scientific monographs, teaching aids published by EKA	2	2
6.	Number of research studies conducted in the Management Direction	1	2
7.	Number of published scientific articles in scientific publications within the Management Direction (WoS or Scopus databases)	13	11
8.	Number of published scientific articles by the students in the Management Direction	10	16
9.	EKA student participation in international scientific seminars and conferences (number of annotations/creative work)	10	16

* The shortened title of the direction to be accredited

In order to involve the academic staff and the students in scientific research and creative activities, the research study directions are aligned with the study directions being defined in terms of the indicators set to be achieved in each direction of research (e.g., the number of publications indexed in *Web of Science* or *Scopus* databases, the number of publications in other databases, participation in conferences, the number of research studies done by the students, the students' participation in conferences, the number of student publications). The completion of the indicators is the responsibility of the coordinator of the research direction. The titles of the research directions are available here: <https://www.augstskola.lv/?parent=8&lng=eng>. The priority research directions within the study direction to be accredited in 2019/2020 academic year are as follows:

- Digitization: Challenges for the economy, business and the public. Head of the research direction: Associate Professor J.Titko.
- Intellectual capital: understanding, management, protection. Head of the research direction: Associate Professor O.Lentjušenkova.
- Cultural studies. Head of the research direction: Assistant Professor J.Budanceva.

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

Research directions are formulated in accordance with the area of the study directions, research interests of the academic staff and current events in the study direction area. The research directions are confirmed by the Study Council.

There are some study courses that meet the priority research areas. For example, the master's program "Business Administration" has a course "Intellectual Capital Management" (taught by Associate Professor O.Lentjušenkova), which ties in with the research direction "Intellectual capital: understanding, management, protection".

In accordance with the approved research directions, the sample topic lists of research papers and final papers are supplemented with themes that are explored within research directions. For example, the program "Management" final paper sample topic list includes a topic of "Corporate Social Responsibility in Industry Enterprises ", which corresponds to the EKA priority research direction of "Corporate Social Responsibility: Understanding and Management". Another final paper sample topic that corresponds to this direction is in the master's study program "Business Administration" - "Corporate Social Responsibility as a Company's Reputation Enhancement Factor ... (in Industry)."

In 2018/2019 academic year, within the framework of the research direction "Corporate Social Responsibility: Understanding and Management", two research papers have been defended on business students' attitudes towards corporate social responsibility. In addition, a master's program student defended the master's thesis "The effect of intellectual capital management factors in municipal institutions" (the theme corresponds to the research direction "Intellectual Capital: Understanding, Management, Protection").

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

During the reporting period, annual cooperation has been developed with several partners: in projects, as well as by participation in international scientific conferences.

Since 2014, EKA has organized an international scientific conference in collaboration with the *Walsh College* (the United States). The partners participated not only as organizers, but also participated in the Scientific Committee of the Conference, presented their reports, reviewed the submitted publications, etc. In 2017, a new conference name was made: *Emerging Trends in Economics, Culture and Humanities (ETECH)* and the *University of Economics in Katowice* (Poland) joined as a new conference partner. Twelve EKA academic staff members are involved in conference organization as conference scientific board or/and conference executive board (e.g. see [ETECH2019 program](#)) The conference participants are provided with a publishing opportunity in the scientific journal "Economics and Culture", which is indexed in international databases. In 2020, the conference will attract additional partners to ensure more publications: two scientific journals that are indexed in the internationally indexed databases *Scopus* and *Web of Science* (more [here](#)).

Such partnership provides an opportunity to discuss internationally the results of the research conducted by the academic staff and to publish them in internationally recognized journals.

The participation in international projects facilitates the development of research, cooperation and exchange of experience both for the academic staff and the students. For example:

- within the framework of the international project "[The Strategic Partnership for Innovation and Development of Entrepreneurship](#)", an acronym - SPIDE) twenty nine students participated in a two-day seminar, which was designed to provide the students with an opportunity to personally gain experience of running a business, understand the role of business in providing employment and increasing prosperity, as well as to inspire them to create and develop their own ideas and plans for the future. The first day was devoted to the generation of business ideas and marketing research activities. On the second day, the students presented their business ideas and business plans. The majority of the students appreciated the effectiveness of the seminar and its main idea. Within the framework of this project, the academic staff of EKA and other project partners developed business simulations, which are used in the study process.
- The international project "[Promoting E-Learning for Adults to Improve Quality and Availability of Life-Long Education](#)", grant No.NPAD-2017/10049. During the project, EKA instructors (Associate Professor J.Titko, Associate Professor O.Lentjušenkova, Assistant Professor J.Bierne), in cooperation with partners from Lithuania (Insurance and Risk Management

Institute) and Denmark (Copenhagen Business School, Department of International Economics and Management) developed methodological materials for teaching in the e-environment: https://www.augstskola.lv/upload/E-teaching_manuals_end.pdf.

- The international project "Online Master's Program for Circular Economy" (CIRCECO), grant No. 2017-1-MK01-KA203-035392. Within the framework of CIRCECO, the textbook "Corporate Social Responsibility and Business Ethics" was written (authors: EKA Professor Velga Vēvere and EKA Assistant Professor Anna Svirina), which will be used in the study process, especially in the master's program "Business Administration".
- The international project "Invent - partnership to develop VET educators in event management with learner-centered approach", grant No. 2017-1-UK01-KA202-036615. Information: <http://www.invent.international/about.html> Within the project framework, the following EKA instructors participated: Associate Professor J. Titko, Assistant Professor K. Šteinbergs, Assistant Professor J. Budanceva, and Associate Professor L. Turuševa and Assistant Professor Z. Veidenberga (as technical translation specialists). In collaboration with partners from the UK, Slovenia, Germany and Spain, the competence and skill test standard for event managers ("The standard of competences") was developed, which is based on the project partners' event manager professional standard investigation and their comparison with the UK professional standard, as well as the research study conducted by the project's five member state event management sector representatives. In addition, the skill assessment tool for event managers was developed (*Skills Scan*) with the guidelines for its use and for setting up an individual plan, as well as including educational materials that can be used by the instructors of the professional education of event management.

4.4. Specify the way how the higher education institution/ college promotes the involvement of the teaching staff in scientific research and/or artistic creation. Provide the description and assessment of the activities carried out by the academic staff in the field of scientific research and/or artistic creation relevant to the study direction by providing examples and the summary of the quantitative data on the activities in the field of scientific research and/or artistic creation relevant to the study direction over the reporting period, for instance, the publications, participation in conferences, activities in the field of artistic creation, participation in projects by the academic staff members, etc., by listing the aforementioned according to the relevance.

As one of the priorities ZRDAS 2020 has set is the research development in every study direction. EKA academic staff conducts scientific research in line with corresponding scientific interests, current events in the field of management and the confirmed research directions at the University. The involvement of the academic staff in research activities occurs as follows:

- By providing methodological and informational support about the selection of research design, research methods, information technology solutions for research purposes. For example, by organizing scientific seminars, methodological conferences;
- By forming research teams in each of the research directions. For example, during 2018/2019 academic year, the study direction management has approved a number of research directions and, in each of them, a research group was established, for which specific tasks were formulated. For example, the interdisciplinary research direction "Intellectual Capital: Understanding, Management, Protection" working group consists of Associate Professor O. Lentjušenkova (Coordinator), Professor V. Zariņa, Associate Professor J. Titko, Assistant

Professor I.Lejniece, Assistant Professor I.Stankēviča. Work results of the group: 3 publications in the internationally indexed databases (Scopus and Web of Science), participation in 4 international scientific conferences (1 in Latvia, 1 in Czech Republic, 1 in Lithuania, 1 in the UK), 3 master's theses defended, 3 student articles published in the International student conference proceedings, 3 student presentations at the International student conference. The research direction "Corporate Social Responsibility: Understanding and Management" working group consists of Professor V.Vēvere (Coordinator), Associate Professor J.Titko, Assistant Professor A.Sannikova, Assistant Professor I.Brante, Assistant Professor I.Lejniece. Work results of the group: 3 publications in the internationally indexed databases (Scopus and Web of Science), participation in 3 international scientific conferences (1 in Czech Republic, 2 in Lithuania), 2 research papers defended on the students' attitude towards corporate social responsibility;

- By providing financial support for the preparation of publications and the participation in conferences (see the Scientific and creative activities report on EKA website);
- By involving in project implementation. For example, For example, Lecturer E.Čerkovskis, Associate Professor J.Titko, Associate Professor O.Lentjušenkova, Assistant Professor J.Bierne were involved in the international project "*Strategic Partnership for Innovation and Development of Entrepreneurship*, acronym - SPIDE "); Associate Professor J.Titko, Assistant Professor K.Šteinbergs, Associate Professor L.Turuševa, Assistant Professor J.Budanceva, Assistant Professor Z.Veidenberga were involved in the international project "InVent - partnership to develop VET educators in event management with learner-centered approach"; Associate Professor J.Titko, Assistant Professor J.Bierne, Associate Professor O.Lentjušenkova were involved in the international project "Promoting E-Learning for Adults to Improve Quality and Availability of Life-Long Education".;
- Providing support for the preparation and publishing of monographs, such as Inga Milēviča's book "Veiksmes retorika" (2019);
- By organizing scientific, including international, events at the University, such as the EKA International Scientific Conference ETECH;
- By building partnerships with universities, including by ensuring joint research and the publication of results, e.g., the EKA academic staff cooperate with the Riga Technical University's academic staff (Associate Professor O.Lentjušenkova collaborates with RTU Professor I.Lapiņa, Assistant Professor A.Sannikova collaborates with Associate Professor I.Jurgelāne-Kaldava, Lecturer T.Grizāne), Turība University's academic staff (Professor V.Vēvere with Professor R.Zvirgzdiņa and Associate Professor I.Liniņa) .

Table. Quantitative data on the scientific research and/or artistic creativity activities corresponding to the study direction during the reporting period

Scientific research and/or creative activities	Quantity					
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Number of publications in Scopus and Web of Science	6	6	15	18	18	17
Number of other publications	22	22	17	12	5	15
The academic staff's participation in international scientific conferences, the total number of	36	22	40	45	35	32
Participation in projects (number of projects)	2	1	1	2	4	4
Monographs and textbooks	2	2	1	0	0	1

During the reporting period, there are changes observed in the number of publications, with more attention paid to the publications in the internationally indexed databases *Scopus* and *Web of Science*. This occurs in accordance with the priorities set in the national education and science policy and the EKA development strategy.

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

The students' participation in scientific research and creative activity is an integral part of the study process. The students of all study programs are provided with the following opportunities:

- The study course "Research organization" in the framework of the study program, which is mandatory for all students;
- Conducting research, by writing the research paper and the final paper within the framework of an approved scientific direction or about other current events in the industry. These assignments are mandatory for all students;
- Presentation of the research results at the International student conference organized by EKA in collaboration with Alberta College (see [here](#)) or in other conferences;
- The publication of the research results in the [International student conference proceedings](#). For example, in 2018/2019 academic year, there have been 16 scientific articles published by the study direction's students in the Student conference proceedings;
- Participation in the implemented international projects. For example, within the framework of the international project *SPIDE*, two master's study program "Business Administration" students participated in the *StudentHub* event - the intensive BSS training program (see [here](#));
- Creative project development and implementation in the study programs "Cultural Management" and "Event Management". For example, during the reporting period, the students of the programs, while actively participating in the Student Self-government Council, implemented the following events: SPEKA Trip, EKA Open, Ēnu dienas (Shadow Days) etc. The students organize these activities in cooperation with other universities' student self-government councils (e.g., Latvian Maritime Academy, Latvian Academy of Sport Education), as well as by attracting supporters.

The master's program students' involvement in research is mandatory. The master's degree students are allowed to defend the master's thesis, if they previously submitted an article to the Student scientific practical conference (Section 3.2.15. of the Guidelines on preparing and defense of research papers, project reports and theses at the EKA University of Applied Sciences).

Another example - the study course "Business Economics and Planning" (taught by Professor Vita Zariņa) in the study program "Management" - its main learning outcome is the development of a business plan, starting with a business idea and ending with the financial statement. While developing the business idea, the students perform the analysis of the selected sector of economy and then summarize their findings for the Student conference. This is a mandatory requirement of the study course.

Within the framework of the study course "Human Resource Management" of the study program "Cultural Management", the students have to carry out a study in order to submit it in the form of article to the Student conference. In addition, the mandatory requirement of the study course "Sociology" is to conduct a study with a chosen topic, which consists of three blocks: the analysis of the work of other researchers, research design development and conducting a survey.

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

In its work, EKA uses a variety of solutions in order to strengthen its competitiveness and promote work efficiency. During the reporting period, the following solutions and their applications have been implemented:

- The organization of the e-studies. Online video lectures are organized for EKA students according to the class schedule. The lectures are recorded and are available during the semester. During the online lecture, the instructor and the students actively communicate, students can present their assigned tasks, participate in seminars, discussions and group work. The materials, independent work assignments, course description and other information necessary for the study course acquisition are available in Moodle, where they should be posted by the instructor according to a certain template. Students submit the independent work assignments, take exams using the e-environment tools;
- The student and the academic staff joint database NEXUS. This solution made it possible to digitize several processes and document processing at the EKA. For example: application for a certificate and the preparation of orders, study agreement and amendment preparation, diploma preparation, compilation of statistical data for external and internal needs, etc. The database is integrated with the EKA e-environment that conveniently allows to provide the students with the information on their academic progress and the financial situation, the students' and the academic staff's user access rights permission/denial in the e-environment, survey organization, etc.;
- For faster information spreading and availability, in Moodle, EKA have created a special site "EKA administration." It offers current strategic documents, information on scientific activities, teaching aids, etc.;
- The Student Guide. An electronic guide, which contains information on the study process broken down by stages, which occur during the studies at the EKA. Each section has available (if applicable) appropriate internal regulations, application forms, Infographics, and links to other informative resources;
- MyEKA application for students allow for a faster browsing of the list of classes, includes notifications and current events, personal profile.

II - Description of the Study Direction (5. Cooperation and Internationalisation)

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

specify the mechanism for the attraction of the employers.

EKA cooperates with several institutions: companies, governmental and non-governmental organizations, professional associations, universities, colleges, secondary schools etc. (more detailed information is found in the study direction self-evaluation reports). Cooperation is planned and organized according to the type of institutions, as well as geographic location. The main criteria for starting the cooperation are as follows: partner's reputation suitability for the working specifics of the direction and mutual benefit for all partners. Employers are attracted by participating in industry associations (for example, the Latvian Chamber of Commerce and Industry, the Latvian Employers' Association, etc.), working groups organized by the the government ministries (for example, the professional standard expert working group), and by the academic and administrative staff members taking part in professional and scientific conferences, and other events. Partly the cooperation partners are attracted thanks to the EKA students and graduates (for example, Jelgava municipality institution "Kultūra"), as well as by organizing meetings of employers with the students, e.g., in 2018/2019 academic year, Dita Malinovska and Karina Bērziņa (VSIA „Latvijas koncerti”), Tija Auziņa (Music and Arts Festival "Bildes"), Arita Lapsa (ZZ Čempionāts), Laura Valtere (event series "ChoirUp") were invited.

The main directions of cooperation with the employers are as follows (see examples below in Table):

- Participation in scientific research and creative activities;
- Participation in the development of the study directions and the study program;
- Internship placement provision (see the list of signed agreements in Appendix);
- Organizing methodological events;
- Guest lecture and creative workshop organization;
- Organizing pupil competitions and Olympiads;
- Participation in the final examinations, including reviewing the research and final papers.

The selected areas of cooperation enable both the implementation of strategic objectives that are described in the EKA development strategy, as well as the aims of the study direction.

Table. Examples of cooperation with employers and organizations in the study direction

Activity	Name of activity	Partner
GUEST LECTURE AND CREATIVE WORKSHOP ORGANIZATION		
Lectures in companies/organizations by the EKA academic staff	"Labor Market Forecasting", Professor I.Šina	State Employment Agency
	"Labor market forecasts," Lecturer E.Čerkovskis	7 Latvian local municipalities (in Liepāja, Daugavpils, Valmiera, Rēzekne, Gulbene, Jelgava and Jūrmala)
Guest lectures by professionals	The role of cultural houses in ensuring the Latvian cultural policy	Laimrota Jaunzeme, Iecava Cultural House, head of the artistic department
	"Style Evolution Presentation"	Kašers (Kaspars Blūms-Blūmanis), multi artist
	"Business development opportunities in today's conditions. The planning of company's strategy"	Andris Vanags, SIA "Sakret", Member of the Board
	"Event production"	Zane Vitola, cultural manager, concert producer and marketing specialist
	"Can ketchup be digital?"	Maksiims Kušņarevs, partner and digital strategist in the digital agency "Digibrand"
PARTICIPATION IN THE STUDY DIRECTION IMPROVEMENT		

Participation in the study direction improvement	Internship organization improvement	Kristīne Ciemīte, „RIMI”, marketing director Elise Bikova, Delfi, marketing director Osvalds Zebris, „Tekstu Cehs”, owner, writer, journalist Agnese Grinberga, „Latvijas Gāze”, head of corporate client service department Laura Šinka, „Urbana Smart Solutions”, project manager Sergejs Grodnikovs, „Rietumu Banka”, head of marketing and advertising department Aldis Riekstiņš, „Latio”, board member, head of client services
ORGANIZING PUPIL COMPETITIONS AND OLYMPIADS		
Cooperation with secondary schools, youth organizations	Fashion show "Radošais nemiers" at the Latvian National Library (in cooperation with the Latvian Folk Art Union) - the study program "Cultural Management" and "Event Management" students	Latvian National Library Latvian Folk Art Union
Competitions for secondary school students	"Event Master"	Latvian National Library
FIELD TRIPS (EDUCATIONAL EXCURSIONS)		
Field trip	Operational specifics, human resources management (Business Administration)	MSC Global Container Shipping Company
Field trip	Monetary policy, turnover and history (Management)	The Bank of Latvia interactive financial education and knowledge center "Naudas pasaule"
Field trip	Operational specifics (Event Management, Cultural Management)	Iecava Cultural House
Field trip	Operational specifics	Madara Cosmetics
PARTICIPATING IN THE STATE FINAL EXAMINATIONS		
The State Examination Commission	The qualification paper's defense	Agnese Grinberga, „Latvijas Gāze”, head of corporate client service department
The State Examination Commission	The bachelor's thesis defense	Lolita Neilande - Frīdenberga, Talsi Folk House
The State Examination Commission	The defense of bachelor's thesis and qualification paper	A.Suškins, LDDK valdes loceklis
PARTICIPATION IN SCIENTIFIC RESEARCH AND CREATIVE ACTIVITIES		
Conference	Participation in the EKA International scientific conference	Andris Alksnis, A.Suškins, Employers' Confederation of Latvia

In collaboration with the institutions of higher education, the emphasis is placed on scientific research and creative activities, the academic staff's qualification development and methodological events.

Table. Examples of cooperation with the institutions of higher education in the study direction

Activity	Name of activity	Partner
PARTICIPATION IN SCIENTIFIC RESEARCH AND CREATIVE ACTIVITIES		
International scientific conference	Emerging Trends in Economics, Culture and Humanities, ETECH	Alberta College
International student conference	"Student research activity: theory and practice"	
Project	"Strategic Partnership for Innovation and Development of Entrepreneurship" (SPIDE)	<ul style="list-style-type: none"> Integrated Business Institute (Macedonia) University of Ljubljana (Slovenia) Hochschule für Öffentliche Verwaltung Kehl (Germany)
Projekts	"InVent - Partnership to develop VET educators in event management with learner-centred approach"	<ul style="list-style-type: none"> Gecko Programmes Ltd (UK) Fakulteta za komercialne in poslovne vede, Celje, Slovenia Evropski kulturni in tehnološki center Maribor, socialno podjetje, Maribor, Slovenia HOCHSCHULE HANNOVER, Hannover, Germany VPLT - Der Verband für Medien- und Veranstaltungstechnik e.V., Hannover, Germany Latvijas Kultūras darbinieku biedrība, Rīga, Latvija CENTRO SUPERIOR DE FORMACION EUROPA SUR, Malaga, Spain Fundación Coremsa, Malaga, Spain THE TELEVISION AND RADIO INDUSTRIES CLUB OF THE MIDLANDS LTD, Lichfield, United Kingdom
Project	Promoting E-Learning for Adults to Improve Quality and Availability of Life-Long Education	<ul style="list-style-type: none"> Insurance and Risk Management Institute (Lithuania) Copenhagen Business School (Denmark)
International scientific conference	Participation as Keynote Speaker in the "25th International Scientific Conference on Economic and Social Development", Associate Professor J.Titko	Russian State Social University - RGSU (Russia)
International student conference	RGSU student participation in EKA organized International student conference	
International scientific conference	Participation in the EKA International scientific conference ETECH2018	
International conference	The participation of the academic staff and the administration in the annual BMDA conference	Baltic Management Development Association (BMDA)

Activity	Name of activity	Partner
International scientific conference	Co-organizers of the ETECH international conference	Walsh College (USA)
International scientific conference	Co-organizers of the ETECH international conference	University of Economics in Katowice (Poland)
ORGANIZING OF METHODOLOGICAL EVENTS		
Methodological seminar	Study course description and studyresults: design, formulation, mapping	Alberta College, BA School of Business and Finance, Riga Stradiņš University
Methodological conference	Modern teaching methods to improve the quality of the study process	Alberta College
Staff training	Staff Training Week „E-learning:Theory and Practice for Beginners”	Alberta College
	Staff Training Week “Digitalization of Higher Education (for academic staff)”	
	Staff Training Week “Advanced Research and Teaching Methods””	
	International Academic Week (every year)	
GUEST LECTURE AND CREATIVE WORKSHOP ORGANIZATION		
Guest lectures by foreign academics	„Evaluation of investment projects” (prof. R.Kanapickiene)	Vilnius University (Lietuva)
	“How to create an event? Best practices in the World” (Andrius Juškys)	Vilnius Kolegija, (The Faculty of Arts Creative Technologies (Lietuva)
	“Introduction to digital enterprise”	Dr. Zoya Kinstler, Instructor, Harvard University Extension School, Graduate Program in Information Management Systems
	From Financial Accounting to the Value of an Enterprise (prof. J.Gemeinhardt)	Hochschule Schmalkalden (Vācija)
	Knowledge Transfer and Innovation Management. Regional Innovation Strategies (prof. A.Janiszewski)	University of Economics in Katowice (Polija)
	Professional Communication. Business Etiquette. Cross-Cultural Issues Related to Business Communication (lect. J.Lacka Badura)	
Experience exchange visit to EKA	RGSU academic staff’s exchange visit to EKA	Russian State Social University - RGSU (Russia)
	University management	Stanisław Staszic University of Applied Sciences in Piła (Poland)
Guest lectures in foreign universities	„Accounting of fixed assets, valuation, revaluation, depreciation and taxation” (Professor V.Zariņa)	Vilnius University (Lithuania)
	“Intellectual capital management” (asoc.prof. O.Lentjušenkova)	Kazan National Research Technical University named after A.N.Tupolev – KNRTUKAI (Krievija)
Workshop for instructors	“Creating of educational quest”, Professor Anna Svirina	Kazan National Research Technical University named after A.N.Tupolev – KNRTUKAI (Russia)

5.2. Specify the system or mechanisms, which are used to attract the students and the teaching staff from abroad and provide a description of the dynamics of the number of the attracted students and the teaching staff.

Foreign students are attracted mainly through the participation in international exhibitions and by collaboration with the agents.. Since 2017, EKA is a member of the Higher Education Export Association. This association sets certain standards for attracting foreign students, including admission criteria. The selection of foreign students occurs in accordance with legislative requirements and the Admission rules and includes the applicant's aptitude test in the area of the study program and the English language proficiency test.

During the reporting period, the number of foreign students in the study direction has significantly increased, from 12 students in 2015/2016 academic year (when EKA intensively started attracting foreign students) to 176 students in 2019/2020 academic year.

During the reporting period, foreign instructors were predominantly attracted in the guest lecturer's status using the opportunities of the Erasmus+ mobility program. During the reporting period, the number of incoming foreign instructors increased substantially from 4 in 2015/2016 academic year to 25 in 2018/2019 academic year. The instructors ran classes for the students of all programs of

the study direction, organizing the current lectures, as well as participating in professional qualification development activities (e.g., participation in the creative workshops of the International Week) and research activities (e.g., participation in the international scientific conference ETECH). The list of incoming instructors is available in Annex 7.

Since 2019, two foreign instructors have been elected as Assistant Professors in the study program "Business Administration".

In the future, it is planned to continue academic staff attraction for work in the status of elected academic staff, which is also defined in the EKA development strategy. It is planned to attract the academic staff based on the previous experience with foreign partners as well as through Euroaxess network, which EKA is a member of.

5.3. In the event that the study programme entails a traineeship, provide a description of the traineeship options offered to the students, as well as the provision, and work organisation. Specify whether the higher education institution/ college provides assistance in finding traineeships.

The internship organization occurs in accordance with the laws and regulations and the Internship Regulations (see Annex 12). The EKA's students, according to the study plan, are sent to do internship on the basis of the tripartite agreement on the study internship.

Each internship is organized under its own internship program. They are organized in such a way so that students would become familiar with real life processes in the companies hosting the internship, which will help to acquire theoretical knowledge better in the further study process. The aim of the internship is to strengthen and develop theoretical knowledge, forming independent professional skills and abilities, based on the knowledge acquired during the studies, as well as to comply with the duties assigned by the internship supervisor at the place of the internship through participating in the activities of the internship company. In addition, during the pre-diploma internship, the students collect information and carry out research that is necessary for developing the final paper.

During the internship, the student has to prepare the internship report, and, in accordance with the internship schedule, it must be submitted to the University's internship advisor for review. If the internship report meets the requirements, then the University's advisor signs the Performance and evaluation sheet and it means that the report is accepted for the defense. The defense of the internship report takes place during the session in the presence of the commission. During the defense, the opinion of the company's internship supervisor described in the *Intern characteristics* (on the trainee's work during the internship) and his work evaluation are also taken into account.

In carrying out the internship tasks, the student has two internship supervisors: one in the company and another in EKA. The internship supervisors help the student to understand the substance of the practice tasks and guide the student towards the correct completion of the tasks. The internship supervisor in EKA provides advice on the general issues of internship organization and the internship report defense.

The students of the study program "Cultural Management", during their studies, have to participate in internship in 3 internship companies, institutions or organizations over the period of 26 weeks (more in the program description).

The first level higher professional education study programs "Marketing" and "Event Management" require 2 internships (the basic internship and pre-diploma internship), the duration of which is a total of 16 weeks (16 CP). Each of the above-mentioned internships has the duration of 8 weeks (8 CP each).

The study program's "Management" internship with the amount of 8CP is intended in the limited option (elective) part.

The internships would not be possible without the support of various business people and organizations. During the previous study years, the students of the study direction were supported and the internship placements were provided by more than 50 companies, with which bilateral and trilateral internship agreements were signed.

5.4. In the event that joint study programmes are implemented in the study direction, provide the justification of the creation of the joint study programmes and a description and assessment of the selection of the partnering higher education institutions by including information on the principles and the procedures for the creation and implementation of these joint study programmes. In the event that no joint study programmes are implemented in the study direction, provide a description and assessment of the plans of the higher education institution/ college for the creation of such study programmes within the study direction.

EKA did not plan to prepare joint study programmes in the study direction.

II - Description of the Study Direction (6. Implementation of the Recommendations Received During the Previous Assessment Procedures)

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

On March 25, 2012, the EKA University of Applied Sciences received the report of the International commission of experts on the study direction's "Management, Administration and Real Estate Management" bachelor's programs. In the International expert commission's report, without the positive aspects, there were a total of 11 recommendations given by the experts:

1. To improve research activities (both qualitative and quantitative indicators).
2. To revise the content of the study programs, by providing courses with the highest number of credits.
3. To involve more industry professionals in the study program implementation, especially in the first level study programs.

4. To improve communication with the alumni.
5. To create e-learning and video-conferencing system.
6. To develop modules (modular system) and offer it to the students of other institutions of higher education.
7. To improve the learning of foreign languages and to offer study programs for foreigners.
8. To adopt a more practical approach, especially in the first level study programs.
9. To improve library resources.
10. To attract more foreign students, including those who are involved in mobility programs.
11. To evaluate the number of students, because the market is small, but graduates are many.

Recommendation 1. To improve research activities (both qualitative and quantitative indicators).

During the reporting period, the [EKA Science and creative development strategy for 2016-2020](#) has been developed, which emphasizes the development priorities and indicators. EKA has determined its priority research directions, managed by the coordinators. Each research direction has its annual plan which outlines the main indicators to be achieved, for example, the number of publications, participation in conferences, the number of student research studies, the number of students involved in the Student conference etc.).

Thanks to the change in the organization of scientific activities, a qualitative improvement of the results has been achieved in the direction as a whole, as well as all of the academic staff of the direction are involved in research and/or creative work (see more in Article 4 of this report).

Recommendation 2. To revise the content of the study programs, by providing courses with the highest number of credits.

During the reporting period, the content of the study program has been revised, by providing the study courses with the highest, possible number of credits. For example, in the bachelor's degree programs, almost all the courses have the amount of 4CP. The master's program has all the courses with the amount of 4 CP. It is not possible to assign 4CP to all courses of the first level education programs due to total volume of the program (80CP) and the professional standard requirements.

The program's structural changes provide more in-depth acquisition of the study courses in the specific area and reduce the student workload during the exam period (number of exams).

Recommendation 3. To involve more industry professionals in the study program implementation, especially in the first level study programs.

The study programs, especially the professional programs, involve industry professionals. For example, in the study program "Event Management", from all 16 instructors involved in the program, 9 are industry professionals, who combine professional activities with academic career. In the study program "Marketing", out of 16 instructors involved in the program, 8 are industry professionals. In the study program "Cultural Management", out of 24 instructors involved in the program, 15 are industry professionals.

Recommendation 4. To improve communication with the alumni.

During the reporting period, the Alumni Association has been established, with which a regular cooperation occurs. In collaboration with the association, alumni guest lectures are organized, alumni are also involved as reviewers and instructors. Every three years, the alumni survey is conducted.

Recommendation 5. To create e-learning and video-conferencing system.

During the reporting period, the e-learning system has been established introducing the form of distance learning in the study program "Management". Students are provided with online lectures

through the EKA videoconferencing system. The system is also used for the students of the study program "Business Administration" as well as to organize guest lectures.

Recommendation 6. To develop modules (modular system) and offer it to the students of other institutions of higher education.

EKA offers a number of courses that may be attended freely by students of other universities and anyone interested (the information available only in Latvian: <https://www.augstskola.lv/?parent=463&lng=lva>).

Recommendation 7. To improve the learning of foreign languages and to offer study programs for foreigners.

During the reporting period, the Student Self-government Council conducted a study on foreign language learning. According to the results of this study, students are provided with opportunities to learn two foreign languages: mandatory professional English and, optionally, Russian or German.

From 2015, the following study programs are offered for foreigners: the bachelor's study program "Management", the master's study program "Business Administration".

Recommendation 8. To adopt a more practical approach, especially in the first level study programs.

The implementation of the study programs takes place through a variety of methods, including practical, such as: discussions, seminars, guest lectures, field trips, projects, etc. (see more in the description of the study programs).

Recommendation 9. To improve the library resources.

During the reporting period, the library resources have been improved. The book stock is complemented by the latest literature in Latvian and English. The library also has electronic databases, as well as information on open-access electronic resources (more: <https://www.augstskola.lv/?parent=88&lng=eng>).

Recommendation 10. To attract more foreign students, including those who are involved in mobility programs.

During the reporting period, there has been an increase both in the number of foreign students who study in the study programs (see Annex 16 for each program's description), as well as the number of students who participate in the mobility programs (see Annex 11).

Recommendation 11. To evaluate the number of students, because the market is small, but graduates are many.

This recommendation does not apply to the activities of the University and is associated with the national policy in the field of education.

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

During the reporting period, there was no program submitted for change evaluation.

Annexes

I. Information on the Higher Education Institution/ College		
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Biographies of the teaching staff members (in Europass Curriculum Vitae format)	6_annex_CV_Management.zip	6_pielikums_CV_LV_Vadiba.zip
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Confirmation signed by the rector, director or the head of the study programme or the study direction of the higher education institution/ college which states that the official language proficiency of the teaching staff involved in the implementation of the relevant study programmes of the study direction complies 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.	15_annex_Confirmation_state_language.docx	15_pielikums_Aplicinajums_valsts_valoda.edoc
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Document 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		
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		

Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.		
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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		
Sample (or samples) of the study agreement		
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		
Description of the Study Direction - Other mandatory attachments		
Electronically signed application form for assessment of a study direction	Application_acreditation_Management.docx	iesniegums_virziena_novertesana_Vadiba.edoc

Other annexes

Name of document	Document
Profesijas standarta "Kultūras pasākumu organizators" projekts	Kulturas_pasakumu_organizators_PS_v04_07012020.docx
Profesionālās kvalifikācijas "Tirgvedības speciālists" pamatprasību apraksta projekts	02_PS_Tirgvedibas_specialists_2019_v3_LTRK.docx
29_Pielikums_Studiju_virzieni_programmas_EKA.docx	29_Pielikums_Studiju_virzieni_programmas_EKA.docx
29_annex_Study_directions_EKA_EN.docx	29_annex_Study_directions_EKA_EN.docx

Business Administration

Title of the higher education institution	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Business Administration</i>
Education classification code	<i>45345</i>
Type of the study programme	<i>Academic master study programme</i>
Name of the study programme director	<i>Inga</i>
Surname of the study programme director	<i>Šīna</i>
E-mail of the study programme director	<i>inga.shina@eka.edu.lv</i>
Title of the study programme director	<i>Dr.oec.</i>
Phone of the study programme director	
Goal of the study programme	<p><i>1. To provide students with a set of knowledge, skills and competence in management science according to the 7th level of the framework defined in the Latvian education classification.</i></p> <p><i>2. To educate specialists in business administration with analytical and systemic thinking, whose knowledge and skills enable managing companies or organizations.</i></p>
Tasks of the study programme	<p><i>1. To provide a study process that complies with the laws and requirements of the labour market, as well as student-centred approach in higher education.</i></p> <p><i>2. To promote qualification development of the teaching staff in educational and scientific fields.</i></p> <p><i>3. To provide and develop research activities in the study programme.</i></p> <p><i>4. To provide and develop infrastructure and facilities under the study programme implementation needs.</i></p> <p><i>5. To develop international cooperation with related higher education institutions, enterprises and organizations.</i></p>

Results of the study programme	1. Knows management theories and approaches to manage organisations. 2. Understands the principles of business management and business performance. 3. Knows the latest trends in management science. 4. Is able to manage the organization activities. 5. Is able to apply the newest knowledge and technologies of management science in organization management. 6. Is able to conduct research on organisation management processes 7. Is able to reasonably discuss aspects of management science. 8. Is able to take responsibility for the results of working groups and carry out their analysis. 9. Is able to organise their work independently. 10. Is able to formulate and critically analyse complex scientific and professional problems in management science. 11. Is able to find innovative solutions to identified problems in the organisation. 12. Is able to make reasoned decisions in the management of the organisation in accordance with ethical standards.
Final examination upon the completion of the study programme	Master Paper

Study programme forms

Full time studies - 2 years - latvian

Study type and form	Full time studies
Duration in full years	2
Duration in month	0
Language	latvian
Amount (CP)	80
Admission requirements (in English)	Bachelor degree in social sciences. Bachelor degree in humanities, engineering, natural science or computer science and at least two year experience in management
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Master of Social Sciences in Business Administration
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Full time studies - 2 years - english

Study type and form	Full time studies
Duration in full years	2
Duration in month	0

Language	<i>english</i>
Amount (CP)	<i>80</i>
Admission requirements (in English)	<i>Bachelor degree in social sciences. Bachelor degree in humanities, engineering, natural science or computer science and at least two year experience in management International English language certificate: TOEFL iBT - 72+ TOEFL PBT (paper-based test) - 513+ IELTS - 5.5 - 6.0 TOEIC - 605+ FCE (First Certificate in English) - 160+ CAE (Cambridge Certificate of Advanced English) - 160+ CPE (Cambridge Certificate of Proficiency in English) - 160+ Cambridge English: Business Vantage (BEC Vantage) - 160+ Pearson Test of English Academic (PTE A) - 59+ Cambridge English Linguaskill - 160+</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Master of Social Sciences in Business Administration</i>
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

During the reporting period, the changes have also been made in the formulation of the program's aim, objectives and learning outcomes. These changes have been made due to the changes in the program's content and in the implementation of the study process, as well as taking into account the requirements of qualification framework.

Also, changes are made to the forms and types of the program implementation. The study program will not be implemented in part-time studies anymore. The changes are related to the reorganization of the study process, which provides an opportunity to complete the full-time study program for working students as well.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

During the reporting period, in the first two years there was no admission, but starting with 2016/2017 academic year, an increase in student enrollment has been observed (see Annex 16), which can be explained by the following factors:

- In 2016/2017 academic year, the program's content has been changed by introducing relevant study courses, e.g., "Intellectual Capital Management", "Integrated Management Systems";
- The study process organization has been changed: *blended learning* study organization is introduced. Twice a week, online lectures for the students are organized using the EKA videoconferencing system and once a week - on-site classes at the University's premises. Each month, the students acquire one study course having the exam at the end.
- From 2016/2017 academic year, the implementation of the program in English has been started.
- From 2016/2017 academic year, the students were not enrolled in the part-time studies, because the study process organization has been changed, providing access to studies to the working people.

The number of students enrolled fluctuates, on average enrolling 10 people to study in Latvian and 20 people to study in English (per group). Admission to the program takes place twice a year: in summer and in winter.

During the reporting period, the total number of students has also increased from 22 to 98

students.

The attrition of students in the study program represents an average of 10% in groups using Latvian and 25% in groups using English. The most frequent reasons for dropping out of the Latvian speaking group is the lack of financial resources and the inability to combine the studies with work. However, the dropout cause of the English speaking group is due to insufficient academic performance, which is associated with the inability to combine studies with work.

For more information about the student frequency dynamics, see Annex 16.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

Title of the study program is "Business Administration". One of the objectives of the program is to prepare business administration specialists with analytical and systemic thinking, whose knowledge and skills allow leading companies or organizations. The formulation of the study program's second objective implies that the students are provided knowledge, skills and competences in accordance with the 7th qualification level in the area of business administration. Within the framework of the program, knowledge about leading an organization is provided, including financial, legal and marketing aspects. The study program includes the following study courses, e.g., "Management Theories", "Strategic Change Management", "Business Value Management", "International Law", etc. The study program includes also the knowledge that facilitates the students' research skills ("Research Methods, Organization and Academic Work"). The study program's defined objectives are focused on the achievement of the defined aims and the provision of the learning outcomes.

The learning outcomes of the study program are formulated on the basis of knowledge, skills and competences for the 7th qualification level defined in the Latvian Qualifications Framework and the requirements included in the professional standard.

By graduating from the study program, the student obtains the master's degree of social sciences in business administration. The study courses included in the study program and the research work carried out by the students (e.g., preparation of scientific papers, speaking at the conference and writing of the master's thesis) confirm the correspondence of the obtained degree to the learning outcomes and the content of the study program.

Admission requirements are described in the EKA Admission Regulations and are based on the laws and regulations. The candidate who has a bachelor's degree in social sciences may apply for the studies at the program. At the same time, the candidate who has a bachelor's degree in humanities or natural sciences or engineering or computer science may qualify for the study program, if he or she confirms at least two years of experience in a management position. Their background of the previous level of education, motivation to pursue higher education, work experience and the study process organization in EKA are able to provide for the achieving of the learning outcomes.

Foreign students can apply for the studies, if they have adequate previous education and the knowledge of foreign languages (see [more](#)).

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The implementation of the study program takes place on the basis of a number of the European Union and Latvian guidelines for higher education for future periods. According to the National Development Plan 2020 course of action, "Developed research, innovation and higher education" aims, the study program's academic staff contributes to the scientific development in the private sector, since many instructors are working professionals who carry out teaching and research activities.

Scientific trends show that topical issues related to management (business administration) are connected to the increasing importance of intellectual capital in the company, process and change management, corporate social responsibility, as well as digitization. These trends are included in the program and the content of the study courses, e.g., the study courses "Intellectual Capital Management", "E-business", "Integrated Management Systems". In order to complete the study courses, the students are offered the latest books, as well as the current scientific publications.

All students, while acquiring the program, conduct a research study whose results are summarized in the scientific paper, presented at the International Student Conference and, finally, the master's thesis is written and defended using all of the above mentioned.

The topics of the research study and the thesis are related to both current events in the industry, as well as to the research direction priorities at EKA (see Table below).

Table. Relationship of the master's theses' topics to the EKA research directions (some examples)

Title of the research direction	Topic of the master's thesis
Digitization: Challenges for the economy, business and the public	· Digital marketing opportunities to improve sales in India
Corporate social responsibility: Understanding and management	· Corporate social responsibility in catering companies · The impact of laws and regulations on corporate social responsibility in Latvia
Intellectual capital: understanding, management, protection	· Factors influencing intellectual capital management in municipal institutions · The impact of intellectual capital investment on the company's operations

According to the EKA procedures, the instructors are obliged at least once every three years to review the content of the study course description. Every year, prior to the teaching of the study course, the instructors update the content of the e-courses, which host materials, tasks and some sources for the study course acquisition.

2.2. Assessment of the interrelation between the information included in the study

courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study course content is designed so that the contents do not overlap with other courses ensuring a continuous acquisition of knowledge.

When drafting or updating a study course description, the instructor must take into account the aim of the program and the learning outcomes. When defining the study course description and the learning outcomes to be achieved during the course, it has to be ensured that they contribute to the achieving of the program's study results.

The study course descriptions are designed by the instructor responsible for the study course or by another instructor within the study program, whose name appears as the author of the study course description. The instructors cooperate in terms of developing learning outcomes, content, independent assignments and evaluation of the study course.

The Study Program Director reviews the study course outcome alignment with the study program learning outcomes by mapping (see Annex 19). For example, while introducing the study course "Intellectual Capital Management", the Study Program Director informed the instructor about the learning outcomes, which should be achieved in the study course to be implemented. In preparing the study course description and formulating of the learning outcomes of the study course, the instructor focuses both on the aim of the study course and the providing of the learning outcomes (see Table below).

Table. Mapping fragment of the learning outcomes of the study program

Study courses	Learning outcomes of the study course	Learning outcomes of the study program										
		Knowledge (knowledge and understanding)			Skills (the ability to apply knowledge, communication, general skills)				Competence (analysis, synthesis, evaluation)			
		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
Intellectual Capital Management	Understand the substance of the concept of "intellectual capital" and related concepts.	x										
	Understand the management principles of intellectual capital.			x								
	Able to determine the company's strategic directions of intellectual capital development.					x					x	
	Able to determine the return on investment for intellectual capital.					x					x	
	Able to critically analyze issues and information available on intellectual capital management.									x		
	Able to provide arguments to discuss the key issues of intellectual capital management							x				

When analyzing the study course descriptions of the study program(see Annex 21), it can be concluded that their learning outcomes facilitate the achievement of the study program results. Each study course includes current knowledge, as well as tasks, which develop the students' research skills, and argumentative, critical thinking and analytical competences.

The program includes the study course "Introduction to Studies", for which no credits are awarded. This course is introduced, so the students could be:

- introduced to the study process at the University: how the classes are organized in the study program, how to use the e-environment, how to find information sources in the library, how to apply for consultations, about mobility opportunities within the framework of the Erasmus + program, etc.;
- introduced to the challenges of the chosen profession: meetings and guest lectures of EKA graduates and professionals are organized;
- united with the group members: team-building training is organized;
- trained to manage time and set priorities: time management training is organized.

As a result of this course, the students can easier understand the study process, they can easier fulfill the requirements of the study program, they are familiar with the group mates, consequently having smaller psychological discomfort, as well as get an idea of the latest developments in the profession that they have chosen.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

As mentioned above, the study program is implemented by organizing online lectures for the students using the video-conferencing system, as well as by having on-site classes at the University's premises. During the lectures, the students are actively involved in discussions, answering questions, asking questions, expressing their views, as well as demonstrating the results of the completed practical tasks.

Taking into account the level and the type of the program, in the study program, greater attention is paid to the development of research skills by asking students to complete appropriate independent assignments, and by organizing seminars, discussions. Each student must carry out a research study, the results of which are compiled in the scientific article and must be presented at the International Student conference.

The element of independent studies is a mandatory part of the study process at the University, including the student's independent work within the framework of the study course, the amount of which corresponds to the credits of the study course. This includes the mandatory and complementary reading, taking tests, preparing for the classes, seminars, quizzes and final examinations, etc., according to the study course description.

The implementation of the study program is creative, using different methods, which ensures the achievement of learning outcomes and facilitates the organization of the student-centered study process:

1. The lecture method - is mainly used in the study courses for explanation of new study material;
2. Independent work - the students learn to collect, compile and analyze the necessary information, as well as strengthen and develop the knowledge acquired during the classes;
3. Working in small groups - the students learn how to work in teams and to improve communication and presentation skills for practical acquisition of the topics;
4. Discussions - are used in the study courses where together with the acquisition of theoretical knowledge, communication skills are developed;
5. Practical classes - help to apply the acquired theoretical knowledge;
6. Seminars - are organized in almost all study courses. They make it possible to develop a good speech culture, present the report, develop the ability to support and defend opinion;
7. Student conferences - the students have an opportunity to discuss current events in the industry, conduct independent research and present it, thus advancing their presentation and public speaking skills;
8. Research studies - students have to conduct research about certain topic and prepare scientific article (mandatory for all students). Students have to present results of the study on the Student conference;
9. Business games - the students are provided with different situation to solve, using gamification element (for example, in Business simulation platform (BSS), "Latvian Budget").

The University uses a common approach to the evaluation of the students' knowledge; consequently, the evaluation principles are the same. The basic educational evaluation principles in the study program are as follows:

- The principle of aggregating the positive achievements - the acquired knowledge is evaluated by summing positive achievements;
- The principle of mandatory evaluation - it is necessary to obtain a positive assessment of the mandatory content acquisition included in the study program;
- The principle of openness and clarity of requirements - the basic set of educational evaluation criteria is determined according to the program's aims and objectives, as well as the study courses' aims and objectives;
- The principle of the diversity of assessment types - for the evaluation of the students' acquired knowledge, various types of assessment are used;
- The principle of assessment conformity - the test gives an opportunity to show analytical and creative abilities, knowledge, skills and abilities in all tasks and situations appropriate for all acquisition levels. The amount of content included in the tests corresponds to the content determined by the study course and skills and knowledge requirements described in the professional standard.

The evaluation criterion of the learning outcomes is the grade in the 10-point system. In order to evaluate knowledge, several forms of assessment are used, e.g.: quizzes, essays, independent work writing and defense, the group's work and defense, participation in research work under the guidance of the academic staff, taking tests, examinations. The learning outcomes achieved by the students are evaluated not only in the study course's final assessment - exam, but also during the semester using intermediate assessment. If the student has not met the requirements of the study course and has not completed the intermediate assessment, then the instructor has the right not to admit the student to the final examination of the study course until the requirements are met.

Evaluation principles and criteria are included in the description of each study course, which are available in the EKA e-environment. The instructors starting work with the students in the classroom, introduces the students to the study course requirements and with the knowledge and skills evaluation system.

The academic and the administrative staff keep track of the students' knowledge evaluation requirements and learning outcomes. After the study course and/or module final examination or the academic year of study, the Study Council discusses the student evaluation results and methods that serve as a basis for improving the study process.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

There is no internship in the study program.

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

The final papers of the students of the study program are relevant either for the company in question or within the industry as a whole.

By analyzing the final paper topics, it can be concluded that most of the papers are related to the organizational effectiveness issues, marketing management, intellectual capital management and corporate social responsibility. These issues are relevant in the labor market, as well as in scientific research.

The students defend the final papers at the presence of the Final Examination Commission, which evaluates the paper's topicality, the student's knowledge and their presentation skills.

The weighted average grade of the final papers for the last 5 years (till 2019) has ranged from 8.0 to 8.5

Over the past 5 years, no student has ever received any unsatisfactory evaluation.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

The student survey is organized every year to identify the students' views on the organization of the study process, the program content, and the work quality of the academic staff (rated on the 4-point scale: 4 - excellent, 1-poor). In general, the students are satisfied with the study process, evaluating it at the average of 3.0 points (good). The main recommendations were related to the activities of the instructors in the e-environment. According to the summary of the survey results, there are negotiations underway with the program's academic staff regarding the issues and the

options of addressing them. The members of the academic staff are encouraged to make a greater use of the e-environment opportunities for the use of course materials as well as the assessment of the submitted assignments. By summarizing the results of the survey, as well as their discussions at all levels, it can be concluded that:

- The relevance of the study content in terms of the knowledge necessary in the industry, including the requirements of the laws and regulations: 16.7% of the students rated it 'excellent' and 83.3% of the students rated it "good".
- The relevance of the study content in terms of the latest trends in the industry: 16.7% of the students rated it 'excellent' and 83.3% % of the students rated it "good".
- The quality of the work done by the academic staff: 50.0% of the students rated it 'excellent' and 50% of the students rated it "good".

All graduates would recommend studying in the program to their friends and acquaintances.

During the reporting period, almost all graduates have been employed persons. The graduates give some recommendations, e.g., additional training on the e-environment use before the start of the studies, the balance of the study course and the requirements for the financial study courses, etc. The graduates' recommendations are taken into account by gradual introduction of the changes in the study program. For example, the Student Guide has been created, which includes guidelines on how to work with the e-environment, as well as the study course description form and credit point structure have been changed by providing specified number of hours for independent work.

The employer survey is conducted after internship. By summarizing the results of the survey it can be concluded that 68% of respondents evaluates theoretical and practical preparation of students as very good. Biggest part of the respondents (84%) notes that students are able to apply acquired knowledge in professional activities. The main recommendations were related to some students' communication skills improvement.

The survey results are discussed in the instructors' meeting and the Study Council's meeting. For example, before the defense of the final paper, a colloquium has been introduced; the study course description structure has been changed by adding the hour distribution of lectures, independent work, reading, etc.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

Mobilities are used predominantly by foreign students. During the reporting period, the number of incoming students has increased in the study program, which is connected with the fact that the study program is conducted in English. However, the involvement in the mobility program is inadequate due to the students' employment. The foreign students are not always competitive to receive the mobility scholarship due to insufficient academic performance.

Table. The outgoing and the incoming mobility of the students

Study program	Quantity					
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019

The outgoing student mobility						
Business	0	0	0	3	0	1
Administration						
The incoming student mobility						
Business	0	1	0	2	4	1
Administration						

The students are made aware of the mobility opportunities during the study course “Introduction into Studies”, as well as there is information about opportunities to participate in the Erasmus+ on the [University’s website](#). There is a list of the cooperation partners available, too.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The necessary informational, material and technical resources are provided for the needs of the program and learning outcomes achieving that are either available within the framework of the study direction or at the EKA as a whole (see part II p. 3.2., 3.3.). For example, students are provided with study literature and electronic sources in business administration, rooms for lectures, seminars and independent work, library. E – environment with study materials, videoconference system (for lectures, seminars and discussions) and electronic information sources is available for students. The specific provision includes the following resources:

- Business simulation platform (BSS);
- Specialized textbooks in the study program: 928 titles (1687 copies).
- Periodicals: iFinances, The Baltic Times, The Economist.

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

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

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

During the reporting period, the composition of the academic staff has changed, mostly by changing guest instructors and by electing new instructors in the EKA academic positions as well as changes were made in the content of the program and the implementation of the study program in English was started.

The principal changes in the academic staff's composition are the following:

- the number of instructors has decreased that are involved in the study program implementation - from 19 to 17.
- the number of elected academic staff has increased - from 9 instructors to 11 instructors- accounting for 64.7% of the total number of academic staff in the study program;
- the number of academic staff with a doctoral degree that are involved in the study program has increased - from 9 to 10. The number of the elected academic staff with a doctoral degree has changed: at the beginning of the reporting period, 8 instructors out of 9 were elected in EKA, but at the end of the reporting period - 9 out of 10 instructors with a doctoral degree are elected in EKA;
- during the reporting period, there were no changes in terms of the number of the involved Associate Professors and Professors: 3 Associate Professors and 3 Professors. All are elected in EKA.
- Two instructors from abroad have been attracted (the Russian Federation and Lithuania) who have been elected as Assistant Professors in EKA.

The changes made contribute to the quality of the study process, because the attracted or enlisted instructors have doctoral degree, experience in research and practical work related to the areas of the study courses taught. The increasing of the number of elected academic staff allows to plan for the program's long-term development, and also to implement the existing plans.

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

The qualification of the instructors involved in the academic master's study program "Business Administration" that is conducted in **Latvian** meets the statutory requirements and is in line with the EKA University of Applied Sciences strategic goal and objective implementation, because:

- The implementation of the study program "Business Administration" that is conducted in

Latvian involves a total of 13 members of the academic staff, of which EKA permanently employs 9 members, or 69.2%, and 6 guest instructors constituting 30.8% of the total number of the academic staff.

- There are 7 holders of the doctoral degree participating in the implementation of the study program (6 of them are permanently employed by EKA), including 5 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy and 6 instructors with a master's degree (3 of them are doctoral students);
- From the study program's 60 CP of the core courses, 44 CP or 73 % are provided by the academic staff that is permanently employed by EKA, but 27 % or 16 CP are taught by EKA guest instructors. The rest consists of 20 CP of the master's thesis (20 credits) supervision.

The qualification of the instructors that are planned to be involved in the program that is conducted in **English** is also in line with the laws and regulations and the EKA University of Applied Sciences strategic goal and objective implementation, because:

- The implementation of the study program "Business Administration" that is conducted in **English** involves a total of 13 members of the academic staff, of which EKA permanently employs 9 instructors or 69.2%, and 6 guest instructors constituting 30.8% of the total number of the academic staff.
- There are 9 holders of the doctoral degree participating in the implementation of the study program (6 of them are permanently employed by EKA), including 6 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy, 1 doctor of political science and 6 instructors with a master's degree (3 of them are doctoral students);
- From the study program's 60 CP of the core courses, 44 CP or 73 % are provided by the academic staff permanently employed by EKA, but 27 % or 16 CP are taught by EKA guest instructors. The rest consists of 20 CP of the master's thesis (20 credits) supervision.

EKA academic staff members' qualification allows to attain expected learning outcomes by providing necessary knowledge and skills in the field of business administration.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

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

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

During the reporting period, the academic staff was involved in various scientific research activities, such as:

- Participation in international scientific conferences in Latvia, for example:
 - participation in the International scientific conference ETECH2019 (Latvia), organized by EKA in collaboration with 4 Latvian and foreign universities. With reports participated: : Zariņa, O.Lentjušenkova, L.Turuševa, I.Šina, A.Svirina, V.Skvarciani , I.Stankēviča and other members of the academic staff;
 - “Reliability and Statistics in Transportation and Communication” (RelStat-2018), Transport and Telecommunication Institute, October 17-20, 2018, Riga (Latvia). Piedalījās J.Titko.
- Participation in international scientific conferences abroad, for example:
 - Globalization and its Socio-Economic Consequences,, Rajeckie Teplice, Slovakia, 4-5 October, 2017. Piedalījās, V.Vēvere, K.Šteinbergs.
 - The QMOD-ICQSS Conference 2018, Cardiff University, Wales, 22.-24.Augusts. Piedalījās O.Lentjušenkova.
 - 10th International Scientific Conference „Business and Management 2018“, Vilnius Gediminas Technical University, Vinius (Lithuania), May 3-4. Piedalījās O.Lentjušenkova, I.Štankeviča.
- Publications in internationally peer-reviewed publications that are indexed in several databases (including *Scopus*, *Web of Science*), for instance:
 - **Lentjushenkova, O., Zarina, V., Titko, J.**(2019). DISCLOSURE OF INTELLECTUAL CAPITAL IN FINANCIAL REPORTS: CASE OF LATVIA. (WoS).
 - **Titko, J., Bierre, J.** (2019). Competence Development of Young Entrepreneurs through Educational Innovations. Marketing and Management of Innovations, 3, 255-264. <http://doi.org/10.21272/mmi.2019.3-19> **WOS**
 - **Skvarciany, V.,** Germanaitė, L. (2019). Financial risk assessment: case of „Lietuvos Geležinkeliai“, AB // Open economics. Warsaw : De Gruyter. ISSN 2451-3458. eISSN 2451-3458. 2019, vol. 2, iss. 1, p. 19-29. DOI: 10.1515/openec-2019-0002
 - Garanin D., Lukashovich N., Salkutsyan S, **Svirina A.** (2017). Formalization of stochastic restrictions in risk assessment models of investment projects. Proceedings of the 2017 International Conference "Quality Management, Transport and Information Security, Information Technologies", IT and QM and IS 2017. pp. 521-524. **WOS**
 - Liniņa, I., **Vēvere, V.,** Zvirgzdiņa, R. (2019). Necessity of customer loyalty formation and its peculiarities in the telecommunication services. *Tehnoloģija. Resursi*. XII Starptautiskās zinātniski praktiskās konferences materiāli, 2019.g. 20.-22.jūnijā. Rēzeknes Tehnoloģiju Akadēmija. 142.-146.lpp. **SCOPUS**
 - Keiss, S., **Cerkovskis, E.**(2016). Business Environment in Latvia and Its Assessment in the Ratings of International Organizations // Proceedings of the 5th International Scientific Conference „Whither Our Economies-2016“, Mykolas Romeris University, Vilnius, Lithuania, October 20-21, 2016. pp.22-30.
- Participation in international projects, e.g. [SPIDE](#), [NordPluss](#).

The academic staff conducts scientific research and takes part in creative activities, which are

related to the courses they teach and meet their scientific interests. The results of these activities are used in the study courses taught by updating the course content and informing the students about the current events in the industry, supervising research and final papers.

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

The instructors of the study program cooperate in preparing the study course descriptions, creating e-courses in the e-environment, working in research directions and projects. For example, the research coordinator of the research direction organizes the formation of the research group, inviting the academic staff whose research interests correspond to the research direction's theme. These instructors jointly conduct research under the guidance of the research coordinator in accordance with the work plan of the research direction (the plan is developed by the coordinator and approved by the Vice-Rector for Science and International Relations).

For example, if a couple of instructors teach one and the same study course for different groups, they will align the course content, course requirements, bibliographic sources and individual work description as well as post the materials in the e-environment. The creation of an e-course in the e-environment (Moodle) is guided by a course template, which is specifically designed for cases where a course is taught by several instructors.

Student/academic staff ratio of the study program is as follows: an average of four students per one member of the academic staff or six students per one permanently employed member of the academic staff.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	16_annex_Statistics_students_BV.docx	16_pielikums_Statistika_studejosie_BV.docx
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	17_annex_Compliance_state_ed_standard_BV_EN.docx	17_pielikums_Attilstiba_valsts_standarts_BV_LV.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	19_annex_BV_mapping_Eng.xlsx	19_pielikums_kartejums_BV_LV.xlsx
Curriculum of the study programme (for each type and form of the implementation of the study programme)	20_annex_Study_plan_BV_LV.docx	20_pielikums_Studiju_plans_BV_LV.docx
Descriptions of the study courses/ modules	21_annex_SKA_BV_ENG.zip	21_pielikums_SKA_BV_LV.zip
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	22_annex_Diploma_Diploma_supplement_BV_LV_EN.xlsx	22_pielikums_diploma_paraugs_BV.zip
Description of the Study Programme - Other mandatory attachments		
Document 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	23_annex_Contracts_HEI_BV.docx	23_pielikums_Ligumi_augstskolas_BV.zip
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	27_annex_Confirmation_quarantee_losses.docx	27_pielikums_Apliecinajums_zaudejumi_garantija.docx
Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	25_annex_Confirmation_English_language.docx	25_pielikums_Apliecinajums_anglu_valoda.docx
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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	26_annex_Confirmation_professors_BV.docx	26_pielikums_Apliecinajums_profesori_BV.docx
Sample (or samples) of the study agreement	24_annex_Bv_St_Contract_ENG.docx	24_pielikums_Bv_STUDIJU_LGUMS_LV.docx
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.	28_annex_Council_for_Higher_Education_decision_BV.docx	28_pielikums_AIP_BIZNESA_VADIBA.pdf

Cultural Management

Title of the higher education institution	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Cultural Management</i>
Education classification code	<i>42345</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Jelena</i>
Surname of the study programme director	<i>Budanceva</i>
E-mail of the study programme director	<i>jelena.budanceva@eka.edu.lv</i>
Title of the study programme director	<i>MBA</i>
Phone of the study programme director	
Goal of the study programme	<p><i>1. To provide students with a set of knowledge, skills and competence in culture management according to the 6th level of the framework defined in the Latvian education classification.</i></p> <p><i>2. To educate specialists in culture management with analytical and systemic thinking, whose knowledge and skills enable analysing and planning management processes in culture.</i></p>
Tasks of the study programme	<p><i>1. To provide a study process that complies with the laws and requirements of the labour market, as well as student-centred approach in higher education.</i></p> <p><i>2. To promote qualification development of the teaching staff in educational and scientific fields.</i></p> <p><i>3. To provide and develop creative and research activities in the study programme.</i></p> <p><i>4. To provide and develop infrastructure and facilities under the study programme implementation needs.</i></p> <p><i>5. To develop international collaboration with related higher education institutions, enterprises and organizations.</i></p>
Results of the study programme	<p><i>1. Understands patterns and ongoing processes in management and culture.</i></p> <p><i>2. Knows concepts and principles in management and culture.</i></p> <p><i>3. Understands the organisation's operational principles in management and culture.</i></p> <p><i>4. Is able to perform professional activities in management and culture.</i></p> <p><i>5. Is able to reasonably argue on the issues and solutions in management and culture.</i></p> <p><i>6. Is able to conduct research in management and culture.</i></p> <p><i>7. Is able to independently organise their work.</i></p> <p><i>8. Is able to work in a team</i></p> <p><i>9. Is able to acquire, select and analyse the information required.</i></p> <p><i>10. Is able to take decisions on the organization's activities using different types of information.</i></p> <p><i>11. Is able to find solutions to the problems identified during the research or analysis of the organisation performance.</i></p>
Final examination upon the completion of the study programme	<i>Bachelor's paper</i>

Study programme forms

Full time studies - 4 years - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>latvian</i>
Amount (CP)	<i>160</i>
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional bachelor degree in management science</i>
Qualification to be obtained (in english)	<i>Enterprise's Manager</i>

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time studies - 4 years, 6 months - latvian

Study type and form	<i>Part time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>6</i>
Language	<i>latvian</i>
Amount (CP)	<i>160</i>
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional bachelor degree in management science</i>
Qualification to be obtained (in english)	<i>Enterprise's Manager</i>

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

During the reporting period, the program's awarded degree and the granted qualification have been changed. The award degree has been changed to the professional bachelor's degree in management, taking into account the educational and science thematic classification. The granted qualification has been changed to "the enterprise's (institution's) manager" in accordance with the changes in the industry map and the names of qualifications included in it.

During the reporting period, the changes have also been made in the formulation of the program's aim, objectives and learning outcomes. These changes have been made due to the changes in the program's content and in the implementation of the study process, as well as taking into account the requirements of qualification framework.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

During the reporting period, fluctuations have been observed in terms of the number of enrolled students both in full-time and part-time studies. The number of enrolled full-time students has decreased from 24 to 10 students, while the number of part-time students has increased from 10 to 14 students. It can be explained by the Latvian economic and social situation.

The number of students enrolled at the later stages vary, on average, enrolling 6 -10 people in the group. These are the students returning to the EKA and resuming the studies at the later stages, and college graduates, who continue their studies at the bachelor's program, before that having done the previous study period recognition of their learning outcomes.

During the reporting period, the total number of students decreased which is related to the strategic changes at the University (the owners, the study program management, the organization of the study process underwent changes etc.). At this stage, the number of enrolled students had also decreased. Over the past two years, the number of enrolled students has gradually increased, which shows the trend of development in the study program. During the past two years, the study program's content has been revised, new academic staff attracted, new teaching methods introduced, including digital, the number of creative activities increased and a special room for creative activities set up (the Cultural Auditorium). These changes contribute to a gradual growth of the number of students enrolled.

Attrition of students in the study program represents an average of 10-12%. The most frequent

reasons for the attrition are the shortage of financial resources, place of residence change (moving abroad) and other career choices.

For more information about the student frequency dynamics, see Annex 16.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

The formulation of the study program's aim implies that the students are provided with knowledge, skills and competences in accordance with the 6th qualification level in the area of cultural management. The title of the program also refers to the fact that the program is focused on the provision of knowledge, skills and competence in cultural management. The study program's defined objectives are focused on the achievement of the defined aims and the provision of the learning outcomes.

The learning outcomes of the study program are formulated on the basis of knowledge, skills and competences for the 6th qualification level defined in the Latvian Qualifications Framework. The learning outcomes of the study program are focused on the management processes of cultural organizations, that is why the study program includes a number of study courses that are related to cultural aspects (e.g., "Contemporary Culture", "Cultural Policy", "History of Latvian Culture", etc.) and management in organizations (e.g., "Management", "Cultural Management", "Human Resource Management", "Innovation Management", etc.). In order to develop the students' research skills, the study program has included the course "Research Organization" while the writing of research papers requires that the students also conduct research studies.

When graduating from the study program, the professional bachelor's degree in management and the Qualification of Enterprise's (Institution's) Manager are awarded, which provide for the management of an organization in the area of culture and are associated with the program's title, aims and the content.

Admission requirements are described in the EKA Admission Regulations and are based on the laws and regulations. The applicant who has successful grades in the secondary education document, certifying the knowledge of the state language and a foreign language (e.g., by successfully passing the centralized examinations) is able to study at the bachelor's program. Their background of the previous level of education, motivation to pursue higher education and the study process organization in EKA (including the teaching methods used) are able to provide for the achieving of the study results.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends

in science. Provide information on how and whether the content of the study course/module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The study course content is updated regularly in accordance with the EKA Guidelines for Preparing a Course Description. The guidelines describe the procedure of what, when and how to do it.

The academic staff reviews not only the study course content, but also the independent work content, teaching and evaluation methods and bibliography.

The academic staff involved in the study program follows the latest developments, including attending appropriate qualification development activities. For example, during the annual EKA methodological conference, digital teaching methods were discussed, as well as Lecturer E.Čerkovskis, in the fall of 2019, participated in the International seminar EdTech, in which modern digital solutions in the study process were talked about. These innovations are gradually introduced into the study process. The study program is implemented in the e-environment, in which special solutions and tools facilitate online lectures, with uploading and storing recordings and materials that are used

The study courses include the current topics of the industry (e.g., "Cultural Policy", "Contemporary Culture", "Creative Industries", "Regulatory Framework of Business" etc.), as well as scientific developments (e.g., "Cultural Management", "Research Organization" etc.). The academic staff asks that the students complete different kinds of practical and independent tasks that are associated with the developments in the industry and science, for example, in the study courses "Cultural Policy", "Innovation Management". Without the inclusion of the above mentioned topics in the study program, it would not be possible to achieve the learning outcomes.

Employers today also require various skills such as the ability to analyze, think critically and being able to discuss using arguments. Several study courses courses (e.g. " („Event Management and Production", „Project Management", „Acting and Rhetoric" etc.), as well as writing of the research paper and the bachelor's thesis are directed towards the development of the above mentioned skills.

During their studies, the students acquire the necessary knowledge and skills that are needed today. This is evidenced by the received evaluation of the internship and the employer testimonials as well as the appreciation and employment of our graduates.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study program is focused on the provision of knowledge and skills the area of cultural

management.. The content is designed so that the students are provided with the knowledge on theoretical concepts (e.g., “Cultural Management”, “Management”, etc.) and informed about the practical nuances (e.g., “Event Management and Production”, “Project Management”, “Innovation Management” etc.), the current events in the industry (“Regulatory Framework of Business”, “Creative Industries” etc.), as well as the development of research skills. The study course content is designed so that the content would not overlap with other courses ensuring a continuous acquisition of knowledge. When drafting or updating the study course description, the instructor must take into account the aim of the program and the learning outcomes. When defining the study course description and the learning outcomes to be achieved during the course, it has to be ensured that they contribute to the achieving of the program outcomes.

The study course descriptions are designed by the instructor responsible for the study course or by another instructor within the study program, whose name appears as the author of the study course description. The instructors cooperate in terms of developing learning outcomes, content, independent assignments and evaluation of the study course.

The Study Program Director reviews the study course outcome alignment with the study program learning outcomes by mapping (see Annex 19). In preparing the study course description and formulating of the learning outcomes of the study course, the instructor focuses both on the aim of the study course and the providing of the learning outcomes (see Table below).

Table. Mapping fragment of the learning outcomes of the study program

Study courses	Learning outcomes of the study course	Learning outcomes of the study program											
		Knowledge (knowledge and understanding)			Skills (the ability to apply knowledge, communication, general skills)					Competence (analysis, synthesis, evaluation)			
		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
Project management	Know and understand the methodology and basic concepts of project management		x										
	Know and able to work with the project phases		x		x								
	Able to use planning methods				x			x					
	Able to create a presentation of the project idea and talk about different target audiences					x							
	Able to independently develop a project in line with the requirements of funding providers				x			x					x
	Able to work in a team				x				x				

When analyzing the study courses of the study program "Cultural Management" (see Annex 21), it can be concluded that their learning outcomes facilitate the achievement of the study program results. The defined aims and objectives focus on the acquisition of knowledge and skills in the area of economics, taking into account the requirements of the 6th qualification.

The program includes the study course "Introduction to Studies", for which no credits are awarded. This course is introduced, so the students could be:

- introduced to the study process at the University: how the classes are organized in the study program, how to use the e-environment, how to find information sources in the library, how to apply for consultations, about mobility opportunities within the framework of the Erasmus + program, etc.;
- introduced to the challenges of the chosen profession: meetings and guest lectures of EKA

graduates and professionals are organized;

- united with the group members: team-building training is organized;
- trained to manage time and set priorities: time management training is organized.

As a result of this course, the students can easier understand the study process, they can easier fulfill the requirements of the study program, they are familiar with the group mates, consequently having smaller psychological discomfort, as well as get an idea of the latest developments in the profession that they have chosen.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process of the study program is divided into: theoretical knowledge acquisition in classroom setting, independent studies, and acquisition of practical skills during the studies in the classroom setting and the individual internship. The lectures in the classroom setting are conducted in an interactive environment, by reading lectures, illustrating them with presentations, asking questions to the students (in seminars) and by encouraging the students to discuss the subject.

In the practical part of the study courses, the students learn only the skills to be acquired for practical situations through their participation. The practical sessions are based on the knowledge acquired in the theoretical lessons, thereby reinforcing the theoretical knowledge base and complementing the professionalism with practical skills. After the practical work, analysis is made in the form of discussions, in which the students are able to identify their and other students' strengths and weaknesses, as well as identify shortcomings and mistakes that have been made.

The element of independent studies is a mandatory part of the study process at the University, including the student's independent work within the framework of the study course, the amount of which corresponds to the credits of the study course. This includes the mandatory and complementary reading, taking tests, preparing for the classes, seminars, quizzes and final examinations, etc., according to the study course description.

The students are synchronously offered seminars by professional specialists, including foreign instructors giving them an additional opportunity to discuss relevant topics with the specialists from the industry, and to identify their views and perspectives on the progress of the process and the developments. For example, in 2019 Fall semester Valters Mucenieks (EKA graduate, producer), Kašer (multiartist, producer) etc. were guest lectures in the study program.

The implementation of the study program is creative, using different methods, which ensures the achievement of learning outcomes and facilitates the organization of the student-centered study process:

1. The lecture method - is mainly used in the study courses that do not have sufficient amounts of textbooks available or in the courses in which this method is deemed as the most effective. For example, in case an independent acquisition of the course material is too complex for the students. The study process includes organized guest lectures.
2. Independent work - the students learn to collect, compile and analyze the necessary

information, as well as strengthen and develop the knowledge acquired during the classes;

3. Working in small groups - the students learn how to work in teams and to improve communication and presentation skills for practical acquisition of the topics;
4. Discussions - are used in the study courses where together with the acquisition of theoretical knowledge, communication skills are developed;
5. Practical classes - help to apply the acquired theoretical knowledge;
6. Seminars - are organized in almost all study courses. They make it possible to develop a good speech culture, present the report, develop the ability to support and defend opinion;
7. Student conferences - the students have an opportunity to discuss current events in the industry, conduct independent research and present it, thus advancing their presentation and public speaking skills;
8. Creative projects - the students apply the knowledge acquired by preparing projects and realizing them during the internship or at their workplaces;
9. Field trips - the students get acquainted with industry professionals and their work, obtain new information that is necessary for the study courses (For example, museums (study course "World Art History").

Taking into account the level and type of the study program "Cultural Management", the attention is focused on both practical activity (e.g., by assigning students appropriate independent work, by organizing seminars, discussions) and research skills development (e.g., by writing of the research papers and the bachelor's theses).

The University uses a common approach to the evaluation of the students' knowledge; consequently, the evaluation principles are the same. The basic educational evaluation principles in the study program are as follows:

- The principle of aggregating the positive achievements - the acquired knowledge is evaluated by summing positive achievements;
- The principle of mandatory evaluation - it is necessary to obtain a positive assessment of the mandatory content acquisition included in the study program;
- The principle of openness and clarity of requirements - the basic set of educational evaluation criteria is determined according to the program's aims and objectives, as well as the study courses' aims and objectives;
- The principle of the diversity of assessment types - for the evaluation of the students' acquired knowledge, various types of assessment are used;
- The principle of assessment conformity - the test gives an opportunity to show analytical and creative abilities, knowledge, skills and abilities in all tasks and situations appropriate for all acquisition levels. The amount of content included in the tests corresponds to the content determined by the study course and skills and knowledge requirements described in the professional standard.

The evaluation criterion of the learning outcomes is the grade in the 10-point system. In order to evaluate knowledge, several forms of assessment are used, e.g.,: quizzes, essays, research paper writing and defense, independent work writing and defense, the group's work and defense, participation in research work under the guidance of the academic staff, taking tests, examinations. The learning outcomes achieved by the students are evaluated not only in the study course's final assessment - exam, but also during the semester using intermediate assessment. If the student has not met the requirements of the study course and has not completed the intermediate assessment, then the instructor has the right not to admit the student to the final examination of the study course until the requirements are met.

Evaluation principles and criteria are included in the description of each study course, which are

available in the EKA e-environment. The instructors starting work with the students in the classroom, introduces the students to the study course requirements and with the knowledge and skills evaluation system.

The academic and the administrative staff keep track of the students' knowledge evaluation requirements and learning outcomes. After the study course and/or module final examination or the academic year of study, the Study Council discusses the student evaluation results and methods that serve as a basis for improving the study process.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

The study program has 3 study internships - the introductory internship (8 CP), the basic internship (8 CP) and the pre-diploma internship (10 CP). The introductory internship for the full-time studies is in the 3rd semester, the basic internship is in the 5th semester and the pre-diploma internship in the 8th semester, while for the part-time studies the introductory internship is in the 4th semester, the basic internship is in the 6th semester and the pre-diploma internship is in the 9th semester.

The objectives of the introductory internship and the basic internship are associated with management and project management, which coincides with the program's learning outcomes. The objectives of the pre-diploma internship are related to management, project management, human resource management, economics, event management and production, cultural policy, cultural tourism, cultural management, creative industries, public relations, marketing and entrepreneurship, which also coincides with the program's learning outcomes.

The internship organization is the same for all professional programs and is described in Part II, section 5.3. of the self-evaluation report.

The University assigns the Internship Supervisor - the University instructor, whose responsibilities include: 1. coordinate and control the process of the internship; 2. advise the intern and the place of the internship in accordance with the approved internship program; 3. review and evaluate the internship report (in written or visual form); 4. decide on the admission to the internship report defense; 5. Participate in the internship report defense and evaluation.

In addition, EKA organizes the Internship and the Erasmus Conference (in 2019/2020 academic year - on December 13, the students of the appropriate groups attended) with the participation of alumni, potential internship hosts and the students who participated in the Erasmus+ mobility. The aim of the conference is to motivate the students to participate in the mobility programs, to receive an overview of the internship place search opportunities, meet potential internship host.

The Study Program's Director publishes the information in the e-environment on the organizations that are willing to host the internship for the program's students.

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

final theses.

The final papers of the students of the study program "Cultural Management" are relevant either for the company in question or within the industry as a whole. The sample topics of the qualification paper are developed on the basis of both the instructors' experience and the recommendations of employers.

Analyzing the final paper topics, it can be concluded that the most of the papers are related to organizational management issues in the area of culture. For example, one of the most topical issues at the moment is the creation of communication system, attracting target audience to cultural events, funding of cultural organizations and cultural projects. Therefore, several students' papers are related to the research of these issues in different level organizations. For example:

1. The Latvian National Museum brand identity implementation and promotion.
2. The National Film Festival's "Lielais Kristaps" external communication analysis and strategy development.
3. Change management analysis and development opportunities at the Ogre Cultural Center.
4. Eurovision National selection process analysis and audience attraction promotion.
5. The development-promoting factor analysis of the Cultural House.
6. Developing a cultural project for the media industry company.
7. Cultural tourism project risk analysis and improvement opportunities.
8. Using the creative block opportunities to develop the territory of Riga City.
9. Sponsorship attraction to the cultural organization.

The students defend the final papers at the presence of the State Examination Commission, which evaluates the paper's topicality, the student's knowledge and their presentation skills.

The weighted average grade of the final papers for the last 5 years was average 7.5. Over the past 5 years, no student has ever received any unsatisfactory evaluation.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

The student survey is organized every year to identify the students' views on the organization of the study process, the program content, and the work quality of the academic staff (rated on the 4-point scale: 4 - excellent, 1-poor). By summarizing the results of the survey, as well as their discussions at all levels, it can be concluded that:

- The students are satisfied with the organization of study process: 41.83% of the students rated it 'excellent' and 51.53% of the students rated it "good".
- The students are satisfied with their program's director job: 31.97% of the students rated it 'excellent' and 43.14% of the students rated it "good".
- The students are satisfied with the work of the library: 48.46% of the students rated it 'excellent' and 31.12% of the students rated it "good".
- The students are satisfied with the study program's content: 17.34% of the students rated it 'excellent' and 47.95% of the students rated it "good".

- The students are satisfied with the opportunity of using Moodle in the study process: 29.59% of the students rated it 'excellent' and 33.16% of the students rated it "good".

The main recommendations were related to the prevention of the study course content overlapping, independent work balancing and the implementation of additional extra-curricular activities. Over the past two years, the Study Program Director and the instructors worked on the content updating and the reduction of content overlapping. The credit structure in EKA has been clarified, which provides for a specified number of hours designated to independent work assignments, reading, lectures and extra-curricular activities. There is an opportunity to develop and implement projects and events within the framework of the courses, e.g., in the course "Event Management and Production."

The instructor survey is carried out for each of the instructors, during which the students must answer questions about the instructor's knowledge, lecture preparation, punctuality, communication with students, work in the Moodle system and other issues. After the survey, the Study Program Director convenes a meeting with each member of the academic staff to discuss the evaluation, comments and suggestions expressed in the survey. By summarizing 2018/ 2019 academic year results, the total average evaluation of the instructors employed in the study program "Cultural Management" was 3.27, or "good".

The employer survey is conducted after internship. By summarizing the results of the survey it can be concluded that 50% of respondents evaluates theoretical and practical preparation of students as very good. Biggest part of the respondents (55,6%) notes that students are able to apply acquired knowledge in professional activities. The main recommendations were related to duration of internship. Employers suggest longer period of internship (now duration of internship is two months).

The graduate survey is conducted before the final paper defense, during which they need to answer questions about the quality of the program, the acquired knowledge, professional development and other issues. In 2018/ 2019 academic year, 19 graduates participated in the survey.

Summarizing the graduate surveys, it can be concluded that the most of the graduates are satisfied with the program and are ready to suggest the studies in this program to their friends and acquaintances (e.g., in the 2018/2019 academic year, 13 graduates out of 14 surveyed graduates did so).

The correspondence of the study content to the knowledge necessary in the industry received the assessment "good" by 12 out of 14 respondents. The correspondence of the study content to the latest trends in the industry were evaluated as "good" and "very good" by 12 respondents. Also, high rating was received for the necessary informational resources and literature, as well as the availability of the technical equipment at the University. The instructor's work quality was evaluated by all graduates with marks "good" and "very good".

During the reporting period, almost all of the graduates are employed, some of them are entrepreneurs (e.g., in the 2018/2019 academic year, 1 graduate answered as an entrepreneur, 1 - on parental leave and the others were employed). Graduates give some recommendations which are similar to the students' recommendations on the study process improvement, e.g., the last semester planning (not satisfied with the pre-diploma internship and the bachelor's thesis writing during the same semester), more practical classes, more information about the study process organization, etc. In view of the graduates' recommendations, the students receive additional explanations on the implementation of the program during the study course "Introduction into Studies" as well as are advised on the internship and the diploma (thesis) preparation. The Student's Guide has been prepared, which summarizes the organization of the study process.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

The students can participate in the "Erasmus" mobility program both having the internship and studying abroad. From 2013 to 2019, 29 of the study program students have studied, but 18 students have participated in the internship in various European countries. The incoming study mobility is limited, because the program is implemented in the Latvian language.

Table. The incoming and the outgoing student mobilities

Study program	Quantity					
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
The outgoing student mobility						
Cultural Management	8	6	13	8	6	6
The incoming student mobility						
Cultural Management	0	1	0	0	0	0

The students are made aware of the mobility opportunities during the study course "Introduction into Studies", as well as there is information about opportunities to participate in the Erasmus+ on the [University's website](#). There is a list of the cooperation partners available, too.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The necessary informational, material and technical resources are provided for the needs of the program and learning outcomes achieving that are either available within the framework of the study

direction or at the EKA as a whole (see part II p. 3.2., 3.3.). For example, students are provided with study literature and electronic sources in cultural management, rooms for lectures and independent work, library for acquiring knowledge in the field of cultural management. For practical tasks and training Cultural Space (The Black Auditorium) is available. The specific provision includes the following resources:

- Cultural space (the Black Auditorium) is shared with the professional bachelor's program "Cultural Management;
- Specialized textbooks in the study program: 988 titles (1749 copies).

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

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

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

During the reporting period, the study program "Cultural Management" was subject to changes made in the composition of the academic staff, attracting both instructors with master's and doctoral degrees as well as with a professional experience in the field of culture.

During the reporting period, there have been changes observed in the composition of the academic staff, by mostly electing academic staff to academic positions in EKA:

- the number of instructors that are involved in the implementation of the study program has decreased - from 29 to 24;
- the elected academic staff has increased from 6 instructors at the beginning of the reporting period up to 14 instructors at the end of the reporting period, accounting for 58.33% of the total number of the academic staff in the study program;
- the number of the instructors having doctoral degree that are involved in the study program changed from 5 (3 of them were elected in EKA) to 10 (7 of them are elected in EKA);
- at the beginning of the reporting period, there were 2 EKA Associate Professors involved in the implementation of the study program, but at the end of 2019, 1 EKA Professor and 1 EKA Associate Professor were involved.

To analyze the academic staff changes during the reporting period, a table with a few course examples was created, in which, during the reporting period, the academic staff changes occurred:

Title of the course	Beginning of the period	End of the period
Professional Foreign Language I	Mg philol., O.Kibaľnika	Dr.philol., A. Poikāne-Daumke

Public relations	Mg.art, G.Kalnača	Dr.oec., K.ljevļeva
Creative Industries	MBA, J.Budanceva	Dr.oec., K.Šteinbergs
General Cultural Theory	Mg.art., Baiba Guste	Dr.philol., I.Barovskis

The change of the instructors contributed towards an increasing involvement of the academic staff that has a doctoral degree in the study program. In order to provide professionals' involvement in the study program, Assistant Professor Ksenija ljevļeva, who is active in the field of marketing, was asked to teach the course "Public Relations", thereby linking the teaching of the course with practical knowledge; at the same time, the course "Event Management and Production" was taken over by the former Latvija100 regional project manager and now Sigulda Parish Cultural Center manager Jolanta Borīte.

The increase of the elected academic staff allows planning the study process in the long term; while the increase of the academic staff with a doctoral degree and of the number of practitioners gives an opportunity to improve the quality of the studies and its responsiveness to the labor market requirements.

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

The qualification of the instructors employed in the professional bachelor's study program "Cultural Management" meets the statutory requirements and is in line with the EKA University of Applied Sciences strategic goal and objective implementation, because:

- The implementation of the study program involves a total of 24 members of the academic staff, of which EKA permanently employs 14 members, or 58.3 %, and 10 guest instructors constituting 41.7 % of the total number of the academic staff;
- There are 10 holders of the doctoral degree participating in the implementation of the study program (7 of them are permanently employed by EKA), including 4 doctors of economics, 1 doctor of management, 1 doctor of philosophy, 2 doctors of philology, 1 doctor of history, 1 doctor of political science and 14 instructors with a master's degree, including 2 doctoral students (permanently employed by EKA as elected academic staff);
- From the study program's 110 CP of the core courses 74 CP (67.3%) are provided by the academic staff permanently employed by EKA, but 36 CP (32.7%) are provided by EKA guest instructors. The other 50 CP include free electives (6 CP), three research papers (4 CP), three internships and the bachelor's paper (12 CP) supervision.

EKA academic staff members' qualification allows to attain expected learning outcomes by providing necessary knowledge and skills in the field of cultural management.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

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

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

During the reporting period, the academic staff was involved in various scientific research activities, such as:

- Participation in international scientific conferences in Latvia, for example:
 - participation in the International scientific conference ETECH2019 (Latvia), organized by EKA in collaboration with 4 Latvian and foreign universities. With reports participated: : Budanceva, J.Bierne, V.Vēvere, I.Ļaviņš, K.Šteinbergs, E.Čerkovskis and other members of the academic staff;
 - Participation in the second academic forum "Humanities for Latvian national security" held in Riga (Latvia), May 11, 2017. I.Barovskis participated;
 - Participation in the International Conference hosted by the Latvian National History Museum "Becoming the Latvian people", held in Riga (Latvia), September 14, 2016. Ļaviņš participated.
- Participation in international scientific conferences abroad, for example:
 - Globalization and its Socio-Economic Consequences, Rajecke Teplice, Slovakia, 4-5 October, 2017. V.Vēvere, K.Šteinbergs participated;
 - CLEL 2018, Wroclaw, Poland, 3-5 July, 2018. I.Ļaviņš participated;
 - 10th International Scientific Conference „Business and Management 2018“, Vilnius Gediminas Technical University, Vinius (Lithuania), May 3-4.
- Publications in internationally peer-reviewed publications that are indexed in several databases (including *Scopus*, *Web of Science*), for instance:
 - **Andžāne, I.** (2017). Museum as an object of change. *Culture Crossroads*, 11(1), 68-80.
 - **Lavins, I.** (2018). Genuine or Pseudo? Young People Perception of Museums. In

Proceedings of the 4th International Conference on Lifelong Education and Leadership for All (ICLEL) Location: Univ Lower Silesia, Wroclaw, POLAND Date: JUL 03-05, 2018, pp. 720-725. **WOS**

- **Cerkovskis, E.**(2016). Business Environment in Latvia and Its Assessment in the Ratings of International Organizations // Proceedings of the 5th International Scientific Conference „Whither Our Economies-2016”, Mykolas Romeris University, Vilnius, Lithuania, October 20-21, 2016. pp.22-30.
- **Vevere, V.** (2016) Soren Kierkegaard on/in Contemporaneity //3rd International Multidisciplinary scientific conference on Social Sciences and Arts SGEM 2016. Vienna, pp. 755-761. (Thomson Reuters WoS: 000395727300099)
- **Budanceva, J.,** Veidenberga, Z., Titko, J., **Bierne, J.**(2016). Business and Management Students Perception of Teaching Methods // Proceedings of the 5th International Scientific Conference „Whither Our Economies -2016”.Mykolas Romeris University, Vilnius, Lithuania, October 20-21, 2016,pp.14-21. ISSN 2029-8501 (EBSCO, Business Source Complete,Accession Number:123236632.
- Dalība starptautiskajos projektos, piem., InVent (vairāk informācijas šeit: <https://www.augstskola.lv/index.php?parent=282&lng=eng>).

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

The instructors of the study program cooperate in preparing the study course descriptions, creating e-courses in the e-environment, working in research directions and projects.

For example, if a couple of instructors teach one and the same study course for different groups, they will align the course content, course requirements, bibliographic sources and individual work description as well as post the materials in the e-environment. The creation of an e-course in the e-environment (Moodle) is guided by a course template, which is specifically designed for cases where a course is taught by several instructors.

The instructors have been joined in research directions, in which, under the supervision of the research coordinator, they work together on the proposed research questions, summarizing of the results, and preparing publications and reports.

The study program "Cultural Management" promotes the cooperation of the academic staff in order to provide the course cohesion. For example, the course "Economics" will be taught by two different instructors - Lecturer Mg.sc.soc., Edgars Čerkovskis, who will emphasize the economic fundamentals, and guest lecturer Mg.art., Elizabete Palasiosa, who will talk about the economy of culture, as well as the study course "Entrepreneurship" will be taught by two above-mentioned lecturers, where one will put emphasis on the basics of entrepreneurship, and the other will talk about cultural entrepreneurship.

Student/academic staff ratio of the study program is as follows: an average of five students per one member of the academic staff or eight students per one permanently employed member of the academic staff.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	16_annex_Statistics_students_Kv.docx	16_pielikums_Statistika_studejosie_Kv.docx
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	17_annex_Compliance_state_ed_standard_KV_EN.docx	17_pielikums_Atbalstiba_valsts_standarts_KV_LV.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	18_annex_Compliance_prof_standard_KV_EN.docx	18_pielikums_Atbalstiba_profesijas_standarts_KV_LV.docx
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	19_annex_KV_mapping_Eng.xlsx	19_pielikums_Kv_kartejums.xlsx
Curriculum of the study programme (for each type and form of the implementation of the study programme)	20_annex_Study_plan_KV_ENG.docx	20_pielikums_Studiju_plans_KV.docx
Descriptions of the study courses/ modules	21_annex_SKA_KV_ENG.zip	21_pielikums_SKA_KV_KV.zip
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	22_annex_Diploma_Diploma_supplement_KV_LV_EN.xlsx	22_pielikums_Diploms_Diploma_pielikums_KV_LV_EN.xlsx
Description of the Study Programme - Other mandatory attachments		
Document 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	23_annex_Contracts_HEI_KV.docx	23_pielikums_Ligumi_augstskolas_KV.zip
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	27_annex_Confirmation_quarantee_losses.docx	27_pielikums_Apliecinajums_zaudejumi_garantija.docx
Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.		
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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		
Sample (or samples) of the study agreement	24_annex_Kv_St_Contract_ENG.docx	24_pielikums_Kv_STUDIJU_LGUMS_LV.docx
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		

Marketing

Title of the higher education institution	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Marketing</i>
Education classification code	<i>41345</i>
Type of the study programme	<i>First level professional higher education study programme</i>
Name of the study programme director	<i>Inga</i>
Surname of the study programme director	<i>Šīna</i>
E-mail of the study programme director	<i>inga.shina@eka.edu.lv</i>
Title of the study programme director	<i>Dr.oec.</i>
Phone of the study programme director	
Goal of the study programme	<p><i>1. To provide students with a set of knowledge, skills and competence in marketing according to the 5th level of the framework defined in the Latvian education classification.</i></p> <p><i>2. Educate specialists in marketing with analytical and systemic thinking, whose knowledge and skills enable analysing and planning marketing processes in the organisation.</i></p>
Tasks of the study programme	<p><i>1. To provide a study process that complies with the laws and requirements of the labour market, as well as student-centred approach in higher education.</i></p> <p><i>2. To promote qualification development of the teaching staff in educational and scientific fields.</i></p> <p><i>3. To provide and develop creative activities in the study programme.</i></p> <p><i>4. To provide and develop infrastructure and facilities under the study programme implementation needs.</i></p> <p><i>5. To develop international collaboration with related higher education institutions and organizations.</i></p> <p><i>6. To develop collaboration with enterprises and professional organisations.</i></p>

Results of the study programme	1. Knows the concepts and principles of marketing. 2. Knows the principles of marketing planning. 3. Is able to plan marketing activities in the organisation. 4. Is able to organise marketing activities in the organisation. 5. Is able to work for a marketing team. 6. Is able to reasonably argue on the aspects of marketing. 7. Is able to conduct research on marketing activities in the organisation. 8. Is able to independently organise their work. 9. Is able to find creative solutions for prevention of marketing problems. 10. Is able to describe and analyse practical problems in the marketing sector using a variety of special methods. 11. Is able to use and process various types of information and statistics using ICT solutions.
Final examination upon the completion of the study programme	Qualification Paper

Study programme forms

Full time studies - 2 years - latvian

Study type and form	Full time studies
Duration in full years	2
Duration in month	0
Language	latvian
Amount (CP)	80
Admission requirements (in English)	General secondary education or vocational secondary education
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	
Qualification to be obtained (in english)	Marketing specialist

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time studies - 2 years, 6 months - latvian

Study type and form	Part time studies
Duration in full years	2
Duration in month	6
Language	latvian
Amount (CP)	80
Admission requirements (in English)	General secondary education or vocational secondary education
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	
Qualification to be obtained (in english)	Marketing specialist

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

During the reporting period, the program's title and the granted qualification have been changed. The program's title has been changed from "Creative Marketing and Sales Management" to "Marketing", also taking into account the changes in the program's content. Currently, the program includes the study courses that provide the basic knowledge, skills and competence acquisition in the field of marketing. The granted qualification has been changed from "marketing and sales specialist" to "marketing specialist" in accordance with the changes in the industry map and the names of qualifications included in it.

During the reporting period, the changes have also been made in the formulation of the program's aim, objectives and learning outcomes. These changes have been made due to the changes in the program's content and in the implementation of the study process, as well as taking into account the requirements of qualification framework.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

During the reporting period, there has been a decrease in terms of the number of the enrolled students observed in full-time studies, without enrolling students in the full-time study groups during the last three years. It can be explained by Latvia's economic and social situation. The number of students enrolled in the part-time studies varies on average, with 10 to 20 people enrolled in the group. In the 2019/2020 academic year, 10 students have been enrolled. Taking into account the duration of the program (2-2.5 years), the number of students in the program during the reporting period ranged from 48 students in the 2014/2015 academic year to 40 students in the 2019/2020 academic year. Largest number of students was in 2017/2018 academic year – 75 students.

Attrition of students in the study program is relatively big. The biggest dropout registered was 17 people, representing 22% of the number of students in the program (in the 2017/2018 academic year). The most frequent reasons for the attrition are the shortage of financial resources, place of residence change (moving abroad) and other career choices.

Every year, some students (2-3 people on average) return to the University and resume studies at later stages of the studies, following the previous study period recognition of learning outcomes.

For more information about the student frequency dynamics, see Annex 16.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

Title of the study program is "Marketing". One of the objectives of the program is to prepare marketing specialists with analytical and systemic thinking, whose knowledge and skills allow to plan and organize marketing activities in an organization. The formulation of the study program's second objective implies that the students are provided knowledge, skills and competences in accordance with the 5th qualification level in the area of marketing. Within the framework of the program, knowledge on the organization of marketing in the company is provided, including market research and sales organization issues. The study program includes the following study courses, e.g., "Marketing Planning", "Sales Management", "Consumer Market Behavior", "Branding", "Research Organization", "Digital Marketing". In view of Latvia's economic structure (with the services sector having the largest share) and *consumerization* trends, this knowledge is up to date for any specialist in the field of marketing. The study program's defined objectives are focused on the achievement of the defined aims and the provision of learning outcomes.

The learning outcomes of the study program are formulated on the basis of knowledge, skills and competences for the 5th qualification level defined in the Latvian Qualifications Framework and the requirements included in the professional standard.

By graduating from the study program, the student obtains a diploma of the first level professional higher education and the qualification "Marketing Specialist". The granted qualification implies the necessary knowledge, skills and competence acquisition, which is provided by the evaluated program. For example, the professional standard refers to a number of objectives (e.g., to conduct market research, competitor analysis, consumer analysis, etc.) for which the necessary knowledge and skills are included in the program's content complying with the program's title "Marketing". The program's title uses the English borrowing "mārkētings" that is also called "tirgvedība" or "tirgzinība" in Latvian. In the light of one of the University's priorities, i.e. international cooperation and recognition, it has chosen the international term as the program's title.

Admission requirements are described in the EKA Admission Regulations and are based on the related laws and regulations. The applicant who has successful grades in the secondary education document, certifying the knowledge of the state language and a foreign language (e.g., by successfully passing the centralized examinations) is able to study at the first level higher professional education program. Their background of the previous level of education, motivation to pursue higher education and the study process organization in EKA are able to provide for the achieving of the learning outcomes.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends

in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The study course content is updated regularly in accordance with the EKA Guidelines for Preparing a Course Description. The guidelines describe the procedure of what, when and how to do it.

The academic staff reviews not only the study course content, but also the independent work content, evaluation methods and bibliography.

The academic staff involved in the study program follow the latest developments, including visiting appropriate qualification development activities as well as staying in touch with working practices in the industry. For example, the study course "Intellectual Property Rights" is taught by Assistant Professor I.Stankeviča who is a sworn attorney in the area of intellectual property rights, who, every year, improves her qualification at the *European Law Academy*, the study course "Consumer Market Behavior" is taught by Assistant Professor K.levļeva who is a marketing professional and her research interests are also related to marketing, finally, the study course "Basic Accounting" is taught by Lecturer T.Daudiša who is a practicing accountant.

Analyzing the labor market developments, it can be concluded that nowadays those specialists are in demand who, besides having highly specialized knowledge, would also need expertise on related issues, e.g., accounting, law, communication, as well as knowledge of foreign languages for special (professional) purposes. Employers today also require various skills such as the ability to analyze, think critically and the ability to discuss using arguments. Several study courses (for example, "Research Organization", "Professional Foreign Language", "Commercial Law", "Marketing", "Marketing Planning", "Fundamentals of Management", "Protection of Intellectual Property", etc.), as well as the internship, research and qualification paper writing are directed towards the development of the skills.

During their studies, the students acquire the necessary knowledge and skills that are needed today (for example, "Digital Marketing", "Psychology of Communication", "Branding", "Intellectual Property Protection" etc.). This is evidenced by the received evaluation of the internship and the employer testimonials as well as the appreciation and employment of our graduates.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study course content is designed so that the content does not overlap with the content of other study courses ensuring a continuous acquisition of knowledge.

When drafting or updating the study course description, the instructor must take into account the

aim of the program and the learning outcomes. When defining the study course description and the learning outcomes to be achieved during the course, it has to be ensured that they contribute to the achieving of the program outcomes.

The study course descriptions are designed by the instructor responsible for the study course or by another instructor within the study program, whose name appears as the author of the study course description. The instructors cooperate in terms of developing learning outcomes, content, independent assignments and evaluation of the study course.

The Study Program Director reviews the study course outcome alignment with the study program learning outcomes by mapping (see Annex 19). For example, while introducing the study course "Digital Marketing", the Study Program Director informed the instructor about the learning outcomes, which should be achieved in the study course to be implemented. In preparing the study course description and formulating of the learning outcomes of the study course, the instructor focuses both on the aim of the study course and the providing of the learning outcomes (see Table below).

Table. Mapping fragment of the learning outcomes of the study program

Study courses	Learning outcomes of the study course	Learning outcomes of the study program										
		Knowledge (knowledge and understanding)		Skills (the ability to apply knowledge, communication, general skills)						Competence (analysis, synthesis, evaluation)		
		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
Digital marketing	Understand the importance of digital marketing in today's marketing communication.	x										
	Understand the user experience and usability principles.	x	x									
	Understand digital marketing methods and channels.	x										
	Understand social media marketing.		x									
	Able to plan digital marketing activities, campaigns and budget.			x	x				x			

When analyzing the study courses of the study program "Marketing" (see Annex 20), it can be concluded that their outcomes facilitate the achievement of the study program results. For example, several industry study courses (Marketing, Marketing Planning, Consumer Market Behavior etc.) provide the necessary knowledge of the profession, as well as skills to work in a team, discuss and analyze information. The defined aims and objectives focus on the acquisition of knowledge and skills in the area of marketing, taking into account the requirements of the 5th qualification.

The program includes the study course "Introduction to Studies", for which no credits are awarded. This course is introduced, so the students could be:

- introduced to the study process at the University: how the classes are organized in the study program, how to use the e-environment, how to find information sources in the library, how to apply for consultations, about mobility opportunities within the framework of the Erasmus + program, etc.;
- introduced to the challenges of the chosen profession: meetings and guest lectures of EKA graduates and professionals are organized;
- united with the group members: team-building training is organized;
- trained to manage time and set priorities: time management training is organized.

As a result of this course, the students can easier understand the study process, they can easier fulfill the requirements of the study program, they are familiar with the group mates, consequently having smaller psychological discomfort, as well as get an idea of the latest developments in the profession that they have chosen.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process of the study program is divided into: theoretical knowledge acquisition in classroom setting, including using the e-environment, independent studies, acquisition of practical skills during the studies in the classroom setting and the individual internship. The lectures in the classroom setting are conducted in an interactive environment, by reading lectures (including using on-line digital technologies in the case of foreign instructors), illustrating them with presentations, asking questions to the students (in seminars) and by encouraging the students to discuss the subject.

In the practical part of the study courses, the students learn only the skills to be acquired for practical situations through their participation. The practical sessions are based on the knowledge acquired in the theoretical lessons, thereby reinforcing the theoretical knowledge base and complementing the professionalism with practical skills. After the practical work, analysis is made in the form of discussions, in which the students are able to identify their and other students' strengths and weaknesses, as well as identify shortcomings and mistakes that have been made.

The element of independent studies is a mandatory part of the study process at the University, including the student's independent work within the framework of the study course, the amount of which corresponds to the credits of the study course. This includes the mandatory and complementary reading, taking tests, preparing for the classes, seminars, quizzes and final examinations, etc., according to the study course description.

The students are synchronously offered seminars by professional specialists, including foreign instructors giving them an additional opportunity to discuss relevant topics with the specialists from the industry, and to identify their views and perspectives on the progress of the process and the developments. . For example, in September, 2019, the University organized guest lectures by: EKA alumnus Liega Zusmane "Costa Coffee", marketing and product development manager; Maksims Kušnarevs, partner and digital strategist in the digital agency "Digibrand".

The implementation of the study program is creative, using different methods, which ensures the achievement of learning outcomes and facilitates the organization of the student-centered study process:

1. The lecture method - is mainly used in the study courses that do not have sufficient amounts of textbooks available or in the courses in which this method is deemed as the most effective. For example, in case an independent acquisition of the course material is too complex for the students. The study process includes organized guest lectures;
2. Independent work - the students learn to collect, compile and analyze the necessary

- information, as well as strengthen and develop the knowledge acquired during the classes;
3. Working in small groups - the students learn how to work in teams and to improve communication and presentation skills for practical acquisition of the topics;
 4. Discussions - are used in the study courses where together with the acquisition of theoretical knowledge, communication skills are developed;
 5. Practical classes - help to apply the acquired theoretical knowledge;
 6. Seminars - are organized in almost all study courses. They make it possible to develop a good speech culture, present the report, develop the ability to support and defend opinion;
 7. Student conferences - the students have an opportunity to discuss current events in the industry, conduct independent research and present it, thus advancing their presentation and public speaking skills;
 8. Business games - the students apply the knowledge acquired during the internship in solving various problems and analyzing practical situations;
 9. Field trips - the students get acquainted with industry professionals and their work, obtain new information that is necessary for the study courses.

The basic educational evaluation principles in the study program are as follows:

- The principle of aggregating the positive achievements - the acquired knowledge is evaluated by summing positive achievements;
- The principle of mandatory evaluation - it is necessary to obtain a positive assessment of the mandatory content acquisition included in the study program;
- The principle of openness and clarity of requirements - the basic set of educational evaluation criteria is determined according to the program's aims and objectives, as well as the study courses' aims and objectives;
- The principle of the diversity of assessment types - for the evaluation of the students' acquired knowledge, various types of assessment are used;
- The principle of assessment conformity - the test gives an opportunity to show analytical and creative abilities, knowledge, skills and abilities in all tasks and situations appropriate for all acquisition levels. The amount of content included in the tests corresponds to the content determined by the study course and skills and knowledge requirements described in the professional standard.

The evaluation criterion of the learning outcomes is the grade in the 10-point system. In order to evaluate knowledge, several forms of assessment are used, e.g.: quizzes, essays, research paper writing and defense, independent work writing and defense, the group's work and defense, participation in research work under the guidance of the academic staff, taking tests, examinations. The learning outcomes achieved by the students are evaluated not only in the study course's final assessment - exam, but also during the semester using intermediate assessment. If the student has not met the requirements of the study course and has not completed the intermediate assessment, then the instructor has the right not to admit the student to the final examination of the study course until the requirements are met.

Evaluation principles and criteria are included in the description of each study course, which are available in the EKA e-environment. The instructors starting work with the students in the classroom, introduces the students to the study course requirements and with the knowledge and skills evaluation system.

The academic and the administrative staff keep track of the students' knowledge evaluation requirements and learning outcomes. After the study course and/or module final examination or the academic year of study, the Study Council discusses the student evaluation results and methods that serve as a basis for improving the study process.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

The study program's internship is divided into two parts: the internship or the basic internship and the pre-diploma internship.

The aim of the first internship is the strengthening and improving of the theoretical knowledge, the development of independent professional work skills in the marketing area , as well as the acquisition of sales, management and marketing planning skills. The aim of the second internship is connected with the research of company's marketing and sales processes and information collection, compilation and analysis for the qualification paper. Each of the internships has its program prepared, which is available for each student in the e-environment (Moodle).

In carrying out the internship tasks, the student has two internship supervisors: one in the company and another in EKA. The internship supervisors help the student to understand the substance of the practice tasks and guide the student towards the correct completion of the tasks. The internship supervisor in EKA provides advice on the general issues of internship organization and the internship report defense.

The completion of the internship program and its objectives allows gaining skills and competences in the field of marketing, as well as the development of analytical thinking, which is included in the intended learning outcomes of the study program. The internship organization is the same for all professional programs and is described in Part II, section 5.3. of the self-evaluation report

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

The final papers of the students of the study program "Marketing" are relevant either for the company in question or within the industry as a whole. The sample topics of the qualification paper are developed on the basis of both the instructors' experience and the recommendations of employers. Analyzing the labor market, there is demand just for sales staff and marketing specialists. This is also reflected in the final paper thematics - about half of the final paper topics are related to sales activities, marketing planning. The following are the qualification work topic examples:

1. The design of the marketing activities plan for the tourism industry company
2. Sales organization and analysis in the production company
3. Marketing communication mix and its analysis of the banking sector company
4. Customer service and its improvement opportunities in SIA ELVI Latvija
5. Product life-cycle and its management

The students use the results of their work in the company in which they are employed, or also

approve them in the company. For example, the customer service improvement plan was implemented in SIA ELVI.

The topics of the qualification papers are updated at the beginning of each new academic year during the instructors' meetings, taking into account, during the paper defense, the recommendations of the commission members who are employers.

Before writing the final paper, the students do the pre-diploma internship in the selected company with the aim to conduct a study on the issues of the final paper. The student gets a scientific advisor appointed from the EKA and, at the place of the internship, receiving a supervisor from the company. This way, it is ensured that the topics of the papers are really up to date in the industry.

The core of the State Examination Commission for the final papers each semester is made of the industry professionals that either evaluates the topicality of the paper or the student's knowledge or the presentation skills.

The weighted average grade of the final papers for the last 5 years has ranged from 7.3 to 7.83. Almost every year, at least one student receives the highest evaluation (10 points). The fact that such evaluation is not provided too often only confirms the serious attitude of the State Examination Commission when assessing each student's progress. Over the past 5 years, no student has ever received any unsatisfactory evaluation.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

Every year, a student survey on the organization of the study process is carried out, which probes its various aspects on the 4-point scale (1-poor, 4-excellent). The students highly evaluated the work quality of the academic staff (the average of 3), content of the study program (2.75), and quality of e-environment (3.25). Students note that some instructors do not use the e-environment sufficiently. The Study Program Director discusses the survey results with the instructors, encouraging them to post information in a timely manner while doing other development activities. For example, the students in the survey note that they are interested in attending guest lectures by foreign academics/professionals. In the fall of 2019, guest lectures by EKA alumnus Liega Zusmane (Costa Coffee marketing manager) and Maksims Kušņarevs (DIGIBAND partner) were organized.

In order to obtain the employer's view of the students' preparedness, the internship providers, who hosted (or are currently hosting) the program's students to do the internship, are surveyed. During the reporting period, the employers' assessment was observed to have a common trend. Evaluating the students' specific knowledge or skills, employers note good general theoretical knowledge in the specialty, record keeping skills, knowledge of foreign languages, computer skills. Most of the respondents also assessed the students' personal qualities and the most highly valued were the following characteristics: ability to quickly fulfill their work duties, make independent decisions, creativity, idea generation, responsibility and a positive attitude.

By analyzing the answers to the question about knowledge and skills that should be developed by the EKA students, there are no particular shortcomings observed in terms of skills for all students as a group, but there are skills that are missing or that are weak for a particular person. For example, the capacity to absorb criticism, initiative, time management, text structuring, digital marketing skills, communication skills. Based on the recommendations of employers, the study course "Digital

Marketing” has been introduced as well as the study course "Introduction into Studies", which includes the training of time management.

Summarizing the graduate surveys, it can be concluded that the graduates are satisfied with the quality of the program and are ready to suggest the studies in this program to friends and acquaintances. Most of the graduates are employed persons (e.g., in 2018/2019, out of 7 graduates 7 were employed): 1 is entrepreneur and 6 doing paid work. A part of the graduates plan to continue their studies in the next levels of education (e.g., in 2018/2019, out of 7 graduates 4 graduates said they would plan to continue the studies). By completing the survey, the graduates also made recommendations, for example, they additional knowledge about advertising and digital marketing. According to the recommendations, from 2019/2020 academic year course “Digital marketing” is included in to study program.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

The students of the study program do not participate in the mobility programs. This is due to several factors:

- The study program "Marketing" is implemented in Latvian. Thus, the incoming mobility opportunities are limited. They are possible and are provided within specialized study courses that are available in other programs, including the study program "Management";
- The students of the study program are employed people and they study, for the most part, in the part-time study program. They have limited opportunities to participate in the study or the internship mobility for several months.

The students are made aware of the mobility opportunities during the study course “Introduction into Studies”, as well as there is information about opportunities to participate in the Erasmus+ program on the EKA’s website <https://www.augstskola.lv/?parent=238&lng=eng>. There is a list of the cooperation partners available, too.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The necessary informational, material and technical resources are provided for the needs of the program and learning outcomes achieving that are either available within the framework of the study direction or at the EKA as a whole (see part II p. 3.2., 3.3.). For example, students are provided with study literature and electronic sources in marketing, rooms for lectures and independent work, library for acquiring knowledge in the field of marketing. The specific provision includes:

- Specialized textbooks in the study program: 1390 titles (2225 copies).

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

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

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

During the reporting period, the composition of the academic staff has changed, mostly by changing guest instructors and by electing new instructors in the EKA academic positions as well as by changing the content of the program:

- the number of instructors has decreased that are involved in the study program implementation - from 23 to 17. However, the number of elected academic staff has increased - from 5 instructors to 10 instructors, accounting for 58.8% of the total number of academic staff in the study program;
- the number of the academic staff with a doctoral degree that are involved in the study program has increased - from 4 to 8. All 8 instructors with a doctoral degree have been elected in EKA;
- at the beginning of the reporting period, 1 professor who was elected in EKA was involved in the implementing of the program, and 1 associate professor, who was not elected in EKA. At the end of the reporting period, the implementation of the programs involves 3 professors and 3 associate professors. All are elected in EKA.

The changes made contribute to the quality of the study process, because the attracted or enlisted instructors have doctoral degree, experience in research and practical work related to the areas of the study courses taught. The increasing of the number of elected academic staff allows to plan for the program's long-term development, and also to implement the plans. One of the proofs of the work quality of the academic staff is shown in the students' survey results of 2018/2019 academic year (on a scale from 1 - bad to 4 - very good):

- Explains the content clearly - 3.71;
- Able to get interest in the course - 3.57;
- Is simple and helpful, open in communication - 3.57;

- Demonstrates advanced knowledge in the course - 4;
- Follows up with the current events and knows the recent breakthroughs in the field - 4;
- Knows how to combine theory with practice - 3.71;
- Evaluates the knowledge fairly - 4;
- Open to innovation - 3.57;
- Has improved my knowledge on the subject - 3.86;
- Promotes discussions, respects the student's point of view - 3.71;
- During the classes, facilitates a positive and creative atmosphere - 3.57;
- Evaluate the quality of materials in Moodle - 3.57.

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

The total amount of the study program in credit points is 80 CP, out of which the program core courses cover 54 credits; internships 16 CP; qualification paper 8 CP; research paper 2 CP.

The qualification of the academic staff employed to teach at the first level professional higher education study program "Marketing" comply with regulatory requirements and the strategic aims and objectives of the EKA University of Applied Sciences, because:

- The implementation of the study program "Marketing" involves a total of 17 members of the academic staff, of which EKA permanently employs 10 members, or 58.8 %, and 7 guest instructors constituting 41.2 % of the total number of the academic staff;
- There are 8 holders of the doctoral degree participating in the implementation of the study program (all are permanently employed by EKA), including 5 doctors of economics, 1 doctor of management, 1 PhD in philology, 1 doctor of philosophy and 9 instructors with a master's degree, including 1 doctoral student;
- From the study program's 54 CP of the core courses 36 CP (66.7 %) are provided by the academic staff permanently employed by EKA, but 18 CP (33.3 %) are provided by EKA guest instructors. The other 26 CP include internships (16 CP), the research paper (2 CP) and the qualification paper (8 CP) supervision.

EKA academic staff members' qualification allow to attain expected learning outcomes by providing necessary knowledge and skills in the field of marketing.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

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

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

During the reporting period, the academic staff were involved in various scientific research activities, such as:

- Participation in international scientific conferences in Latvia, for example:
 - participation in the International scientific conference ETECH2019 (Latvia), organized by EKA in collaboration with 4 Latvian and foreign universities. With reports participating: V.Zariņa, A.Ābeltiņa, I.Brante, I.Stankeviča and other members of the academic staff;
 - participation in the State research programs forum "Economic transformation, smart growth, governance and legal framework of the state and society for sustainable development-a new approach to a sustainable knowledge society EKOSOC-LV", which took place in Riga (Latvia), November 3, 2016. I.Kantāne participated with a report;
- Participation in international scientific conferences abroad, for example:
 - EBES Conference –Prague (Czech Republic), 24-26 October, 2018. Impact of corporate social responsibility on customer satisfaction in retail enterprises in the Baltic countries, participant V.Vēvere;
 - 8th International Scientific Conference „Business and Management 2014” 05.2014.Vilnius Gediminas Technical University, participant A.Ābeltiņa.
 - Participation in EC DGT EMT Network Translation Technology Working Group seminar, held in Nitra (Slovakia), on October 18, 2016. Presentation: Terminology management practice using online resources, TaaS and Memsource cloud platforms, and computer-aided translation tools. Participated: G.Dilāns.
- Publications in internationally peer-reviewed publications that are indexed in several databases (including *Scopus*, *Web of Science*), for instance:
 - **Ābeltiņa, A.**, Vanags, A., Zvirgzdiņa, R. (2018). Partnership strategy model for small and medium Enterprises”, *Journal Problems & Perspectives in Management*, Volume 16, Issue 1, 2018. 336-347. (SCOPUS);
 - Sannikova A., **Brante I.** (2018). DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP IN LATVIA// Business, Management and Education. Vilnius Gediminas Technical University, Vilnius, Lithuania: VGTU, pp.145-159.

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The academic staff conducts scientific research and takes part in creative activities, which are related to the courses they teach and meet their scientific interests. The results of these activities are used in the study courses taught by updating the course content and informing the students about the current events in the industry, supervising research and final papers. For example, Assistant Professor I.Stankeviča investigates the issues related to intellectual property rights and teaches a similar study course.

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

The core of the academic staff of the study program "Marketing" is formed by the instructors of the industry study courses: K.Ievļeva, T.Daudiša, V.Vēvere and general education study course instructors J.Bierne, V.Zariņa. The Study Program Director I.Šīna discusses with the academic staff the study program's content and the provision of interconnected cohesion. At least twice a year, meetings are organized, during which the results of the student survey, e-learning course examination results are discussed etc.

One example is the cooperation in order to involve students in research. At the beginning of the academic year, current events have been discussed in the context of EKA priority research directions according to which the research and final paper sample topics have been updated. The study course "Research Organization" instructor (J.Bierne), based on the shortcomings in writing the papers during the previous year, focuses the student attention to the conducting of the research study and writing of the research and final papers in line with the EKA requirements (the Guidelines on preparing and defense of research papers, project reports and theses). The instructors, who supervise the research and final papers, while working with the students, invite them to participate in the Student Conference and to publish their research results.

Student/academic staff ratio of the study program is as follows: an average of two students per one member of the academic staff or four students per one permanently employed member of the academic staff.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	16_annex_Statistics_students_Rm.docx	16_pielikums_Statistika_studejosie_Rm.docx
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	17_annex_Compliance_state_ed_standard_RM.docx	17_pielikums_Atbalstiba_valsts_standarts_RM_LV.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	18_annex_Compliance_prof_standard_RM_EN.docx	18_pielikums_Atbalstiba_profesijas_standarts_RM_LV.docx
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	19_annex_RM_mapping_Eng.xlsx	19_pielikums_RM_kartejums.xlsx
Curriculum of the study programme (for each type and form of the implementation of the study programme)	20_annex_Study_plan_RM_EN.docx	20_pielikums_Studiju_plans_RM_LV.docx
Descriptions of the study courses/ modules	21_annex_SKA_RM_ENG.zip	21_pielikums_SKA_RM_LV.zip
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	22_annex_Diploma_Diploma_supplement_RM_LV_EN.xlsx	22_pielikums_diploma_paraugs_RM.zip
Description of the Study Programme - Other mandatory attachments		
Document 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	23_annex_Contracts_HEI_RM.docx	23_pielikums_Ligumi_augstskolas_RM.zip
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	27_annex_Confirmation_quarantee_loses.docx	27_pielikums_Aplicinajums_zaudejumi_garantija.docx
Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.		
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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		
Sample (or samples) of the study agreement	24_annex_Rm_St_Contract_ENG.docx	24_pielikums_Rm_STUDIJU_LGUMS_LV.docx
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		

Management

Title of the higher education institution	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Management</i>
Education classification code	<i>43345</i>
Type of the study programme	<i>Academic bachelor study programme</i>
Name of the study programme director	<i>Natalja</i>
Surname of the study programme director	<i>Verina</i>
E-mail of the study programme director	<i>natalja.verina@eka.edu.lv</i>
Title of the study programme director	<i>Mg.iur.</i>
Phone of the study programme director	
Goal of the study programme	<p><i>1. To provide students with a set of knowledge, skills and competence in management according to the 6th level of the framework defined in the Latvian education classification.</i></p> <p><i>2. To educate specialists in business management with analytical and systemic thinking, whose knowledge and skills enable managing companies or organizations.</i></p>
Tasks of the study programme	<p><i>1. To provide a study process that complies with the laws and requirements of the labour market, as well as student-centred approach in higher education.</i></p> <p><i>2. To promote qualification development of the teaching staff in educational and scientific fields.</i></p> <p><i>3. To provide and develop research activities in the study programme.</i></p> <p><i>4. To provide and develop infrastructure and facilities under the study programme implementation needs.</i></p> <p><i>5. To develop international collaboration with related higher education institutions, enterprises and organizations.</i></p>

Results of the study programme	1. Knows the concepts of management theory and patterns. 2. Understands the organization's management principles and methods. 3. Is able to manage structural units or the organization's activities. 4. Is able to reasonably discuss aspects of management. 5. Is capable of conducting research and interpreting the results of management processes within the organisation. 6. Is able to direct their own competence development in the field of management. 7. Is able to independently organise their work. 8. Is able to work in a team 9. Is able to acquire and analyse information using a variety of methods and ICT. 10. Is able to take decisions on the organization or its divisions' activities using different types of information. 11. Is able to find solutions to the problems identified during the research or analysis of the organisation performance.
Final examination upon the completion of the study programme	Bachelor's paper

Study programme forms

Full time studies - 3 years - latvian

Study type and form	Full time studies
Duration in full years	3
Duration in month	0
Language	latvian
Amount (CP)	120
Admission requirements (in English)	Secondary education
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Bachelor of Social Sciences in Business Administration
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Full time studies - 3 years - english

Study type and form	Full time studies
Duration in full years	3
Duration in month	0
Language	english
Amount (CP)	120
Admission requirements (in English)	Secondary education
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	Bachelor of Social Sciences in Business Administration

Qualification to be obtained (in english)	
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Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Full time studies - 3 years - russian

Study type and form	<i>Full time studies</i>
Duration in full years	3
Duration in month	0
Language	<i>russian</i>
Amount (CP)	120
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Bachelor of Social Sciences in Business Administration</i>
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time studies - 4 years - latvian

Study type and form	<i>Part time studies</i>
Duration in full years	4
Duration in month	0
Language	<i>latvian</i>
Amount (CP)	120
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Bachelor of Social Sciences in Business Administration</i>
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time studies - 4 years - english

Study type and form	<i>Part time studies</i>
Duration in full years	4
Duration in month	0
Language	<i>english</i>
Amount (CP)	120
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Bachelor of Social Sciences in Business Administration</i>
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time extramural studies distance education - 4 years - latvian

Study type and form	<i>Part time extramural studies distance education</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>latvian</i>
Amount (CP)	<i>120</i>
Admission requirements (in English)	<i>Secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Bachelor of Social Sciences in Business Administration</i>
Qualification to be obtained (in english)	

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

During the reporting period, the changes have also been made in the formulation of the program's aim, objectives and learning outcomes. These changes have been made due to the changes in the program's content and in the implementation of the study process, as well as taking into account the requirements of qualification framework.

The study program is implemented in three languages: Latvian, English and Russian. According to Law on Higher Education Institutions the study program implementation in Russian will continued till 31 December, 2022.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

During the reporting period, there has been a increase observed in terms of the number of the enrolled students in full-time studies, which can be explained by the implementation of the study program in foreign languages. However, at the end of the reporting period, in 2019/2020 academic year, a decrease has been observed in the number of students enrolled in full-time studies, which is related to the changes in laws and regulations: the prohibition to implement the study program in Russian. The number of students enrolled in the part-time study form is stable, by enrolling an average of 10-12 students. A similar situation is observed in the form of distance learning - enrolling an average of 6 students.

The number of students enrolled at the later stages vary, on average, enrolling 10 people in the part-time study group, 6 people in the distance learning group and 2-3 people in the full-time study groups. These are the students returning to the EKA and resuming the studies at the later stages, and college graduates, who continue their studies at the bachelor's program, before that having done the previous study period recognition of their learning outcomes.

During the reporting period, the total number of students has increased until the last year, when the number of students slightly decreased (around 5%) due to the students learning in Russian. The total number of students by October 15, 2019 is 241 (in the programs conducted in Latvian - 132 students; in the programs conducted in English - 82 students; in the programs conducted in Russian - 27 students).

Attrition of students in the study program represents an average of 10-12%. The most frequent reasons for the attrition are the shortage of financial resources, place of residence change (moving

abroad) and other career choices. The biggest attrition is registered among foreign students dropping out (25% on average). The most frequent reasons for the attrition are academic debts

For more information about the student frequency dynamics, see Annex 16.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

The formulation of the study program's aim implies that the students are provided with knowledge, skills and competences in accordance with the 6th qualification level in the area of management. The title of the program also refers to the fact that the program is focused on the provision of knowledge, skills and competence in management of company. The study program's defined objectives are focused on the achievement of the defined aims and the provision of the learning outcomes.

The learning outcomes of the study program are formulated on the basis of knowledge, skills and competences for the 6th qualification level defined in the Latvian Qualifications Framework. The learning outcomes of the study program are focused on the processes occurring in the company, therefore, the study program includes a number of study courses that are associated with a variety of organizational management aspects (e.g., "Management", "Human Resource Management", "Innovation Management", etc.), as well as with the correspondence of various skill and competence development with the 6th qualification level (e.g., "Research Organization", "Communication Psychology", "Business Economics and Planning", etc.).

Admission requirements are described in the EKA Admission Regulations and are based on the laws and regulations. The applicant who has successful grades in the secondary education document, certifying the knowledge of the state language and a foreign language (e.g., by successfully passing the centralized examinations) is able to study at the bachelor's program. Their background of the previous level of education, motivation to pursue higher education and the study process organization in EKA (including the teaching methods used) are able to provide for the achieving of the study results.

Foreigners without the proof of successfully obtained secondary education and a certificate (if education is not obtained in the study program's language) showing the knowledge of foreign languages (from 2019: B2 level) have to take part in additional tests: economics (secondary school level) and an interview conducted in a foreign language.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/

module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The study course content is updated regularly in accordance with the EKA Guidelines for Preparing a Course Description. The guidelines describe the procedure of what, when and how to do it.

The academic staff reviews not only the study course content, but also the independent work content, teaching and evaluation methods and bibliography.

The academic staff involved in the study program follows the latest developments, including attending appropriate qualification development activities. For example, during the annual EKA methodological conference, digital teaching methods were discussed, as well as Lecturer E.Čerkovskis, in the fall of 2019, participated in the International seminar EdTech, in which modern digital solutions in the study process were talked about. These innovations are gradually introduced into the study process. The study program is implemented in the e-environment, in which special solutions and tools facilitate online lectures, with uploading and storing recordings and materials that are used

The study courses include the current topics of the industry (e.g., "The Taxation System", "Regulatory Framework of Business", "Accounting" etc.), as well as scientific developments (e.g., "Management", "Research Organization" etc.). The academic staff asks that the students complete different kinds of practical and independent tasks that are associated with the developments in the industry and science, for example, in the study course "International Economics". Without the inclusion of the above mentioned topics in the study program, it would not be possible to achieve the learning outcomes.

Employers today also require various skills such as the ability to analyze, think critically and being able to discuss using arguments. Several study courses („Macroeconomics", „Project Management", „Marketing" etc.), as well as writing of the research paper and the bachelor's thesis are directed towards the development of the above mentioned skills.

During their studies, the students acquire the necessary knowledge and skills that are needed today. This is evidenced by the received evaluation of the internship and the employer testimonials as well as the appreciation and employment of our graduates.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study program is focused on the provision of knowledge and skills regarding the management of the company. The content is designed so that the students are provided with the knowledge on theoretical concepts (e.g., "Microeconomics", "Management", etc.) and informed about the

practical nuances (e.g., “Business Economics and Planning”, “Accounting”, “Innovation Management” etc.), the current events in the industry (“Regulatory Framework of Business”, “Leadership” etc.), as well as the development of research skills. The study course content is designed so that the content would not overlap with other courses ensuring a continuous acquisition of knowledge. When drafting or updating the study course description, the instructor must take into account the aim of the program and the learning outcomes. When defining the study course description and the learning outcomes to be achieved during the course, it has to be ensured that they contribute to the achieving of the program outcomes.

The study course descriptions are designed by the instructor responsible for the study course or by another instructor within the study program, whose name appears as the author of the study course description. The instructors cooperate in terms of developing learning outcomes, content, independent assignments and evaluation of the study course.

The Study Program Director reviews the study course outcome alignment with the study program learning outcomes by mapping (see Annex 19).

When analyzing the study courses of the study program "Management" (see Annex 21), it can be concluded that their learning outcomes facilitate the achievement of the study program results. The defined aims and objectives focus on the acquisition of knowledge and skills in the area of economics, taking into account the requirements of the 6th qualification.

The program includes the study course "Introduction to Studies", for which no credits are awarded. This course is introduced, so the students could be:

- introduced to the study process at the University: how the classes are organized in the study program, how to use the e-environment, how to find information sources in the library, how to apply for consultations, about mobility opportunities within the framework of the Erasmus + program, etc.;
- introduced to the challenges of the chosen profession: meetings and guest lectures of EKA graduates and professionals are organized;
- united with the group members: team-building training is organized;
- trained to manage time and set priorities: time management training is organized.

As a result of this course, the students can easier understand the study process, they can easier fulfill the requirements of the study program, they are familiar with the group mates, consequently having smaller psychological discomfort, as well as get an idea of the latest developments in the profession that they have chosen.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process of the study program is divided into: theoretical knowledge acquisition in classroom setting and using distance learning opportunities, independent studies, and acquisition of practical skills during the studies in the classroom setting and the individual internship. The lectures in the classroom (including online lectures for distance learning) setting are conducted in

an interactive environment, by reading lectures, illustrating them with presentations, asking questions to the students (in seminars) and by encouraging the students to discuss the subject.

In the practical part of the study courses, the students learn only the skills to be acquired for practical situations through their participation. The practical sessions are based on the knowledge acquired in the theoretical lessons, thereby reinforcing the theoretical knowledge base and complementing the professionalism with practical skills. After the practical work, analysis is made in the form of discussions, in which the students are able to identify their and other students' strengths and weaknesses, as well as identify shortcomings and mistakes that have been made.

The element of independent studies is a mandatory part of the study process at the University, including the student's independent work within the framework of the study course, the amount of which corresponds to the credits of the study course. This includes the mandatory and complementary reading, taking tests, preparing for the classes, seminars, quizzes and final examinations, etc., according to the study course description.

The implementation of the study program is creative, using different methods, which ensures the achievement of learning outcomes and facilitates the organization of the student-centered study process:

1. The lecture method - is mainly used in the study courses that do not have sufficient amounts of textbooks available or in the courses in which this method is deemed as the most effective. For example, in case an independent acquisition of the course material is too complex for the students. The study process includes organized guest lectures.
2. Independent work - the students learn to collect, compile and analyze the necessary information, as well as strengthen and develop the knowledge acquired during the classes;
3. Working in small groups - the students learn how to work in teams and to improve communication and presentation skills for practical acquisition of the topics;
4. Discussions - are used in the study courses where together with the acquisition of theoretical knowledge, communication skills are developed;
5. Practical classes - help to apply the acquired theoretical knowledge;
6. Seminars - are organized in almost all study courses. They make it possible to develop a good speech culture, present the report, develop the ability to support and defend opinion;
7. Student conferences - the students have an opportunity to discuss current events in the industry, conduct independent research and present it, thus advancing their presentation and public speaking skills;
8. Business games - the students are provided with different situation to solve, using gamification element (for example, in Business simulation platform (BSS));

Taking into account the level and the type of the program, in the study program "Management", greater attention is paid to the development of research skills by asking students to complete appropriate independent assignments, and by organizing seminars, discussions, as well as by simulating business games (e.g., Latvia's budget). The students are also provided with opportunities, and they are motivated to present their research results at the students' conferences.

The study program is implemented in the form of distance learning, where digital learning methods are predominantly used. Students are provided with online lectures, discussions and seminars through the EKA videoconferencing system. The lectures are held in accordance with the class schedule. The students present their independent work assignments using video-conferencing system capabilities. In turn, the instructors create the e-course in the EKA e-environment by posting the necessary information for the acquisition of the study course, e.g., the study course description, requirements, electronic sources of information, lecture materials and independent assignment

descriptions.

The basic educational evaluation principles (for distance learning as well) in the study program are as follows:

- The principle of aggregating the positive achievements - the acquired knowledge is evaluated by summing positive achievements;
- The principle of mandatory evaluation - it is necessary to obtain a positive assessment of the mandatory content acquisition included in the study program;
- The principle of openness and clarity of requirements - the basic set of educational evaluation criteria is determined according to the program's aims and objectives, as well as the study courses' aims and objectives;
- The principle of the diversity of assessment types - for the evaluation of the students' acquired knowledge, various types of assessment are used;
- The principle of assessment conformity - the test gives an opportunity to show analytical and creative abilities, knowledge, skills and abilities in all tasks and situations appropriate for all acquisition levels. The amount of content included in the tests corresponds to the content determined by the study course and skills and knowledge requirements described in the professional standard.

The evaluation criterion of the learning outcomes is the grade in the 10-point system. In order to evaluate knowledge, several forms of assessment are used, e.g.,: quizzes, essays, research paper writing and defense, independent work writing and defense, the group's work and defense, participation in research work under the guidance of the academic staff, taking tests, examinations. The learning outcomes achieved by the students are evaluated not only in the study course's final assessment - exam, but also during the semester using intermediate assessment. If the student has not met the requirements of the study course and has not completed the intermediate assessment, then the instructor has the right not to admit the student to the final examination of the study course until the requirements are met.

Evaluation principles and criteria are included in the description of each study course, which are available in the EKA e-environment. The instructors starting work with the students in the classroom, introduces the students to the study course requirements and with the knowledge and skills evaluation system.

The academic and the administrative staff keep track of the students' knowledge evaluation requirements and learning outcomes. After the study course and/or module final examination or the academic year of study, the Study Council discusses the student evaluation results and methods that serve as a basis for improving the study process.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

The study program includes the internship in the limited elective part, because this is an academic study program. Within the framework of the internship, the students are given an opportunity to develop theoretical knowledge, independent professional working skills in management. The

internship has a prepared program, which is available in the e-environment.

The completion of the internship program and its objectives allows to provide practical knowledge and skills in the management of the organization's structural unit, as well as the development of analytical thinking, which is included in the intended learning outcomes of the study program.

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

The final papers of the students of the study program "Management" are relevant either for the company in question or within the industry as a whole. The sample topics of the qualification paper are developed on the basis of both the instructors' experience and the recommendations of employers.

Analyzing the final paper topics, it can be concluded that the most of the papers are related to the management issues in the organization. This is connected with the study courses offered in the the study program. For example, one of the most topical issues currently is a lack of qualified personnel, which adversely affects the operation and development of any organization. Therefore, several of the offered sample topics, as well as the topics developed by the students are related to staff engagement and motivation, human resource management process optimization and automation. Another, current and important topic for every company taken up by the students in their final papers is customer satisfaction research, new customer attraction and customer retention. For example:

1. Human motivation and evaluation system analysis and development in the companies of the financial
2. Employee motivation system development in the services sector.
3. E-commerce industry's consumer behavior influencing factors.
4. Human resources management process automation improvement in Latvian companies.
5. Customer satisfaction influencing factors in the health care sector.
6. Customer data management improvement in Latvian municipal government companies.
7. Promotional opportunities for e-commerce sector enterprises.

The students defend the final papers at the presence of the State Examination Commission, which evaluates the paper's topicality, the student's knowledge and their presentation skills.

The weighted average grade of the final papers for the last 5 years was average 7.7. Over the past 5 years, no student has ever received any unsatisfactory evaluation.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

The student survey is organized every year to identify the students' views on the organization of the study process, the program content, and the work quality of the academic staff (rated on the 4-

point scale: 4 - excellent, 1-poor). In general, the students are satisfied with the study process, evaluating it at the average of 3.04 points (good). The main recommendations were related to the activities of the instructors in the e-environment. According to the summary of the survey results, there are negotiations underway with the program's academic staff regarding the issues and the options of addressing them. The members of the academic staff are encouraged to make a greater use of the e-environment opportunities for the use of course materials as well as the assessment of the submitted assignments.

As per 2018/2019 academic year student survey results, overall score of the academic staff in the program was 3.41 (out of 4 points), which is a high. The lowest score was received for the instructors' activity in Moodle - 3.2, the instructors' material quality in Moodle - 3.33, as well as the ability to get the students interested in your course - 3.18. The highest score was received for the instructors' deep knowledge of the subject matter of the study course - 3.6, current knowledge of the industry - 3.49, as well as the instructors' punctuality - 3.54 (the classes begin on time) and 3.75 (lectures end on time). The study program's leading instructors received the following scores: J.Bierne 3.49, J.Budanceva 3.6, E.Čerkovskis 3.73, K.Ijevļeva 3.71, A.Staškeviča 3.79, V.Vēvere 3.51.

By summarizing the results of the employer survey it can be concluded that 71% of respondents evaluates theoretical and practical preparation of students as very good. Biggest part of the respondents (71%) notes that students are able to apply acquired knowledge in professional activities. The main recommendations were related to communication skills improvement of some students.

Summarizing the graduate surveys, it can be concluded that the most of the graduates are satisfied with the program and are ready to suggest the studies in this program to their friends and acquaintances (e.g., in the 2018/2019 academic year, 13 graduates out of 14 surveyed graduates did so).

The correspondence of the study content to the knowledge necessary in the industry received the assessment "good" by 13 out of 14 respondents. The correspondence of the study content to the latest trends in the industry were evaluated as "good" and "very good" by 12 respondents. The majority (12 out of 14) respondents highly rated the necessary informational resources and literature, as well as the availability of the technical equipment at the University. 12 respondents rated the quality of the academic staff's work with the marks "good" and "very good" .

During the reporting period, almost all of the graduates are employed, some of them are entrepreneurs (e.g., in the 2018/2019 academic year, 2 graduates were entrepreneurs, 4 - on parental leave and the others were employed). The graduates give some recommendations which are similar to the students' recommendations on the improvement of the study process, e.g., the use of the latest technologies, the introduction of a more management-related courses etc. Taking into account the recommendations of the graduates, digital solutions (e.g., the simulation platform BSS) *gamification* elements in the study process have been introduced etc.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

The students of the study program insufficiently participate in the mobility programs (see Table below). Mainly the full-time students are involved, with the foreign students more actively engaged. The part-time students are employed people, studying predominantly in the part-time studies. They

have limited opportunities to participate in the study or the internship mobility for several months.

Table. The incoming and the outgoing student mobilities

Study program	Quantity					
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
The outgoing student mobility						
Management	1	1	0	2	6	4
The incoming student mobility						
Management	0	3	0	9	16	19

The students are made aware of the mobility opportunities during the study course “Introduction into Studies”, as well as there is information about opportunities to participate in the Erasmus+ on the [University’s website](#) . There is a list of the cooperation partners available, too.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The necessary informational, material and technical resources are provided for the needs of the program and learning outcomes achieving that are either available within the framework of the study direction or at the EKA as a whole (see part II p. 3.2., 3.3.). For example, students are provided with study literature and electronic sources in management, rooms for lectures and independent work, library for acquiring knowledge in the field of management. For practical tasks and training Business simulation platform (BSS) is available. The specific provision includes the following resources:

- Business simulation platform (BSS);
- Specialized textbooks in the study program: 1655 titles (3428 copies);
- Periodicals: The Baltic Times, The Economist, iFinances.

3.2. Assessment of the study provision and scientific support, including the resources provided within the cooperation with other science institutes and institutions of higher

education (applicable to the doctoral study programmes).

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

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

During the reporting period, the composition of the academic staff has changed, mostly by changing guest instructors and by electing new instructors in the EKA academic positions. The changes have also been associated with the implementation of the study program in foreign languages: Russian (from 2015) and English (from 2016). From 2019/2020 academic year, the study program is implemented in Latvian, Russian and English. In accordance with the statutory requirements, the students studying in Russian, who began their studies before January 1, 2019 will complete their studies by December 31, 2022.

The principal changes in the academic staff's composition are the following:

- the number of instructors has increased that are involved in the study program implementation - from 25 to 31;
- the number of elected academic staff has increased - from 11 instructors to 20 instructors, accounting for 64.5% of the total number of academic staff in the study program;
- the number of academic staff with a doctoral degree that are involved in the study program has increased - from 9 to 13. The number of the elected academic staff with a doctoral degree has also changed: at the beginning of the reporting period, 7 instructors out of 9 were elected EKA, but at the end of the reporting period- 10 out of 13 instructors with a doctoral degree are elected in EKA;
- at the beginning of the reporting period, 2 Associate Professors (2 of them elected in EKA) were involved in implementing the program, and 3 Professors (2 of them elected in EKA) were involved. At the end of the reporting period, 3 Associate Professors and 2 Professors, who are elected in EKA, were involved in the implementation of the program.

In order to implement the program, both industry professionals and academic staff with a doctoral degree are attracted, who apply practical knowledge and experience as well as their scientific research work results in teaching the study courses. It allows to provide research-based studies and to involve students in research work.

The increase of the elected academic staff allows planning the study process in the long term; while the increase of the academic staff with a doctoral degree and of the number of practitioners gives an opportunity to improve the quality of the studies and its responsiveness to the labor market requirements.

4.2. Assessment of the compliance of the qualification of the teaching staff members (academic staff members, visiting professors, visiting associate professors, visiting

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

The qualification of the instructors involved in the academic bachelor's study program "Management" that is conducted in **Latvian** meets the statutory requirements and is in line with the EKA University of Applied Science strategic goal and objective implementation, because:

- The implementation of the study program "Management" that is conducted in **Latvian** involves a total of 25 members of the academic staff, of which EKA permanently employs 18 members, or 72%, and 7 guest instructors constituting 28% of the total number of the academic staff.
- There are 12 holders of the doctoral degree participating in the implementation of the study program (10 of them are permanently employed by EKA), including 6 doctors of economics, 1 doctor of management, 1 doctor of philosophy, pedagogy 1 doctor of pedagogy, 1 doctor of philology, 1 doctor of history and 1 doctor of political science, 1 Doctor and 13 instructors with a master's degree.
- From the study program's 100 CP of the core courses conducted in **Latvian**, 82 CP (82%) are provided by the academic staff permanently employed by EKA, and 18 CP (18%) are administered by EKA guest instructors. The other 20 CP include free electives (4 CP), two research papers (4 CP) and the bachelor's paper (12 CP) supervision.

The qualification of the instructors that are planned to be involved in the program that is conducted in **English** is in line with the laws and regulations and the EKA University of Applied Sciences strategic goal and objective implementation, because:

- The implementation of the study program "Management" that is conducted in **English** involves a total of 19 members of the academic staff, of which EKA permanently employs 13 members, or 68.4 %, and 6 guest instructors constituting 31.6% of the total number of the academic staff (see Table).
- There are 7 holders of the doctoral degree participating in the implementation of the study program (5 of them are permanently employed by EKA), including 3 doctors of economics, 1 doctor of philosophy, 1 doctor of pedagogy, 1 doctor of philology, 1 doctor of political science and 12 instructors with a master's degree.
- From the study program's 100 CP of the core courses conducted in **English**, 80 CP (80%) are provided by the academic staff permanently employed by EKA, and 20 CP (20%) are administered by EKA guest instructors. The other 20 CP include free electives (4 CP), two research papers (4 CP) and the bachelor's paper (12 CP) supervision.

EKA academic staff members' qualification allows to attain expected learning outcomes by providing necessary knowledge and skills in the field of management.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be

additionally specified (if applicable).

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

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

During the reporting period, the academic staff was involved in various scientific research activities, such as:

- Participation in international scientific conferences in Latvia, for example:
 - participation in the Latvian Economic Forum (October 31-November 1, 2019 that was organized by the Institute of Economics of the Latvian Academy of Sciences. J.Titko participated as a co-organizer, a moderator and a presenter of the forum. S.Paramonovs participated as a presenter, O.Lentjušenkova, V.Zariņa participated as attendees
 - participation in the International scientific conference ETECH2019 (Latvia), organized by EKA in collaboration with 4 Latvian and foreign universities. With reports participated: V.Zariņa, A.Saņnikova, A.Ābeltiņa, I.Brante, I.Stankēviča, J.Budanceva, J.Bierne, E.Čerkovskis and other members of the academic staff;
 - the 2018 International Conference “Economic science for rural development”, Latvija, Jelgava, 10.05.2018., Latvia University of Life Sciences and Technologies, Faculty of Economics and Social Development, piedalījās A.Saņnikova;
 - participation in the VPP forum "Economic transformation, smart growth, governance and legal framework of the state and society for sustainable development-a new approach to a sustainable knowledge society EKOSOC-LV", which took place in Riga (Latvia), November 3, 2016. With report participated I.Kantāne;
- Participation in international scientific conferences abroad, for example:
 - 10th International Scientific Conference „Business and Management 2018“, Vilnius, 3 VGTU. May, 3-4. I.Stankēviča participated.
 - ICEP-2018_International Scientific Conference, Kaunas, Lithuania, 28, April, 2018. V.Vēvere, A.Sannikova participated.
 - 34th International Scientific Conference „IBIMA Conference” 13.-14.11.2019., piedalījās N.Verina, V.Vēvere, J.Titko
- Publications in internationally peer-reviewed publications that are indexed in several

databases (including *Scopus*, *Web of Science*), for instance:

- Sloka, B., **Kantāne, I.**, Jermolajeva, E., & Avotins, V. (2016). Analysis of Barriers for Business Start in Latvia.// *European Integration Studies*, (10), pp. 145-156. DOI:10.5755/j01.eis.0.10.14570.Thomson Reuters WoS:000391974400015);
- **Bierne, J.**, Titko,J., Cerkovskis,E., Lasmane,A. (2017). Advanced Teaching Methods for Students' Competencies Development // *International Scientific conference„Society. Integration. Education”*. May 26-27, 2017, Rezekne, Latvia. Conference proceedings, pp. 63-72.ISSN 1691-5887 (Thomson Reuters Web of Science);
- **Zarina, V.**, Sina, I. (2018). Entrepreneurs' competences in the business environment. Proceedings of the 32nd International Business Information Management Association Conference, IBIMA 2018 - Vision 2020: Sustainable Economic Development and Application of Innovation Management from Regional expansion to Global Growth, 1312-1320. **SCOPUS**
- **Paramonovs, S., Ijevleva, K.** (2018). Analysis of passengers' perception of customer service at baltic airports. (2018). In: Abstracts Proceedings of the International Scientific Conference: Emerging trends in economics, culture and humanities (etECH2018), pp. 41-42.
- **Sannikova A., Brante I.** (2018). DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP IN LATVIA// *Business, Management and Education*. Vilnius Gediminas Technical University, Vilnius, Lithuania: VGTU, pp.145-159.
- Dalība starptautiskajos projektos, piem., SPIDE (vairāk informācijas šeit: <https://www.augstskola.lv/index.php?parent=281&lng=eng> .

The academic staff conducts scientific research and takes part in creative activities, which are related to the courses they teach and meet their scientific interests. The results of these activities are used in the study courses taught by updating the course content and informing the students about the current events in the industry, supervising research and final papers.

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

The instructors of the study program cooperate in preparing the study course descriptions, creating e-courses in the e-environment, working in research directions and projects.

For example, if a couple of instructors teach one and the same study course for different groups, they will align the course content, course requirements, bibliographic sources and individual work description as well as post the materials in the e-environment. The creation of an e-course in the e-environment (Moodle) is guided by a course template, which is specifically designed for cases where a course is taught by several instructors.

The instructors have been joined in research directions, in which, under the supervision of the research coordinator, they work together on the proposed research questions, summarizing of the results, and preparing publications and reports.

Student/academic staff ratio of the study program is as follows

- In the studies conducted in Latvian: an average of five students per one member of the academic staff or seven students per one permanently employed member of the academic staff.
- In the studies conducted in English: an average of four students per one member of the academic staff or six students per one permanently employed member of the academic staff.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	16_annex_Statistics_students_Vz.docx	16_pielikums_Statistika_studejosie_Vz.docx
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	17_annex_Compliance_state_ed_standard_VZ_EN.docx	17_pielikums_Attilstiba_valsts_standarts_VZ_LV.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	19_annex_Vz_mapping_ENG.xlsx	19_pielikums_kartejums_Vz_LV.xlsx
Curriculum of the study programme (for each type and form of the implementation of the study programme)	20_annex_Study_plan_Vz_ENG.docx	20_pielikums_Studiju_plans_Vz_LV.docx
Descriptions of the study courses/ modules	21_annex_SKA_VZ_ENG.zip	21_pielikums_SKA_VZ_LV.zip
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	22_annex_Diploma_Diploma_supplement_Vz_LV_EN.xlsx	22_pielikums_diploma_paraugs_Vz.zip
Description of the Study Programme - Other mandatory attachments		
Document 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	23_annex_Contracts_HEI_VZ.docx	23_pielikums_Ligumi_augstskolas_VZ.zip
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	27_annex_Confirmation_quarantee_losses.docx	27_pielikums_Apliecinajums_zaudejumi_garantija.docx
Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.	25_annex_Confirmation_English_language.docx	25_pielikums_Apliecinajums_anglu_valoda.docx
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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	26_annex_Confirmation_professors_VZ.docx	26_pielikums_Apliecinajums_profesori_BV.docx
Sample (or samples) of the study agreement	24_annex_Vz_St_Contract_ENG.docx	24_pielikums_Vz_STUDIJA_LGUMS_LV.docx
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.	28_annex_Council_for_Higher_Education_decision_VZ.docx	28_Pielikums_AIP_VADIBAS_ZINIBAS.pdf

Event Management

Title of the higher education institution	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Event Management</i>
Education classification code	<i>41345</i>
Type of the study programme	<i>First level professional higher education study programme</i>
Name of the study programme director	<i>Jelena</i>
Surname of the study programme director	<i>Budanceva</i>
E-mail of the study programme director	<i>jelena.budanceva@eka.edu.lv</i>
Title of the study programme director	<i>MBA</i>
Phone of the study programme director	
Goal of the study programme	<p><i>1. To provide students with a set of knowledge, skills and competence in events organisation according to the 5th level of the framework defined in the Latvian education classification.</i></p> <p><i>2. To educate specialists in events organisation with analytical and systemic thinking, whose knowledge and skills enable analysing and planning organising processes.</i></p>
Tasks of the study programme	<p><i>1. To provide a study process that complies with the laws and requirements of the labour market, as well as student-centred approach in higher education.</i></p> <p><i>2. To promote qualification development of the teaching staff in educational and scientific fields.</i></p> <p><i>3. To provide and develop creative activities in the study programme.</i></p> <p><i>4. To provide and develop infrastructure and facilities under the study programme implementation needs.</i></p> <p><i>5. To develop international collaboration with related higher education institutions and organizations.</i></p> <p><i>6. To develop collaboration with enterprises and professional organisations.</i></p>
Results of the study programme	<p><i>1. Knows concepts and principles for organising cultural events.</i></p> <p><i>2. Understands the process of organising cultural events.</i></p> <p><i>3. Can plan cultural activities.</i></p> <p><i>4. Is able to organise cultural activities.</i></p> <p><i>5. Can identify problems in organising cultural events.</i></p> <p><i>6. Is able to discuss the issues of organising cultural events in a reasoned manner.</i></p> <p><i>7. Is able to work in a team</i></p> <p><i>8. Can find solutions for the problems found in organising cultural events.</i></p> <p><i>9. Is able to acquire and analyse information using a variety of methods and ICT.</i></p>
Final examination upon the completion of the study programme	<i>Qualification Paper</i>

Study programme forms

Full time studies - 2 years - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	0
Language	<i>latvian</i>
Amount (CP)	80
Admission requirements (in English)	<i>General secondary education or vocational secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	
Qualification to be obtained (in english)	<i>Event manager</i>

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

Part time studies - 2 years, 6 months - latvian

Study type and form	<i>Part time studies</i>
Duration in full years	2
Duration in month	6
Language	<i>latvian</i>
Amount (CP)	80
Admission requirements (in English)	<i>General secondary education or vocational secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	
Qualification to be obtained (in english)	<i>Event manager</i>

Places of implementation

Place name	City	Address
EKA University of Applied Sciences	RĪGA	LOMONOSOVA IELA 1 k-5, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1019

III - DESCRIPTION OF THE STUDY PROGRAMME (1. Indicators Describing the Study Programme)

1.1. Description and analysis of changes in study programme parameters that have taken place since the issue of the previous accreditation certificate of study direction or the license of study programme if study programme is not included in the accreditation page of the study direction

During the reporting period, the program's title and the granted qualification have been changed. The program's title has been changed from "Entertainment and Leisure Industry Management" to "Event Management", also taking into account the changes in the program's content. Currently, the program includes the study courses that provide the basic knowledge, skills and competence acquisition in the field of event management. The granted qualification has also been changed from "cultural manager" to "event manager" which is more in line with the program's title and content.

During the reporting period, the changes have also been made in the formulation of the program's aim, objectives and learning outcomes. These changes have been made due to the changes in the program's content and in the implementation of the study process, as well as taking into account the requirements of qualification framework.

1.2. Analysis and assessment of the statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the students. The analysis shall be broken down in the different study forms, types, and languages.

During the reporting period, there has been a decrease observed in terms of the number of the enrolled students in full-time studies, which can be explained by the Latvian economic and social situation. The number of students enrolled in the part-time studies varies on average, with 10 to 13 people in the group. In the 2019/2020 academic year, 13 students have been enrolled. Taking into account the duration of the program (2-2.5 years), the number of students in the program, during the reporting period, ranged from 80 students in the 2014/2015 academic year to 36 students in the 2019/2020 academic year. A large number of students in 2014/2015 academic year can be explained by a recent implementation of the program, i.e. when the market reacted to the new study program. In recent years, the study program has undergone changes (e.g., the program title change, content change, the introduction of new implementation methods (e.g., project implementation during the course)), which can contribute to an increase in the number of students.

The drop-off of students in the study program is small, e.g., in 2018/2019 academic year it amounted to 5%. The most frequent reasons for the attrition are the shortage of financial resources, place of residence change (moving abroad) and other career choices.

Every year, some students return to the University (on average 2-3) and resume studies at later stages of the studies, following the previous study period recognition of learning outcomes.

For more information about the student frequency dynamics, see Annex 16.

1.3. Analysis and assessment of the interrelation between the name of the study programme, the degree or professional qualification to be acquired or the degree and professional qualification to be acquired, the aims, objectives, learning outcomes, and the admission requirements.

Title of the study program is "Event Management". One of the objectives of the program is to prepare event management specialists with analytical and systemic thinking, whose knowledge and skills allow analyzing and planning of the organizational processes. The formulation of the study program's second objective implies that the students are provided knowledge, skills and competences in accordance with the 5th qualification level in the area event management. Within the framework of the program, knowledge about event management is provided, including general cultural and management issues. The study program includes the following study courses, for example, "Event Management and Production", "Event Directing", "Cultural Management Basics", "Project Management Basics", "Management Basics", "Accounting", etc. The study program also includes knowledge, which contributes to the cooperation with partners, customers and personnel of organizations (e.g., "Communication Psychology", "Human Resource Management", "Acting and Rhetoric"). This knowledge is relevant for any specialist in the professional area of event management.

The learning outcomes of the study program are formulated on the basis of knowledge, skills and competences for the 5th qualification level defined in the Latvian Qualifications Framework.

By graduating from the study program, the student obtains a diploma of the first level professional higher education and the qualification "Event Manager". The granted qualification implies the necessary knowledge, skills and competence acquisition, which is provided by the evaluated program. For example, the professional standard refers to a number of objectives (e.g., develop the concept of the event, define the event's target audience, be informed about the current sources of funding of cultural events, etc.) for which the required knowledge and skills are included in the study program's content and complying with the study program's title "Event Management".

Admission requirements are described in the EKA Admission Regulations and are based on the laws and regulations. The applicant who has successful grades in the secondary education document, certifying the knowledge of the state language and a foreign language (e.g., by successfully passing the centralized examinations) is able to study at the bachelor's program. Their background of the previous level of education, motivation to pursue higher education and the study process organization in EKA are able to provide for the achieving of the learning outcomes.

III - DESCRIPTION OF THE STUDY PROGRAMME (2. The Content of Studies and Implementation Thereof)

2.1. Assessment of the relevance of the content of the study course/ module and the compliance with the needs of the relevant industry and labour market and with the trends in science. Provide information on how and whether the content of the study course/ module is updated in line with the development trends of the relevant industry, labour market, and science. In case of master's and doctoral study programmes, specify and

provide the justification as to whether the degrees are awarded in view of the developments and findings in the field of science or artistic creation.

The study course content is updated regularly in accordance with the EKA Guidelines for Preparing a Course Description. The guidelines describe the procedure of what, when and how to do it.

The academic staff reviews not only the study course content, but also the independent work content, teaching and evaluation methods and bibliography.

The academic staff involved in the study program follow the latest developments, including visiting appropriate qualification development activities as well as staying in touch with working practices in the industry. For example, the study course "Cultural Management" instructor I.Andžāne, the study course "History of Latvian Culture" instructor B.Guste, the study course "Event Management and Production" instructor J.Borīte are all cultural area professionals with several years of experience. The members of academic staff participate in a variety of practical and scientific conferences, in which they gain knowledge about the current events in the industry (see more information on the instructors' CV in Annex 6).

Employers today also require various skills such as the ability to analyze, think critically and being able to discuss using arguments. Several study courses (for example, "Research Organization", "Acting and Rhetoric", "Marketing Basics", "Fundamentals of Management", "Event Management and Production", etc.), as well as internship and research and qualification paper writing are utilized towards the development of the skills.

During their studies, the students acquire the necessary knowledge and skills that are needed today (for example, "Psychology of Communication", "Regulatory Framework of Business" etc.). This is evidenced by the received evaluation of the internship and the employer testimonials as well as the appreciation and employment of our graduates.

2.2. Assessment of the interrelation between the information included in the study courses/ modules, the intended learning outcomes, the set aims and other indicators, the relation between the aims of the study course/ module and the aims and intended outcomes of the study programme. In case of a doctoral study programme, provide a description of the main research roadmaps and the impact of the study programme on research and other education levels.

The study course content is designed so that the content does not overlap with the content of other study courses ensuring a continuous acquisition of knowledge.

When drafting or updating the study course description, the instructor must take into account the aim of the program and the learning outcomes. When defining the study course description and the learning outcomes to be achieved during the course, it has to be ensured that they contribute to the achieving of the program outcomes.

The study course descriptions are designed by the instructor responsible for the study course or by another instructor within the study program, whose name appears as the author of the study course description. The instructors cooperate in terms of developing learning outcomes, content, independent assignments and evaluation of the study course.

The Study Program Director reviews the study course outcome alignment with the study program learning outcomes by mapping (see Annex 19). In preparing the study course description and formulating of the learning outcomes of the study course, the instructor focuses both on the aim of the study course and the providing of the learning outcomes (see Table below).

Table. Mapping fragment of the learning outcomes of the study program

Study courses	Learning outcomes of the study course	Learning outcomes of the study program										
		Knowledge (knowledge and understanding)		Skills (the ability to apply knowledge, communication, general skills)						Competence (analysis, synthesis, evaluation)		
		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
Event Management and Production	Understand the event management methodology, event classification and life cycle	x	x									
	Understand the event production specifics in various industries, legislation and human resource specifics	x	x									
	Able to create the event's story suitable to the event's target audience and its achievable channels			x	x							
	Able to create the content and technical script of the event and communication plan			x	x	x						
	Able to select different sources of funding and support according to the costs of the event			x	x							
	Able to produce an event in the area of culture and entertainment				x							x

When analyzing the study courses of the study program "Event Management" (see Annex 21), it can be concluded that their outcomes facilitate the achievement of the study program results. For example, several industry study courses ("Event Management and Production", "Project Management Basics") provide the necessary knowledge of the profession, as well as skills to work in a team, discuss and analyze information. The defined aims and objectives focus on the acquisition of knowledge and skills in the area of event management, taking into account the requirements of the 5th qualification.

The program includes the study course "Introduction to Studies", for which no credits are awarded. This course is introduced, so the students could be:

- introduced to the study process at the University: how the classes are organized in the study program, how to use the e-environment, how to find information sources in the library, how to apply for consultations, about mobility opportunities within the framework of the Erasmus + program, etc.;
- introduced to the challenges of the chosen profession: meetings and guest lectures of EKA graduates and professionals are organized;
- united with the group members: team-building training is organized;
- trained to manage time and set priorities: time management training is organized.

As a result of this course, the students can easier understand the study process, they can easier fulfill the requirements of the study program, they are familiar with the group mates, consequently having smaller psychological discomfort, as well as get an idea of the latest developments in the profession that they have chosen.

2.3. Assessment of the study implementation methods (including the evaluation methods) by providing the analysis of how the study implementation methods (including the evaluation methods) used in the study courses/ modules are selected, what they are, and how they contribute to the achievement of the learning outcomes of the study courses and

the aims of the study programme. Provide an explanation of how the student-centred principles are taken into account in the implementation of the study process.

The study process of the study program is divided into: theoretical knowledge acquisition in classroom setting, including using the e-environment, independent studies, acquisition of practical skills during the studies in the classroom setting and the individual internship. The lectures in the classroom setting are conducted in an interactive environment, by reading lectures (including using on-line digital technologies in the case of foreign instructors), illustrating them with presentations, asking questions to the students (in seminars) and by encouraging the students to discuss the subject.

In the practical part of the study courses, the students learn only the skills to be acquired for practical situations through their participation. The practical sessions are based on the knowledge acquired in the theoretical lessons, thereby reinforcing the theoretical knowledge base and complementing the professionalism with practical skills. After the practical work, analysis is made in the form of discussions, in which the students are able to identify their and other students' strengths and weaknesses, as well as identify shortcomings and mistakes that have been made.

The element of independent studies is a mandatory part of the study process at the University, including the student's independent work within the framework of the study course, the amount of which corresponds to the credits of the study course. This includes the mandatory and complementary reading, taking tests, preparing for the classes, seminars, quizzes and final examinations, etc., according to the study course description.

The students are synchronously offered seminars by professional specialists, including foreign instructors giving them an additional opportunity to discuss relevant topics with the specialists from the industry, and to identify their views and perspectives on the progress of the process and the developments. For example, in September, 2019, the University organized guest lectures by: EKA alumnus Gundars Caune, Jelgava municipality institution "Culture", event producer; multi-artist Kašers (Kaspars Blūms-Blūmanis). The implementation of the study program is creative, using different methods, which ensures the achievement of learning outcomes and facilitates the organization of the student-centered study process: see more in section 2.3. of the study program „Marketing”.

The basic principles of education evaluation in all study programs are similar. The basic educational evaluation principles in the study program are as follows:

- The principle of aggregating the positive achievements - the acquired knowledge is evaluated by summing positive achievements;
- The principle of mandatory evaluation - it is necessary to obtain a positive assessment of the mandatory content acquisition included in the study program;
- The principle of openness and clarity of requirements - the basic set of educational evaluation criteria is determined according to the program's aims and objectives, as well as the study courses' aims and objectives;
- The principle of the diversity of assessment types - for the evaluation of the students' acquired knowledge, various types of assessment are used;
- The principle of assessment conformity - the test gives an opportunity to show analytical and creative abilities, knowledge, skills and abilities in all tasks and situations appropriate for all acquisition levels. The amount of content included in the tests corresponds to the content determined by the study course and skills and knowledge requirements described in the

professional standard.

The evaluation criterion of the learning outcomes is the grade in the 10-point system. In order to evaluate knowledge, several forms of assessment are used, e.g.,: quizzes, essays, research paper writing and defense, independent work writing and defense, the group's work and defense, participation in research work under the guidance of the academic staff, taking tests, examinations. The learning outcomes achieved by the students are evaluated not only in the study course's final assessment - exam, but also during the semester using intermediate assessment. If the student has not met the requirements of the study course and has not completed the intermediate assessment, then the instructor has the right not to admit the student to the final examination of the study course until the requirements are met.

Evaluation principles and criteria are included in the description of each study course, which are available in the EKA e-environment. The instructors starting work with the students in the classroom, introduces the students to the study course requirements and with the knowledge and skills evaluation system.

The academic and the administrative staff keep track of the students' knowledge evaluation requirements and learning outcomes. After the study course and/or module final examination or the academic year of study, the Study Council discusses the student evaluation results and methods that serve as a basis for improving the study process.

2.4. If the study programme entails a traineeship, provide the analysis and assessment of the relation between the tasks of the traineeship included in the study programme and the learning outcomes of the study programme. Specify how the higher education institution/ college supports the students within the study programme regarding the fulfilment of the tasks set for students during the traineeship.

The study program has 2 study internships - the internship (8 CP) and the pre-diploma internship (8 CP): in full-time studies, the internship is in the 3rd semester and the pre-diploma internship is in the 4th semester, while in part-time studies, the internship is in the 4th semester and the pre-diploma internship is in the 5th semester. The internship has a prepared program, which is available in the e-environment.

The internship objectives are associated with management and event management and production, which coincide with the learning outcomes of the program. The pre-diploma internship objectives are related to management, event management and production, human resources management, project management, marketing, public relations and cultural policy, which also coincide with the learning outcomes of the program.

The completion of the internship program and its objectives allows gaining skills and competences in the field of event management, as well as the development of analytical thinking, which is included in the intended learning outcomes of the study program. The internship organization is the same for all professional programs and is described in Part II, section 5.3. of the self-evaluation report.

The University assigns the Internship Supervisor – the University instructor, whose responsibilities include: 1. coordinate and control the process of the internship; 2. advise the intern and the place

of the internship in accordance with the approved internship program; 3. review and evaluate the internship report (in written or visual form); 4. decide on the admission to the internship report defense; 5. Participate in the internship report defense and evaluation.

In addition, EKA organizes the Internship and the Erasmus Conference (in 2019/2020 academic year - on December 13, the students of the appropriate groups attended) with the participation of alumni, potential internship hosts and the students who participated in the Erasmus+ mobility. The aim of the conference is to motivate the students to participate in the mobility programs, to receive an overview of the internship place search opportunities, meet potential internship host.

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

The final papers of the study program "Event management" are relevant to the company in question, and, at the same time, reflect the trends in the industry as a whole (also showing the demand for events). The sample topics of the qualification papers are developed on the basis of the research directions' priorities, the instructors' experience and the recommendations of employers. The qualification papers are related to the management of various events. The following are the qualification work topic examples:

1. The Baltic choreography festival's "Dancing in Jūrmala 2017" event planning and organization in Dzintari Concert Hall
2. Concert planning and management in the Latvian National Library
3. The event "Lido zivis Kuldīgā" planning analysis
4. The event planning and management at the Riga Jewish Community Social Center "Hesed"

The topics of the qualification papers are updated at the beginning of each new academic year during the instructors' meetings, taking into account, during the paper defense, the expressed recommendations of the commission members who are employers.

Before writing the final paper, the students do the pre-diploma internship in the selected company with the aim to conduct a study on the issues of the final paper. The student gets a scientific advisor appointed from the EKA and, at the place of the internship, receiving a supervisor from the company. This way, it is ensured that the topics of the papers are really up to date in the industry.

The students defend the final papers at the presence of the State Examination Commission, which evaluates the paper's topicality, the student's knowledge and their presentation skills.

The weighted average grade of the final papers for the last 5 years was average 7.6. Over the past 5 years, no student has ever received any unsatisfactory evaluation.

2.6. Analysis and assessment of the outcomes of the surveys conducted among the students, graduates, and employers, and the use of these outcomes for the improvement of the content and quality of studies by providing the respective examples.

Every year, a student survey on the organization of the study process is carried out, which probes

its various aspects on the 4-point scale (1-poor, 4-excellent). The students highly evaluated the work quality of the academic staff (the average of 3.43), but note that some instructors do not use the e-environment sufficiently. The Study Program Director discusses the survey results with the instructors, encouraging them to post information in a timely manner while doing other development activities. For example, the students in the survey note that they are interested in attending guest lectures by professionals. In 2018/2019 academic year, there have been a number of guest lectures by EKA graduates on the progress and the current events in the industry.

In order to obtain the employer's view of the students' preparedness, the internship providers, who hosted (or are currently hosting) the program's students to do the internship, are surveyed. During the reporting period, the employers' assessment was observed to have a common trend. Evaluating the students' specific knowledge or skills, employers note good general theoretical knowledge in the specialty.

Summarizing the graduate surveys, it can be concluded that the graduates are satisfied with the quality of the program and are ready to suggest the studies in this program to friends and acquaintances. Most of the graduates are employed persons (e.g., in 2018/2019, out of 6 graduates 4 were employed), self-employed or doing paid work. A part of the graduates plan to continue their studies in the next levels of education (e.g., in 2018/2019, out of 6 graduates 2 graduates said they would plan to continue the studies). By completing the survey, the graduates also make recommendations, e.g., for longer internship period, more lectures, less general education courses etc. Given the existing educational standard requirements and the size of the program, it is difficult to incorporate additional knowledge acquisition in the program's content, consequently, field trips, guest lectures on current issues are organized.

2.7. Provide the assessment of the options of the incoming and outgoing mobility of the students, the dynamics of the number of the used opportunities, and the recognition of the study courses acquired during the mobility.

The students of the study program insufficiently participate in the mobility programs. During the reporting period, six students participated in the mobility program Erasmus+: five students had the internship, and one student studied at a partner university abroad (see more in Annex 11).

- The study program "Event Management" is implemented in Latvian. Thus, the incoming mobility opportunities are limited. They are possible and are provided within specialized study courses that are available in other programs, including the study program "Management";
- The students of the study program are employed people and they study, for the most part, in the part-time study program. They have limited opportunities to participate in the study or the internship mobility for several months.

The students are made aware of the mobility opportunities during the study course "Introduction into Studies", as well as there is information about opportunities to participate in the Erasmus+ program on the EKA's website <https://www.augstskola.lv/?parent=238&lng=eng>. There is a list of the cooperation partners available, too.

III - DESCRIPTION OF THE STUDY PROGRAMME (3. Resources and

Provision of the Study Programme)

3.1. Assessment of the compliance of the resources and provision (study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision) with the conditions for the implementation of the study programme and the learning outcomes to be achieved by providing the respective examples. Whilst carrying out the assessment, it is possible to refer to the information provided for in the criteria set forth in Part II, Chapter 3, sub-paragraphs 3.1 to 3.3.

The necessary informational, material and technical resources are provided for the needs of the program and learning outcomes achieving that are either available within the framework of the study direction or at the EKA as a whole (see part II p. 3.2., 3.3.). For example, students are provided with study literature and electronic sources in event management, rooms for lectures and independent work, library for acquiring knowledge in the field of event management. For practical tasks and training Cultural Space (The Black Auditorium) is available. The specific provision includes the following resources:

- Cultural space (the Black Auditorium) is shared with the professional bachelor's program "Cultural Management;
- Specialized textbooks in the study program: 1151 titles (1692 copies).

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

III - DESCRIPTION OF THE STUDY PROGRAMME (4. Teaching Staff)

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

During the reporting period, the composition of the academic staff has changed, mostly by changing guest instructors and by electing new instructors in the EKA academic positions:

- the number of instructors has increased that are involved in the study program implementation - from 15 to 16. the number of elected academic staff has also increased - from 5 instructors to 11 instructors, accounting for 68.8% of the total number of academic staff in the study program;
- the number of academic staff with a doctoral degree that are involved in the study program

has increased - from 4 to 5. The number of the elected academic staff with a doctoral degree has changed: at the beginning of the reporting period, 2 instructors out of 4 were elected EKA, but at the end of the reporting period - 4 out of 5 instructors with a doctoral degree were elected in EKA;

- at the beginning of the reporting period, 1 Associate Professor, who was elected in EKA, was involved in the implementation of the program. at the end of the reporting period, again, 1 Associate Professor, who was elected in EKA, was involved in the implementation of the program.

Table. Changes in the composition of the academic staff by study course

Title of the course	Beginning of the period	End of the period
Professional Foreign Language I	Mg. philol., guest instructor O.Kibaļnika	Dr.philol., Assistant Professor A. Poikāne-Daumke
Fundamentals of Entrepreneurship	Dr.oec., guest instructor R.Zvirgzdiņa	Mg.sc.soc. Lecturer E.Čerkovskis
Document Management	Mg.iur., guest lecturer N.Verina	Mg.iur., Assistant Professor I.Brante
Basics of Cultural Management	Mg.art., guest lecturer D.Pfeifere	Mg.art., guest lecturer A.Gricmane
Basic Principles of Cultural Policy		Mg.art., Lecturer I.Andžāne
Basics of Project Management		Mg.art., guest lecturer A.Gricmane
General Cultural Theory and Trends	Mg.art., Lecturer Baiba Guste	Dr.philol., Assistant Professor I.Barovskis

In order to provide the industry professionals' involvement in the study program, to teach the study courses "Project Management Fundamentals" and "Cultural Management Basics" was offered to the guest lecturer Ance Gricmane who actively participated in domestic and international visual art projects, thereby linking the course teaching with practical knowledge; while the study course "Event Management and Production" has been taken over by Latvija100 regional project manager and now the Head of Sigulda Cultural Center Jolanta Borīte. In 3 study courses, the change of the instructors contributed to the academic staff that have a doctoral degree and are involved in the study program.

The increase of the elected academic staff allows planning of the study process in the long term; while the increase of the academic staff with a doctoral degree and of the number of practitioners gives an opportunity to improve the quality of the studies and its responsiveness to the labor market requirements.

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

The total amount of the study program in credit points is 80 CP, out of which the program core courses cover 54 credits; internships 16 CP; qualification paper 8 CP; research paper 2 CP.

The qualification of the academic staff employed to teach at the first level professional higher education study program "Event Management" comply with regulatory requirements and the

strategic aims and objectives of the EKA University of Applied Sciences, because:

- The implementation of the study program “Event Management” involves a total of 16 members of the academic staff, of which EKA permanently employs 11 members, or 68.8 %, and 5 guest instructors constituting 31.2 % of the total number of the academic staff;
- There are 5 holders of the doctoral degree participating in the implementation of the study program (4 are permanently employed by EKA), including 2 doctors of economics, 2 doctors of philology, 1 doctor of philosophy, 1 doctor of political science and 11 instructors with a master's degree, including 1 doctoral student;
- From the study program's 54 CP of the core courses 38 CP (70.4 %) are provided by the academic staff permanently employed by EKA, but 18 CP (29.6 %) are provided by EKA guest instructors. The other 26 CP include internships (16 CP), the research paper (2 CP) and the qualification paper (8 CP) supervision.

EKA academic staff members' qualification allows to attain expected learning outcomes by providing necessary knowledge and skills in the field of event management.

4.3. Information on the number of the scientific publications of the academic staff members, involved in the implementation of the doctoral study programme, as published during the reporting period by listing the most significant publications published in Scopus or WoS CC indexed journals. As for the social sciences, humanitarian sciences, and the science of art, the scientific publications published in ERIH+ indexed journals may be additionally specified (if applicable).

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

4.5. Provide examples of the involvement of the academic staff in the scientific research and/or artistic creation activities both at national and at international level (in the fields related to the content of the study programme), as well as the use of the obtained information in the study process.

During the reporting period, the academic staff was involved in various scientific research activities, such as:

- Participation in international scientific conferences in Latvia, for example:
 - participation in the International scientific conference ETECH2019 (Latvia), organized by EKA in collaboration with 4 Latvian and foreign universities. With reports

participated: E.Čerkovskis, Brante, J.Budanceva, J.Bierne, A.Poikāne-Daumke and other members of the academic staff.

- Participation in international scientific conferences abroad, for example:
 - Barovskis. Participation in A. Mickiewicz University organized conference "Perspectives of Baltic Philology III. Apocalypse and the end of the worlds", held in Poznan (Poland), June, 16-18, 2016.
- Publications in internationally peer-reviewed publications that are indexed in several databases (including *Scopus*, *Web of Science*), for instance:
 - Barovskis, I. (2018). POSTAPOKALIPTISKĀ PASAULE AMANDAS AIZPURIETES DZEJĀ: KRĀJUMA "TURP" PIEMĒRI = Post-Apocalyptic World of Amanda Aizpuriete Poetry: Examples of Collection of Poems "Turp" / Ingus Barovskis. Literature: 119. lpp. // Literatūra un reliģija. Svētie un grēcinieki: zinātnisko rakstu krājums / sast. un zin. red. Ieva Kalniņa Rīga: LU Akadēmiskais apgāds, 2018 [108.]-119. lpp. <http://doi.org/10.22364/lursug.07>
 - Sannikova A., **Brante I.** (2018). DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP IN LATVIA// Business, Management and Education. Vilnius Gediminas Technical University, Vilnius, Lithuania: VGTU, pp.145-159.
 - Buligina, I., Sloka, B., **Kantāne**, Vilciņa, A. (2016). Support Measures to Employers for Work-based Learning. // Economic Science for Rural Development, 2016, Vol. 41, pp. 38.-45. ISBN:978-9984-48-223-1.(Thomson Reuters WoS: 000391253300004, EBSCO).
- Participation in international projects, e.g., InVent (more information here: <https://www.augstskola.lv/index.php?parent=282&lng=eng>).

The academic staff conducts scientific research and takes part in creative activities, which are related to the courses they teach and meet their scientific interests (see Annexes 6, 8). The results of these activities are used in the study courses taught by updating the course content and informing the students about the current events in the industry, supervising research and final papers.

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

The core of the study program's "Event Management" academic staff is formed of the following instructors: J.Borīte, B.Guste, J.Bierne, I.Andžane, A.Gricmane, I.Barovskis. The Study Program Director J.Budanceva discusses with the academic staff the study program's content and the provision of interconnected cohesion. At least twice a year, meetings are organized, during which the results of the student survey, e-learning course examination results are discussed etc.

By analyzing the interrelatedness of the content, the granted qualification, the title of the study program and the labor market trends, the above mentioned instructors cooperate by improving the content of the program and by developing the topical study courses. The work is organized under the guidance of the Study Program Director, organizing meetings at least once a month during the semester.

One example is the cooperation in order to involve students in research. At the beginning of the

academic year, current events have been discussed in the context of EKA priority research directions according to which the research and final paper sample topics have been updated. The study course "Research Organization" instructor (J.Bierne), based on the shortcomings in writing the papers during the previous year, focuses the student attention to the conducting of the research study and writing of the research and final papers in line with the EKA requirements (the Guidelines on preparing and defense of research papers, project reports and theses). The instructors, who supervise the research and final papers, working with the students, invite them to participate in the student conference and to publish their research results.

Student/academic staff ratio of the study program is as follows: an average of two students per one member of the academic staff or four students per one permanently employed member of the academic staff.

Annexes

III. Description of the Study Programme - 1. Indicators Describing the Study Programme		
Compliance of the joint study programme with the provisions of the Law on Institutions of Higher Education (table)		
Statistics on the students over the reporting period	16_annex_Statistics_students_PO.docx	16_pielikums_Statistika_studejosie_PO.docx
III. Description of the Study Programme - 2. The Content of Studies and Implementation Thereof		
Compliance of the study programme with the State Education Standard	17_annex_Compliance_state_ed_standard_PO.docx	17_pielikums_Atbilstiba_valsts_standarts_PO_LV.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard (if applicable)	18_annex_Compliance_prof_standard_PO_EN.docx	18_pielikums_Atbilstiba_profesijas_standarts_PO_LV.docx
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	19_annex_PO_mapping_Eng.xlsx	19_pielikums_kartējums_PO_LV.xlsx
Curriculum of the study programme (for each type and form of the implementation of the study programme)	20_annex_Study_plan_PO_ENG.docx	20_pielikums_Studiju_plans_PO.docx
Descriptions of the study courses/ modules	21_annex_SKA_PO_ENG.zip	21_pielikums_SKA_PO_LV.zip
Description of the Study Direction - Other mandatory attachments		
Sample of the diploma to be issued for the acquisition of the study programme.	22_annex_Diploma_Diploma_supplement_PO_LV_EN.xlsx	22_pielikums_diploma_paraugs_PO.zip
Description of the Study Programme - Other mandatory attachments		
Document 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	23_annex_Contracts_HEI_PO.docx	23_pielikums_Ligumi_augstskolas_PO.zip
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	27_annex_Confirmation_quarantee_losses.docx	27_pielikums_Apliecinajums_zaudejumi_garantija.docx
Confirmation of the higher education institution/ college that 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 according to European language levels (see the levels under www.europass.lv), if the study programme or any part thereof is to be implemented in a foreign language.		
If the study programmes in the study direction subject to the assessment are doctoral study programmes, a confirmation that at least five teaching staff members with doctoral degree are among the academic staff of a doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field or sub-field of science, in which the study programme has intended to award a scientific degree.		
If academic study programmes are implemented within the study direction, a document 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		
Sample (or samples) of the study agreement	24_annex_PO_St_Contract_ENG.docx	24_pielikums_PO_STUDIJU_LGUMS_LV.docx
If academic study programmes for less than 250 full-time students are implemented within the study direction, the opinion of the Council for Higher Education shall be attached in compliance with Section 55, Paragraph two of the Law on Institutions of Higher Education.		