

Expert group joint opinion

Evaluation Procedure: Assessment of Study Field

Higher Education Institution: BA School of Business and Finance

Study field: Management, Administration and Management of Real Property

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Summary Assessment of the Study Field

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BASBF implements 5 study programmes in the study field: BA programme "Business Process Management" - 42345, MA programme "Innovative Entrepreneurship" - 47345, MA programme "Cybersecurity Management" - 47345, MA "Business Administration"- 47345, PhD programme "Business Administration" - 51345.

After getting acquainted with the SAR and supplemented documents, as well as the materials and the information obtained during the on-site visit, the experts have concluded that the study field is partially compliant with the requirements since insignificant shortcomings and deficiencies have been identified and they can be eliminated within the accreditation term of the study field. Most of the shortcomings related to easily find the information on BASBF web site, to increase the research activities of academic staff. These shortcomings do not affect the quality of the study field. Although BASBF has developed and operates a quality system and BASBF involve stakeholders in the development of the study programmes. It is necessary to improve the antiplagiarism system and use it not only for final theses but also during the semester in all languages.

Positive aspects:

1. The goals of the study field are clearly defined and achievable.
2. Close cooperation with entrepreneurs.
3. A full study cycle is ensured in the study field, starting with bachelor's level studies and ending with doctoral studies.
4. Employers, graduates and student representatives are involved in improving the content of the study program.
5. The plan of further development "A Change Management and Implementation Plan for the Modernization of Study Programmes 2019-2023" is very detailed and has clear tasks, goals, responsibilities and terms.
6. The internal and external document management system is structured, clear and well maintained.
7. The BASBF has developed an internationally recognized quality assurance system.
8. A well-functioning communication system with students, graduates and staff is created. BASBF has a very well developed internal grant system for promoting and helping in scientific research.
9. Premises and technologies available to students create an excellent environment for qualitative studies.
10. Highly qualified academic staff. Many guest lecturers give extra added value to the study process.
11. Career centre helps in finding internship places and notifies students about possible job possibilities both locally and internationally. BASBF put emphasis on scientific research activities, e.g. with the establishment of a Research Center and three laboratories.
13. Scientific research is linked with studying fields and studying programmes in particular.
14. BASBF has implemented a bonus system and an internal system for promoting research activities delivered by academic staff.
15. BASBF has established good cooperation with a sufficient number of foreign and local higher education institutions, private and public companies, professional organizations and associations, NGOs and state institutions.

Negative aspects:

1. A system of plagiarism has been partly introduced, it is always used for the examination of final theses but occasionally for the evaluation of independent works and the evaluation of doctoral dissertations in all study implementation languages.
2. Some publicly available documents are outdated - 2018/2019 study year and have not been replaced with actual information.
3. The workload at BASBF is divided into the teaching and research activities by all academic staff, however, the majority of the academic staff seem to be more involved in teaching. Research-oriented activities are mainly for supervisors of doctoral students.
4. KPIs in regard to supervisors in doctoral studies are under revision and not sufficiently developed.
5. There are not enough projects in the area of applied research in cooperation with companies.
6. Small numbers of students in groups where the study programme is implemented in English which is economically disadvantageous.

1. Management of the Study Field

Analysis

BA School of Business and Finance (hereinafter – BASBF) is a state-founded higher education institution. BASBF strategy aims at sustainable development of higher education, supporting the necessary changes identified by the challenges in the Latvian and European Higher Education Area (SAR, p.6). The aims of the study field are: - within the framework of professional undergraduate and graduate programs, to prepare outstanding next-generation leaders – managers who are able to work in rapidly changing environment to ensure competitive operation of organizations and continued growth of their value; - prepare executives for professional management of information security and cybersecurity within the organization; - to provide a competitive, student-centred professional higher education in business management, corresponding to the needs of the national economy, with a possibility to specialize in the student's field of interest; to prepare students for practical work both in the local and international market; - within the framework of research-based doctoral studies, to prepare PhD graduates with the aim to foster research of Management Science and business development in Latvia and Europe. (SAR, p.18). Evaluated study field is comprised of the following five study programs:

1. Professional bachelor study programme "Business Process Management". The aim of the study programme is to prepare outstanding next-generation leaders in business process management with the ability to work in rapidly changing conditions, following the standards of the company manager, functional manager, HR manager and marketing manager.
2. Professional master study programme "Business Administration". The study programme aims to train highly qualified managers of organizations – a new type of leaders with the necessary professional knowledge, expertise, attitudes, in-depth skills and competencies in business administration, with a particular focus on the international business environment, following the standard of the manager of organizations.
3. Professional master study programme "Innovative Entrepreneurship". The aim of the study programme is to prepare competitive entrepreneurs and leaders by developing their ability to think creatively, generate innovative ideas and create new values, following the manager of the organizations standard.
4. Professional master study programme "Cybersecurity Management". The aim of the study programme is to prepare specialists for a professional job in the field of information security and the governance of cybersecurity in the organization. The standard was lost in the process due to changing of the system in 2018 and the NEP council decided to include this standard in the new system and approve this standard. In year 2020 BASBF asked how far is the progress and currently the standard is under revision, several employers have indicated that it is very important to have such a standard, therefore the LMT and Riga Airport have developed a support letter stating that this programme is essential for the Latvian labour market. BASBF has done a great amount of work together with the Ministry of Education and Science and with NEP to provide the necessary documentation for the Standard to be approved.
5. Doctoral study programme "Business Administration". The aim of the study programme is to prepare doctors of science and highly qualified researchers and specialists in the business management sub-branch of management science.

The aims of all five programmes comply with the aim of the study field under the evaluation and BASBF strategic aims. The aims of the study field are clearly defined and attainable. During the panel discussions, the experts were able to make sure that BASBF works closely with entrepreneurs to help review and make recommendations on how to improve study programmes and their content.

SAR (p. 24) and appendices (e.g, ORGANIZATION STR.UCTURE_01102020.pdf, Field of Management Management Structure @ 1.25x.png) provide information on the governance structure both in

BASBF as a whole and of the field of study. During the site visit, experts made sure that management processes are top-down and also bottom-up. Close cooperation with stakeholders (students, graduates, entrepreneurs) plays an important role in the decision-making process. The management of the study field and study programmes are clearly set up, by being provided by the Board of the study field, headed by the vice-rector for academic affairs and its members who are the study programme directors, heads of departments, and the head of the Study Information Department. Each study programme has a council with several representatives - employer, department leaders, alumni, students. The members of the council are approved by the rector for one year and during these meetings, they have discussions and based on discussed matters the council makes decisions on what should be changed and presents the decisions to the Senate. Each year BASBF when approving the new members of the Council tries partly to maintain previous members and partly to attract new ones.

During the visit, the experts made sure that the evaluation of the study programmes is carried out regularly, thus, appropriate adjustments are made to the study courses based on student feedback and changes in the labour market, with the aim to make it much easier for students to integrate into the labour market.

During the visit, the experts were also able to make sure that BASBF's academic staff, administrative staff and technical staff work as one team.

According to the information available on the BASBF website (21.02.2021), it can be concluded that the admission rules, the procedure for the recognition of the study period, professional experience and previous formal and non-formal education, as well as the procedures for assessing student achievement and learning outcomes have been developed (<https://www.ba.lv/augstskola/dokumenti/#1530877226539-bf9c64bc-bbaa>). However, it must be concluded that not all documents are available on the BASBF website in English, although studies are also offered in English, for example, there is no admission procedure for the next academic year, although it is available in Latvian.

Admission requirements for each study programme are described in the SAR of each study programme.

At the same time, a detailed description of the procedure for all the necessary steps on how to apply for studies and how to commence them at BASBF is available on the website for international students and ERASMUS students.

By the order of the Rector, a commission is established, which following the "Regulation on Recognition of Study Results Achieved in Prior Education or Professional Experience" carries out the recognition of previous formal or non-formal education.

BASBF has developed regulations for the identification and prevention of plagiarism, which determine the procedure for detecting and assessing plagiarism and determine the procedure for applying appropriate sanctions. During the visit, the experts made sure that during the pandemic they started trying to evaluate not only the final theses (bachelor's and master's theses) but also the independent theses submitted during the semester. However, the existing proposed systems work only for works in English, but not in Latvian.

BASBF official website is available www.ba.lv (viewed: 21.02.2021.) On the home page separately, in the section "Studies", there is no option to choose study fields, but separately study programmes by levels. Analogous information is available in both Latvian and English (only for programmes offered in English). Separately, for all study programs, information is available on information regarding studies, such as requirements for previous education, qualifications, degree, duration of accreditation, duration of the study process, procedure, tuition fees, language of implementation, duration of studies, duration of practice, study goal, mobility opportunities and it is also possible to

apply for studies (in Latvian: <https://www.ba.lv/studijas/> and in English: <https://www.ba.lv/studies/>). The management structure of the study field is clearly defined. To achieve a unique value proposition, the assessment of each study programme within the study field and its comparison with other similar programmes was performed and is available as an appendix to SAR.

Conclusions. Strengths and weaknesses

The goals of the study field are clearly defined and achievable, the general strategic development directions of BASBF are met. During the visit, the experts were able to make sure that the decision-making is focused on the development of the field of study. The admission criteria for students, as well as the recognition of previous formal/ informal experience, are set out in the BASBF regulations. Information on accreditation deadlines is available on the BASBF website, is the same in all programme implementation languages and is detailed. However, information regarding the studies is grouped according to the levels of studies, but not the study fields.

Strengths:

1. The goals of the study field are clearly defined and achievable.
2. Close cooperation with entrepreneurs.
3. The documents are publicly available on BASBF's website (<https://www.ba.lv/augstskola/dokumenti/>).
4. A full study cycle is ensured in the study field, starting with bachelor's level studies and ending with doctoral studies.
5. Employers, graduates and student representatives are involved in improving the content of the study program.
6. The admission process and procedures for the recognition of prior experience shall be regulated (<https://www.ba.lv/wp-content/uploads/2018/07/nolikums-par-ieprikseja-izglitiba-vai-profesionalaja-pieredze-sasniegto-studiju-rezultatu-atzisanu-1.pdf>).

Weaknesses:

1. Information on the field of study is not available on the BASBF website in Latvian and English.
2. A system of plagiarism has been partly introduced, it is always used for the examination of final theses but occasionally for the evaluation of independent works and the evaluation of doctoral dissertations in all study implementation languages.

2. Efficiency of the Internal Quality Assurance System

Analysis

2.1 BASBF is a nice Higher Education Institution that takes a specific place in the Latvian higher education field offering unique study programmes and ensuring close relationships with students, employers, partner organizations and alumni. BASBF pays due attention to quality management issues. The school has detailed documentation describing quality assessment and improvement activities in the areas of school administration, organization of the study process, staff development and organization of research activities.

BASBF has developed an internal quality system certified in accordance with British standard "Investors in Excellence" based on EFQM principles. BASBF has a publicly available Quality policy and developed procedures for the main processes such as the study and the research as well as for the supporting processes. The Quality policy is available in Latvian and English languages and easily accessible on BASBF official Internet page to all stakeholders. The Quality Policy complies with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015). The Quality policy is directly related to the BASBF Development Strategy for the period from 2018 to

2023. According to the Self-assessment report, there are five strategic directions for BASBF for this period: 1) Qualitative studies; 2) Excellence in research; 3) Modern infrastructure; 4) Comprehensive partnership; 5) High reputational institution. There are 5 strategic objectives supporting these strategic directions. Strategic objectives, their components and main indicators for 2018-2023 are publicly available on BASBF official website. BASBF updates and improves its internal quality management system by assessing and applying the best quality management practices already available in the national space, while also benchmarking the relevance of the system with international standards.

There is a new management team of BASBF consisting of Rector, Vice-rector for Studies, Vice-Rector for Research, Infrastructure and Business Development. The new management has developed new key operating principles including the design thinking approach, adaptivity, interactivity, informing stakeholders and active involvement of students and teaching staff. There is also a new vision BASBF 2030 developed and it was presented to the expert panel. The update of BASBF strategy is planned during January -March 2021.

The Quality policy, strategic directions and strategic objectives are in line with BASBF mission and vision. The Quality policy also contains BASBF main competitive advantages, factors influencing quality and standards BASBF activities are in line with. BASBF updates and improves its internal quality management system by assessing and applying the best quality management practices already available in the national space, while also benchmarking the relevance of the system with international standards. The newest version of QUALITY POLICY OF BA SCHOOL OF BUSINESS AND FINANCE was approved on January 15, 2019 by the Senate of BA School of Business and Finance. This document is publicly available on the official site.

There is also a very detailed document developed "A Change Management and Implementation Plan for the Modernization of Study Programmes 2019-2023" with the goals, tasks, terms and responsibilities described very specifically.

The management structure of the study field is clearly defined. To achieve a unique value proposition, the assessment of each study programme within the study field and its comparison with other similar programmes was performed and is available as an appendix to SAR.

The internal quality assurance system includes external documents management system, which is effective and efficient – this was demonstrated during the experts' visit to BASBF premises. There is also a very structured and well-maintained internal regulations and documents management system Accessible via bais.ba.lv on the computer or mobile application. The system has custom access levels, so each employee has access only to the information and documents that are relevant to him/her.

The improvement of the study process organization and the content of the study programmes as well as the assurance the outcomes achieve the goals of the study programmes is done taking into consideration the information, feedback and ideas submitted via various surveys. The surveys are organized via Microsoft form and are anonymous. The relevant teachers and administrative staff have direct access to the survey results and can analyse them immediately. The students' survey response rates are quite high.

Currently recognized and implemented quality assurance system contribute to the quality improvement in study and research areas. It is worth to stress that in the study field the school executes five programs on professional bachelor, professional master's and doctoral studies level, in addition, four of them are conducted in two languages. This considerable variety of programs requires more effort to maintain the same level of quality assurance in all study tracks. It is worth noting that, for example, the quality of study subject descriptions currently differs significantly from one programme to another. In this case, it should be noted that the descriptions of study subjects in the study programme e.g. "Cybersecurity Management" should be redesigned to meet the same quality standards demonstrated, e.g. in the study programme "Business Process Management".

BASBF has an easy to navigate Internet home page, all necessary documents for students and other interested parties are available in Latvian simply to find. However, the number of documents available in English is significantly smaller, therefore there is a risk that foreign students do not have access to the necessary information. For example, the document "Procedure for reviewing applications and accepting visitors" 30.01.2018 was publicly available only in LV language ("Iesniegumu izskatīšanas un apmeklētāju pieņemšanas kārtība"). The experts were provided with the English version of this document, however, it is advisable to have such documents easily available on the English version of the BASBF homepage for international students.

Some publicly available documents are outdated (for example "BA School of Business and Finance tuition fee discounts for the academic year 2018/2019", "Rates for service charges in the academic year 2018/2019").

2.2 The development and approval of new study programmes are done according to the Senate regulations "Development and Approval of Study Programs". These regulations are dated 28.08.2007 and were not reviewed and updated since 2007. The development of the new study programme is performed with the participation and considering multiple stakeholders' interests – employers, academic staff, lecturers, potential lecturers, BASBF management, representatives from professional associations, students and future students, high schools' representatives, education and industry experts, public and private sector representatives and alumni. The newest study programme developed within the study field is the Professional Bachelor's Study Programme „Business Process Management" implemented both in Latvian and English languages. The employers' representatives from Visma Enterprise and Visma Consulting took an active part in the development of this programme.

During the development of a new study programme, a working group is being established by the Vice-Rector for Academic Affairs. The group analyses various Latvian and foreign sources (such as the World Economic Forum report, State Employment Agency study and others), such as studies and reports to understand the labour market and education tendencies, what skills and competencies will be demanded in the future. A comparison with the similar study programmes in Latvia and abroad is performed. The structured plan and systematic approach foresee several iterations and approval circles by various stakeholders and stakeholders' groups to achieve the best result and ensure the developed study programme is in line with the demands from labour markets and the business development trends.

The procedures and the process for the development and approval of the new study programmes, the review and improvement of the existing study programmes within the study field are communicated and known by the teaching staff, students, involved employers, administration and management of BASBF.

BASBF also cooperates with several international higher education organizations (PRIME Networking, EDUNIVERSAL, BMDA, CEEMAN, NIBS, EURASHE) and Latvian Academic Information Center, thus ensuring the latest trends and knowledge in higher education are shared with BASBF academic and administrative staff, and management.

The procedures to communicate feedback for all stakeholders are developed and described within internal quality assurance system documents. The school has a well-developed system of communication with students. Students especially appreciate the active actions of study programme directors in communicating important information, promptly responding to students' suggestions and expressed needs. The school administration also encourages the efforts of study programme directors to develop communication with stakeholders. Cooperation with graduates and employers is emphasized in quality assurance processes. The aim of these activities is to develop a framework to update and improve study programmes to meet the needs of the labor market. Graduates express a very positive opinion about the study process quality at BASBF. They note that the competencies acquired during the studies were successfully applied in practice. In the internal quality assurance system, a subsystem of communication with employers has been created, which would enable the

implementation of study programme improvement actions in a flexible manner in response to the new skills needs identified in the labour market. The most effective way to identify the need for study programme updating would be more active in cooperation with employers who have experience when employing BASBF graduates. Their insights would be particularly valuable as they would focus on the specifics of BASF study programs.

2.3 BASBF has established KPI for the strategic goals and the monitoring system. The monitoring system is based on 18 surveys, their established regularity, the persons responsible for conducting the surveys, analysing results and for the improvement actions. The strategic KPIs according to the self-assessment report are:

1. The ratio of students studying at BASBF from the total number of students studying in the corresponding directions (%)
2. Proportion of foreign students from the total number of BASBF number of students (%)
3. Employment rate for graduates (%)
4. The proportion of academic staff with a doctoral degree from the total number of elected academic staff (%)
5. Proportion of academic staff delivering lectures in English from the total number of BASBF academic staff (%)
6. Proportion of academic staff with international experience from BA academic staff (%)
7. Number of internationally quoted publications in Web of Science and Scopus
8. Number of doctoral students involved in research (in terms of full-time employment equivalent (FTE))
9. Number of academic staff involved in research (FTE)
10. Share of external funding linked to research from total annual research funding (%)
11. Share of students in the research process (%)
12. Part of infrastructure maintenance expenditure financed from the revenue of infrastructure use
13. Developed infrastructure standard according to academic and research work objectives
14. Share of revenue generated from lifelong learning services from total revenue (%)
15. Number of scholarships awarded with partner support, number of prizes
16. Share of revenue growth for the budget against the previous year (%)

The monitoring system is effective; the experts' panel got the confirmation of it during the interviews with the BASBF management, teaching staff, students, graduates, employers and strategic partners. The management of BASBF also considers the efficiency of the system and plans to review and possibly reduce the number of KPIs to be monitored to concentrate the resources on the most important measurements and activities.

BASBF regularly collects and analyses the statistics and the information relevant to the improvement of the study programmes and the study field, such as students' admission and dropout rates, the employment of graduates, students' and teachers' satisfaction.

BASBF has regular meetings with staff and students have the practice of regular meetings to discuss issues related to the improvement of the study process. In addition, during all the meetings, it was emphasized that the issues of organizing the various study processes are discussed very operatively, as the school functions as an active community open to discussion.

Stakeholder meetings address issues of study programme development and seek ways to organize activities more effectively. Summarizing the discussions, the study programmes are reorganized, as, for example, it was decided to combine bachelor's study programmes and create a new programme "Business Process Management".

2.4 BASBF has identified and implemented student-centred principles, flexible study modes and introduced interactive study methods within the study process.

There are established policies and procedures at BASBF to ensure high quality of education

according to the ESG standards (ESG 2015, Part 1).

At the beginning of their studies, the students are familiarized with the principles of study process organization, the premises, complaints and appeals procedures, and are given the contacts of the relevant personnel. The students highly appreciated the fact that the rector's phone number is given to them and they are free to contact the rector directly. At the beginning of each study course, students are made familiar with the content of the course, the literature needed for the course and the assessment system.

BASBF has a student achievement monitoring system. Students and graduates especially emphasize that students are provided with various assistance and consultations, therefore there are almost no students who have not passed the exam or have not defended their final thesis.

The procedures for student admission, progression, recognition and certification are defined and publicly available in Latvian and English languages.

BASBF publishes information about its activities, including programmes, public lectures, projects, open door days and employment opportunities. This information is publicly accessible, accurate and clear. The BASBF official webpage also contains information about national and international cooperation partners.

The recruitment of teaching staff and the election of academic personnel is done according to the state regulatory enactments and BASBF internal regulations. The improvement of teaching staff qualification is done systematically.

Responding to the COVID-19 situation BASBF has developed quality standards for remote studies. The standards are publicly available and applicable since autumn 2020. To improve the remote study process, a survey was performed where 25% of the total number of students participated. Based on the survey results and with the commitment from the Student Council the improvements were implemented for the remote study process. The students have evaluated the organization of the remote study process as very well performed.

Conclusions. Strengths and weaknesses

BASBF has developed an internal quality assurance system that is effective and efficient. The data necessary for the effective management of the study process is systematically collected from all interested parties and analysed. The improvement of the study process and the content of study programmes is performed according to the internal regulation and based on the stakeholders' needs, requirements and recommendations. The KPIs of the strategic objectives are developed, measured systematically, analysed and the necessary improvements are done. The external document and internal documents management systems are in place and seem to be effective. However, some internal regulations are outdated and were not reviewed for a long time in spite of the changes in the environment and within the top management of BASBF. There seems to be insufficient publicly available information for international students in the English language, at the same time due to the constantly declining number of Latvian student the bigger attention shall be paid to the attraction of international students to sustain the number of students sufficient for the school to be profitable and have the necessary resources for the provision of the study process.

The school has established policies and procedures to ensure a high quality of education according to the ESG standards (ESG 2015, Part 1).

Strength:

1. The development of new study programmes is done according to a structured plan, it involves and considers multiple stakeholders' interests – academic staff, lecturers and potential lecturers, employers' representatives, alumni, experts and specialists from education, private and public sectors, representatives of business associations, current and future students (high school graduates).

2. BASBF has a user-friendly Internet home page, most of the necessary documents for students and

other interested parties are available in Latvian and English and easy to find.

3. BASBF has established KPI for the strategic goals and the monitoring system. The monitoring system is based on 18 surveys that are performed with the established regularity. The surveys cover all stakeholders' interests and opinions (students, including international, employers, alumni, employees, ERASMUS students, library visitors, hotel and canteen users). There are clear roles and responsibilities for conducting and analysing these surveys. The surveys' results are used as an input for BASBF improvement processes.

4. The plan of further development "A Change Management and Implementation Plan for the Modernization of Study Programmes 2019-2023" is very detailed and has clear tasks, goals, responsibilities and terms.

5. The internal and external document management system is structured, clear and well maintained.

6. The standards for the remote study process organization are developed, improved based on students recommendations and effective.

7. The school has developed an internationally recognized quality assurance system.

8. The established quality assurance system is publicly available and covers all areas of the school's activities.

9. A well-functioning communication system with students, graduates and staff is created.

Weakness:

1. The development and approval of new study programmes are done according to the Senate regulations "Development and Approval of Study Programs" that were not updated since 2007 despite many changes in the internal and external environment.

2. Some publicly available documents are outdated - 2018/2019 study year and have not been replaced with actual information (BA School of Business and Finance tuition fee discounts for the academic year 2018/2019, Rates for service charges in the academic year 2018/2019).

3. Some important documents are not easily accessible on BASBF official web page EN version for example, "Procedure for reviewing applications and accepting visitors" 30.01.2018, therefore there is a risk the international students may not have access to all necessary information.

4. The requirements of the quality assurance system are implemented differently at the level of study programmes. The descriptions of the subjects of the study program "Cybersecurity Management" have not been prepared with sufficient quality.

3. Resources and Provision of the Study Field

Analysis

BASBF has developed a system to determine all necessary financial resources in each relevant study program under the study field. BASBF also provided information for the cost per student in each study program. System structure to determine these resources are as follows:

Each year BASBF Senate approves the planned number of students and tuition fees for each study programme for the next academic year. Each structural unit in BASBF submits its application on planned expenses for next year. Then, the BASBF finance department collects and assesses all applications, which is based on factual data on expenses from previous years. Then the finance department in cooperation with the BASBF administration creates a budget proposal according to BASBF operational priorities. This proposal is developed in a manner that all the expenses on each section can be seen, for example for each specific study programme on sections as - remuneration, services to ensure study process, IT development, participation in conferences etc. Then this budget proposal is discussed in meetings with involved parties and revenue and expenditures are reconciled. The prepared budget proposal is submitted to BASBF Senate's budget commission, which consists of senators, they give their conclusions about the budget and then an approved budget proposal from the Senate budget commission is voted on in the Senate. However, after this

procedure, it is difficult to track financial resources spent on research activities and dedication for improvement of this study field. BASBF could monitor better financial flow within the study field to better track and measure these resources. This would help to better evaluate if these resources are sufficient for achieving BASBF strategic goals.

BASBF also has a system for financing scientific research and activities. The system consists of three parts.

The first part is based on scientific research activities which are included in the study load and are different for each academic position, these activities include management of applied research, supervision of master's theses, review of doctoral theses, evaluation of internal guarantee research projects, participation in internal grant research (indicating the hours applicable to this position), participation in scientific conferences with the report, preparation of scientific papers for publishing. The second part includes additional payments for publications if they are published in the internationally cited databases SCOPUS, WoS, and other indexed editions. This payment is even higher if the index is Q2 or Q1. This is how BASBF is motivating its staff to participate in scientific research.

The third part consists of internal grant financing, which is intended to finance participation in conferences, to pay for publications or in some cases to pay project participants for their scientific work. During the site visit, academic staff emphasized how BASBF internal grants are also devoted to scientific research, these grants were also supported by alumni and BASBF students recognized this as a very useful option for gaining experience in research activities. Personnel actively is involving the most capable students to participate in projects and take part in these internal grants as well. This activity aims to approach those students who are ready to do research and potentially considering continuing their studies at PhD level.

BASBF has defined three basic pillars for infrastructure and material-technical base – the library, IT provision and university premises. BASBF available resources are sufficient to provide a qualitative study process. BASBF study work is organised into two buildings and in both buildings, the rooms dedicated to teaching purposes are available for students. BASBF has had premises for the business incubator, but recently it decided to repurpose it to the openlab place which is available all day. Even during the COVID-19 pandemic the openlab is available and hosts lecturers, these events are promoted among students. Premises are very nice, clean and currently, some classes are being modernised, for example, voice tracking cameras are being installed for the improvement of quality when study courses are held online. Both buildings are located next to each other so it is easy for students to attend all lessons. Auditoriums are in different sizes and sufficient to provide the necessary space for students. IT department specialist showed how auditoriums are customized for the needs of each specific member of academic staff. Inside the main building of BASBF, on the top floors student dormitories are located, which are a great attraction for foreign and local students who live far from the capital.

Regarding the IT side of resources, BASBF is offering more than 70 computers available for the study process, they are equipped with all the necessary software that students might need during their studies. Auditoriums are equipped with projectors, screens, wired internet connection and wi-fi. Computer labs are accessible during the practical sessions. These premises are also available for other HEIs or organisations for rent, for example, to organize exams or seminars in the online environment. If the student needs a computer outside the classroom, then computers with the same software are accessible in the library. Each computer contains software that students can get acquainted with and would prepare students for usage during the internship or for their future job.

Moodle system is integrated into the study process and is used for various purposes – providing feedback on the study courses, for taking examinations, accessing all materials needed for the study course, and providing access to students. BASBF in the ESF project has created an interactive application (BAIS app) for students, which provides more convenient access to all necessary resources. Students are actively using the app and praised how much easier it is to track the study

process with its help. Unfortunately, BASBF has a rather weak plagiarism checking system, which was previously described in the Management of the study field, part 4. Surveys across the BASBF are created using Microsoft forms, they are anonymous and are analysed if necessary.

BASBF Library can provide all the necessary literature and materials to fulfil the requirements of each study programme in this study field for both academic staff and students. Students also are encouraged to use services from the National Library of Latvia. BASBF Library has approximately 15 thousand books, access to scientific databases, different catalogues. From the library, there is access to search for information in 11 joint libraries from different HEI simultaneously. Library also has subscriptions to newspapers, magazines, manuals and periodicals from the national information agency. To assess requirements for new literature resources a survey at the end of the academic year is carried out among academic staff. However this approach is not systemised, these inquiries are based on personal demands from academic staff. The Library together with the IT department have provided remote access to all online resources using student personal identification. Students also can check and pre-order all available literature for taking away. Every three months all personnel including students are informed about the newest obtained literature via email.

BASBF has created procedures for announcing open vacancies to academic positions, selection and election process is well described in BASBF internal documentation, which is based on normative acts of the Republic of Latvia. Each staff member after the election signs a contract to the full term of the elected position, based on their job contracts workload is created respectively for each staff member, this way BASBF ensures that staff members have an appropriate workload. BASBF also has a special Student information unit, which is responsible for planning the workload of each staff member. If for some time a lecturer is being more loaded, then afterwards his workload is reduced to keep the balance. Also for each staff member, the contract specifies the maximum number of working hours per year, this also was supported by staff members. To improve the overall performance and skills of the staff BASBF each year organises annual employee evaluation. This evaluation allows to pinpoint the lacking skills of employees and helps to understand what kind of qualification or skills they should obtain to perform better in academic affairs. To better understand these aspects that need to be improved in staff BASBF analyses together with the individual needs of the personnel and BASBF needs (strategy and aims). After this evaluation most appropriate professional developments measures are determined and introduced to each staff member. After the employee has finished courses or mobility etc. They have to submit a report on achieved goals from their experience, this report is analysed, then saved and if necessary introduced to other staff members for experience exchange. Staff members also have a habit of making open lectures to university staff to share the newest trends, knowledge and gain new experience. BASBF also organizes courses to improve certain skills of staff and personnel can go on business trips, attend mobilities. In the last 5 years, the academic staff has gone to more than 200 outgoing mobilities in different countries, with different aims – job shadowing, teaching, networking and others. BASBF also has incoming mobility in form of guest lecturers and BASBF also organises “international week of guest lecturers”. This week seems like a key event for BASBF and also provides the possibility for employers to meet with potential workers. Also, students use these lectures to get more acquainted with tendencies in the real-life labour market.

The student support system consists of different parts and students are supported through different mechanisms. For example, programme directors are easily accessible and help out with solving student problems via e-mail, phone. Students also can write questions or describe problems to universities administration, this inquiry is directed to the respective responsible department and the student receives an answer or help needed. International students praise how academic staff is involved in assimilation and helping students out. Another example is for PhD students, BASBF recently created a system where each student has two supervisors and one support person. Such a system is created to help cover everything needed to complete and defend the doctoral thesis and to motivate students. BASBF promotes practical skill development in a real-life environment so

internships are organized as they are essential for practical skill development. BASBF has their career centre where students can ask about everything regarding internships and the job market, this centre via the BAIS app can also send notifications to students about new internship placements, possible job offers both locally and internationally. According to BASBF only 5% of students are studying in state-funded budget places and this count is declining. Students were satisfied with the help provided from the BASBF side and did not point out any specific problem areas or did not give specific examples about a possible improvement in the student support system.

Conclusions. Strengths and weaknesses

Overall BASBF possesses the resources needed for each student and for each study programme under this study field. Financing of scientific research takes place in BASBF and is mostly used in the form of internal grants. BASBF has access to all necessary resources for the implementation of the qualitative study process. The system for purchasing the materials needed for the study process can be improved. BASBF are attracting highly skilled teaching staff and are encouraging the best masters and doctoral students to join the academic staff to continue the succession of academic staff.

Strengths :

1. BASBF has a very well developed internal grant system for promoting and helping in scientific research.
2. Premises and technologies available to students create an excellent environment for qualitative studies.
3. Highly-qualified academic staff.
4. Many guest lecturers give extra added value to the study process.
5. The current student support system is efficient.
6. BAIS application is useful for managing the study process and for connecting students with employers.
7. Career centre helps in finding internship places and notifies students about possible job possibilities both locally and internationally.
8. Students, Alumni, employers are involved in the development of the study field through each study programme under this field.

Weaknesses:

1. Resources spent on development and improvements in the study field are not strictly separated.

4. Scientific Research and Artistic Creation

Analysis

BASBF as a scientific institution registered on 10 February 2016. There have been 3 laboratories: „Financial Services and Compliance Laboratory” and „Laboratory of Sustainability, Efficiency and Effectiveness”, Cybersecurity Research Laboratory. These laboratories are connected with particular studying programs with their profiles and objectives and used up by academic staff and students which is an effective approach for supporting research activities and including students in the research projects.

The research is carried out in the directions of strategic specialization of the BASBF. BASBF tries to encourage academic staff and students to be active in research activities on all levels. Special emphasis is put on involving master and of course doctoral students in research projects that are

carried out by academic staff.

Scientific work in BASBF has been carried out in assessed conjunction with the following main dimensions: Linking research with the study process (study objectives and results) and important role plays here PhD studies established in cooperation with RISEBA university. The scientific activity carried out by the lecturers and researchers of the BASBF in accordance with the scientific directions of the departments, lecturers' own scientific interests (including doctoral or master students and lecturers as- scientific supervisors) or research projects involving lecturers and researchers of the BASBF or scientific institutions), as well as for research performed by the BASBF or the foundation " Banku augstskolas pētniecības centrs " in commercial interests. The link between the Study process and research work is characterized by the academic staff research work, which is providing prerequisites for study courses improvement and updating as well as the development of students' research skills. "Applied research" is a study course that is included in Bachelor's degree programmes and it is one of the successful examples of increasing the role of research and improvement of student research competencies. Departments play a vital role in both of these aspects of linking studies and research.

BASBF works on several research projects, the implementation of which is related to the study process - bachelor's, master's and doctoral students have the opportunity to participate in the research and to obtain the latest scientific knowledge by participating in public lectures of the research staff. Under the leadership of the BASBF (project applicant - the BASBF, cooperation partners - the Latvian Academy of Sports Pedagogy and the University of Liepaja) in December 2020 the project - "COVID-19 impact on sustainable consumption and circular economy " was started.

One of the largest projects in the international context that has been mentioned in the Erasmus + Strategic partnership project "Knowledge Alliance of Business idea Assessment: Digital Approach", led by the lecturer of BASBF Jānis Hermanis and several academics involved in the study field participate in it. The project makes a significant contribution to the development of the study field - the development of new competencies of academics and cooperation with other universities and companies. There are 11 European HEI's included as partners in this international project. This cooperation and outcomes in the frame of this international project can be perceived as very positive as well in the connection to and impact on studying programmes, above all those that are offered in the English language.

The set up of research laboratories facilitate the involvement of academic staff and students in research activities. Internal financial grants were introduced and thus research takes place within the framework of these laboratories. For example, "Sustainability and Efficiency Laboratory" of BASBF within the research Grant 2018/1 "Perspectives of Circular Economy in the Baltic States" organized on June 8, 2019, at the Bureau of the Nordic Council of Ministers a discussion on the implemented activities and plans for further research activities that related to economic business models, benefits, bio-economy and other issues. Laboratories also facilitate the graduation from the Doctoral study programme within the set 3 year period. Between 2014-2020, 13 doctoral students have graduated and been awarded a doctoral degree.

Within the developed Strategy for the period 2018-2023 BASBF has highlighted the main objectives and areas of research, as well as identified the following key challenges for the period up to 2023: Attracting doctoral candidates and individual master degree students to research projects, achieving at least 1 FTE (full- time equivalent) involvement in the total amount of working time spent as a researcher; Developing post-doctoral research in the priority research areas of higher education, promoting it in the fields identified in national policies and planning documents, with at least 3 additional researchers in the FTE; Improving the quality of the research results of academic staff and international recognition by achieving at least 15 publications per year in Scopus, WoS indexed editions; Ensuring an increase in investment by public and private partners and contracting entities for research;; Ensuring that by 2023 the ratio between investment in research, gradually is increasing its investment, constituting around 20% of BASBF investment and 80% of external

sources of funding; Increase the proportion of students (bachelor's, master's degree programmes) in the research process to at least 20% from the total number of students per year;

[4] The improvement of students' research competencies, is the practical course "Applied Research" included in the bachelor's study programs. As part of this, groups of students choose the research topics approved by the departments and prepare extensive research during the semester. The part of researches is initiated by the partners of the BASBF, including AS „Swedbank”, VAS „Latvijas Pasts”, Labklājības ministrija, Mašīnbūves un metālapstrādes rūpniecības asociācija, Neatliekamās medicīniskās palīdzības dienests, AAS „Balta”, If P&C Insurance AS Latvia Branch, and this part is increasing. All study programmes include applied research which is initiated by employers on the Bachelor level and Master level, but there could be more projects in the area of applied research in cooperation with companies.

Students from different study fields share their research findings either in Bachelor or Master degree papers by participating in student conferences held at BA School of Business and Finance. Student conferences, which have annually been organized by the BA of Business and Finance since 2013, include sessions that provide an opportunity to present also the most successful research conducted by the students of both study fields: Economics and Management. Research topics focus also on complex societal problems, green finance.

Students have the opportunity to develop skills by participating in a Business 24-hour interdisciplinary projects “Business 24 hours” simulation game which enhances their understanding and offers a challenge to explore new strategies for their future business solutions. The game has been organised for more than 10 years and has enrolled more than 500 participants every year not only from BASBF but also other universities. The tasks become more complicated every year, e.g., In 2020, the participants solved the situation offered by the company “AirBaltic” and could participate both in-person and remotely. The participation in this project has benefited young people who in future would like to set up their own companies. It should also be noted that the BASBF Student Council organizes the event with the support of BASBF, thus developing students' organizational skills. In 2019 for the first time an innovative activity was undertaken by BASBF to involve students in international and cross-sectoral virtual teams to participate in the international project: 24-hour hackathon “Hack The Waste”. Ten students of BASBF participated in the event. In 2020 BASBF with four international partners organized a 24-hour hackathon “Hack The Office ” for the first time. Eight students of BASBF participated in the event.

The BASBF introduced in SAR and during the interviews processes, projects and activities which are in place and have been conducted in favour to develop the area of research on both, students and academic staff level. It seems to be desirable to rethink the part of a strategy aimed at scientific research in order that academic staff and as well students overcome the barriers and limitations connected with research work. Besides support in the form of financial bonuses for publishing, there are desirable as well more supporting activities like already work e.g. in cooperation with RISEBA where researchers started to work in small teams which are perceived as very effective. Furthermore, preparing an offer on regular workshops focused e.g. on methodology, statistics procedures, efficient work with databases, principles of publishing in high cited journals on a regular basis might be taken into consideration.

Conclusions. Strengths and weaknesses

To summarize the overall outcomes of the analysis of the field Scientific Research and Artistic Creation at BASBF we can state that it is realised on a very good level, above all in the relation that the BASBF was declared as a scientific institution in 2016. An effective approach for supporting strategic goals in this area can be seen in the establishment of thematically focused laboratories connected with all levels of studies and academic staff development in their research activities. Several research projects conducted as well in an international context were mentioned. Publication

activities are supported by BASBF with internal grants, however, it seems that these grants are used by a few employees repeatedly.

STRENGTHS:

1. BASBF put emphasis on scientific research activities, e.g. with the establishment of a Research Center and three laboratories.
2. Scientific research is linked with studying fields and studying programmes in particular.
3. BASBF has implemented a bonus system and an internal grant system for promoting research activities delivered by academic staff.

WEAKNESSES:

1. The workload at BASBF is divided into the teaching and research activities by all academic staff, however, the majority of the academic staff seem to be more involved in teaching. Research-oriented activities are mainly for supervisors of doctoral students.

BASBF supports research activities in the form of internal grants, however, more incentives in non-financial form could be in place.

International cooperation is taking place mostly on a short term basis (e.g. short term visiting lecturers). BASBF does not cooperate with academic staff from abroad for a longer time (e.g. for studying programmes taught in English and as supervisors for final thesis, professors delivering the whole courses (not just particular lectures, etc.).

2. KPIs in regard to supervisors in doctoral studies are under revision and not sufficiently developed.
3. There are not enough projects in the area of applied research in cooperation with companies.

5. Cooperation and Internationalisation

Analysis

5.1 BASBF provides international business and financial education. One of the strategic directions for BASBF for the period between 2018-2023 is a comprehensive partnership. BASBF cooperates with 126 institutions of higher education and more than 500 companies in the private and public sector. This is in line with the Strategic objectives for BASBF for the period between 2018-2023: “Implement high reputation, internationally recognised study programmes in business management and financial specialisations that provide them with the competence of added value” and “Ensure a qualitative study environment and modern infrastructure supporting the implementation of study process and cooperation with external partners”.

BASBF cooperates with many professional organizations, state organizations, NGOs and associations such as Employers Confederation, Investment and Development Agency, The Ministry of Environmental Protection and Regional Development, State Chancellery, Ministry of Defence, Business Efficiency Association, National Project Management Association and others. The representatives of partner organizations participate in the development of particular study programmes, improvement of the content of study courses, give guest lectures, organize field trips and excursions to the companies and provide internships.

BASBF also participates in international research projects, such as the Knowledge alliance. In this programme, there is a mix of academic institutions and professional organizations. In this project, BASBF is the leading institution. Among international cooperation partners, there are universities and companies from EU countries as well as from 9 partner countries outside the EU (Kazakhstan, Russia, Thailand and others). Virtual mobility also becomes very popular nowadays.

It is important to stress BASBF cooperation with secondary schools in order to attract future students as well as provide financial, environmental and management education to pupils. BASBF offers free of charge lectures for schools. The information is available on the web page and any school can apply for that. BASBF also organizes free public lectures that are available to everyone interested thus contributing to the education of society.

5.2 BASBF has established very good cooperation with universities in Germany attracting many

students, especially with Kaiserslautern University of Applied Sciences. The rector and other BASBF representatives regularly visit the university presenting BASBF study programmes, especially PhD study programme for Master students. There is big support from German universities in the promotion of BASBF study programmes among their students. The PhD study programme is very popular among students from Germany. During the interviews with the students and graduates the expert panel got the confirmation the programme is successful and popular, and both the students and the graduates are very satisfied with the content of the studies and the implementation of the study process.

BASBF has developed and established policies and procedures for internationalisation, in particular for the attraction of foreign staff and students. The document Nr. 1.5-2/55 from November 27, 2018 "BANKU AUGSTSKOLAS INTERNACIONALIZĀCIJAS POLITIKA" (Internationalisation Policy of BASBF) describes procedures for the attraction of foreign student and teaching staff, the internationalisation of research and lifelong learning, international cooperation. Currently, there are two foreign academics – a guest professor from Greece and an associated guest professor from Austria are employed in the implementation of the study field according to SAR, however, during the interviews with the students expert did not get the confirmation that the foreign lectures are provided on a regular basis.

Additionally, there are 30 elected and 24 external lectures involved in the implementation of the study field. The academic staff of BASBF actively uses mobility opportunities to enhance collaboration and increase professional competence. In the review period, there were 129 exchange visits by BASBF academic staff to give lectures in partner universities. BASBF also organizes an international week of guest lecturers every year since 2009, with a total number of 244 foreign lecturers participating. Guest lecturers are also attracted to specific projects.

PhD students from Germany regularly deliver lectures and information days for young students. BASBF students have an opportunity to participate in lectures given by the foreign teaching staff at RISEBA University and Stockholm School of Economics in Riga (SSE).

The Bachelor and Master study programmes of the study field, unfortunately, do not gather a sufficient number of foreign students. There are small groups taught in English consisting of 9 students. That makes the implementation of such programmes economically disadvantageous. The international students also commented they would like to have the opportunity to study together with Latvian students as currently, they do not have many classes together. ERASMUS students have their own groups, so possibly the university shall consider the optimisation possibilities combining the study courses and creating larger students groups consisting of Latvian, international and ERASMUS students. Nowadays virtual ERASMUS mobility has become very popular among students.

5.3 Since there are one professional Bachelor and three professional Master programmes implemented with the study field the traineeships are entailed. The programme for the internship is being developed by the Programme Director in cooperation with the Career Center and the academic staff based on the goals and tasks of the study programme. Career Center assists the students to find organizations for internships by organizing Careers days every year in February, placing job ads on the BASBF intranet page and providing consultations. The internship programme and internship contract are being approved. The internship procedure and guidelines are publicly available on the BASBF home page. During the internship, students carry out the research in the organization, which later is resulted in the internship report being submitted and defended in a form of a presentation. The student's accomplishment during the internship is being assessed by the employer, reviewer of internship report and the defence commission. The defence commission's composition is regulated by the rector's order. However, some students admitted that for working students 6 weeks of obligatory internship could be challenging, they see no added value in practice report writing. The students can also use the mobile internship possibilities offered by partner companies abroad, mainly in Germany, but also in other countries – Malta was mentioned as an

example.

The students acknowledged the support they have received from BASBF in finding companies for internships. Especially challenging was during the first outbreak of COVID-19, so the internships were organized during the summer.

5.4 BASBF implements 2 joint study programmes in cooperation with the Swiss Business School (SBS Swiss Business School) and one joint study programme in cooperation with Riga Technical university (SR page 7.). In this study field a joint doctoral study programme "Business Management" is being implemented together with the School of Business, Arts and Technology "RISEBA", and in strategic cooperation with Stockholm School of Economics in Riga (SSE Riga) and Kaiserslautern University of Applied Sciences (Germany). The procedures of the development and improvement of the study programme are defined and effective. After the defence of the dissertation, the students receive a double diploma: BASBF and RISEBA. The doctoral study programme is popular and attractive for foreign students, mainly from Germany due to the strategic cooperation with Kaiserslautern University.

Conclusions. Strengths and weaknesses

BASBF cooperates with 126 institutions of higher education and more than 500 companies in the private and public sector. The university provides financial, environmental and management education offering free lectures to the public and specifically to the secondary schools. BASBF also participates in international research projects. BASBF has established very good cooperation with universities in Germany attracting many students, especially for the Doctoral study programme. BASBF has developed and established policies and procedures for internationalisation, in particular for the attraction of foreign staff and students. However, there is a relatively low number of international students in groups and there seem to be no international teaching staff involved in the implementation of the study field on a regular basis.

The process of provision of internship and the assessment of the achieved results are established and efficient. The school provides an opportunity for mobile internships.

A joint doctoral study programme "Business Management" is being implemented together with the School of Business, Arts and Technology "RISEBA". The procedures of the development and improvement of the joint study programme are defined and effective.

Strength

1. There is a guest lecturers week organized by BASBF where the students have an opportunity to participate in classes taught by foreign teachers from partner universities. This event has taken place every year since 2009, with a total number of 244 foreign lecturers participating.
2. BASBF contributes to the education of not only young people but the whole society on financial and economic issues by organizing public and open lectures at BASBF as well as at secondary schools. Anyone interested is invited to free public and open lectures by lecturers and guest lecturers of BASBF.
3. Due to strategic cooperation between BASBF and their partners, BASBF students have an opportunity to participate in foreign teaching staff lectures at RISEBA University and Stockholm School of Economics in Riga (SSE).
4. BASBF has established good cooperation with a sufficient number of foreign and local higher education institutions, private and public companies, professional organizations and associations, NGOs and state institutions.

Weakness

1. There seem to be no foreign lecturers involved in the implementation of the study programmes within the study field on a regular basis.

2. Small numbers of students in groups where the study programme is implemented in English which is economically disadvantageous.

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

Analysis

Recommendations made in accordance with previous accreditation and licensing of the Business Process Management programme have been taken into account.

According to the recommendations, a Latvian language study course of 2 CP for foreign students has been included in the first year of study.

The experts had recommended involving foreign experts, employers, students and other stakeholders in the evaluation of the study program and / or field of study and / or internal quality system. BASBF has developed procedures for evaluating and improving programmes and directions. Also, students, graduates and employers are involved in evaluating the content of the programmes and meeting the requirements of the labour market. The level of quality of international standards, BASBF is confirmed by the CEEMAN IQA research and research management system quality assessment CERTIFICATE awarded in July 2020.

The experts had recommended strengthening the students' organizational skills by involving them in the organization of the content events planned in the program. Students are involved in organizing various events (for example, hackathon).

The experts had recommended that the descriptions of study courses in both English and Latvian (especially for the distance learning format) clearly distinguish between compulsory and recommended literature. Some descriptions of study courses show a division of compulsory and recommended literature, but in a distance learning programme, such a division is not observed. Experts had also suggested indicating specific sections / pages required for the course next to the literature sources, but this recommendation was not taken into account. In general, the list of compulsory and recommended literature sources in most study courses (especially in the bachelor's program) consists of no more than 5 literature sources.

Experts recommended promoting cooperation with small and medium-sized enterprises. BASBF cooperates with SMEs and start-ups, which are actively involved both in the evaluation and development of the content of the study program and in the organization of various events (such as hackathon).

Experts recommended that the latest economic models be included in the study content. Economics studies with integrated topics explaining new economic models (eg study courses Global Sustainability and the World Economy, Green Economy and Sustainability).

Experts recommended including an interview in the admission requirements. The development of selection criteria to reduce drop-out rates has been introduced. Thoughtful, clearer and more appropriate admission rules have been developed. Due to the pandemic situation, the interview was not included as one of the admission requirements, but it is planned to include such a requirement in the future.

Experts recommended giving feedback to students on the completed questionnaires every semester. BASBF meets regularly with students to discuss current issues and analyze the results of student surveys.

As recommended, BASBF set up a business incubator, but there was no demand, as a result of which it was transformed into Open Lab, a laboratory where students have the opportunity to develop their business skills and generate new ideas.

The Bachelor's study programme "Business Process Management" is based on recommendations, combining the Bachelor's SP "Business Administration" (42345) with the SP "Innovation and Product

Development in Business" (42345).

Support academic staff by submitting their publications to cited international publications (Web of Science and SCOPUS). Consideration, a motivational support system has been developed and implemented
(https://www.ba.lv/wp-content/uploads/2018/12/politika_ba_personala_26112018_pdf.pdf)

Experts recommended individual study modules and courses offered for adults interested in life long learning activities. Currently, for interested individuals, separate study courses and modules are offered and the certificate issued upon the completion of the respective course.

It is highly recommended to continue working on the improvement of Moodle, although, significant improvements already have been made to the Moodle system and its usage.

Conclusions. Strengths and weaknesses

In general, recommendations from previous procedures of accreditation, as well as licensing of the Business Process Management programme have been taken into account.

Strengths.

1. BASBF is merging two undergraduate programmes to create one new one.
2. Admission requirements have been supplemented and clarified, including the interview process.
3. Employers and students are involved in improving the content of the program.

Weaknesses

1. The list of literature in the descriptions of study courses only partially corresponds to the recommendations provided by experts, because the chapters / pages of literature sources applicable to the respective study course are not specified, as well as the distance between compulsory and recommended literature is not separated in distance learning course programs.

7. Assessment of the Requirements for the Study Field

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

Assessment of compliance: Fully compliant

Justification: BASBF has developed an internal quality assurance system that is effective and efficient.

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

Assessment of compliance: Fully compliant

Justification: According to SAR BASBF has established a policy and procedures for assuring the quality of higher education. During the visit and the interviews, the expert panels have got confirmation regarding this.

- 3 1.2. A mechanism for the development and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof has been developed.

Assessment of compliance: Fully compliant

Justification: There are mechanisms and procedures implemented for the development and improvement of the study programmes in a systematic way. BASBF involves employers, graduates, teachers and students in the development of the content of study programmes.

- 4 1.3. The criteria, conditions, and procedures for the evaluation of students' results, which enable reassurance of the achievement of the intended learning outcomes, have been developed and made public.

Assessment of compliance: Fully compliant

Justification: All students' exams and semester papers are graded on a scale from 1 to 10. The grading is based on the regulations approved by the BASBF Senate. Each study course has developed requirements, the fulfilment of which ensures the evaluation of the specific study course.

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

Assessment of compliance: Fully compliant

Justification: According to SAR, BASBF pays special attention to the knowledge, skills and competencies of its employees in order to provide an internationally competitive education for its students. Negotiations are carried out with employees every year, and in-service training courses are organized.

- 6 1.5. The higher education institution/ college ensures the collection and analysis of the information on the study achievements of the students, employment of the graduates, satisfaction of the students with the study programme, efficiency of the work of the academic staff, the study funds available and the disbursements thereof, as well as the key performance indicators of the higher education institution/ college.

Assessment of compliance: Fully compliant

Justification: BASBF collects and analyses all necessary data.

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

Assessment of compliance: Fully compliant

Justification: According to the SAR, BASBF has developed policies and procedures to ensure the quality of higher education that guarantees study continuous improvement, development and operational efficiency of the study field

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

Assessment of compliance: Fully compliant

Justification: BASBF has established good cooperation with a sufficient number of foreign and local higher education institutions, private and public companies, professional organizations and associations, NGOs and state institutions.

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

Assessment of compliance: Fully compliant

Justification: BASBF established a Research center and laboratories for conducting research in the connection with the study programmes. There have been developed research projects, publications and international cooperation above all in doctoral study programme.

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

Assessment of compliance: Fully compliant

Justification: All recommendations have been taken into account.

8. Recommendations for the Study Field

Short-term recommendations

1. Ensure that full information on the field of study and organizational issues is available on the BASBF website in both Latvian and English. 2. Review and update where necessary strategic internal documents and procedures. It is recommended to do so regularly, but especially if there were changes in the management of the institution. 3. Review and replace outdated information on the official BASBF internet page. 4. It is necessary to improve the list of literature in the descriptions of study courses, expanding it, as well as specifying the chapters/pages, of the literature sources that are applicable to the respective study course.

Long-term recommendations

1. A plagiarism system has to be improved, which would be used not only for the evaluation of final theses but also for the evaluation of independent theses and doctoral theses, essays, etc. in all study implementation languages. 2. Involve foreign lectures for the implementation of the study courses within the study field on a more regular basis. It can improve even more study quality, provide international input in the study process and attract more foreign students as well. 3. Consider the possibility to combine small groups into the bigger ones within the study field to gain an economical advantage. 4. Resources spent on the development, improvement of the study field should be monitored, so BASBF could track better if resources provided for the study field are enough for achieving all strategic goals. 5. Consider checking the system of research activities support in order to be attractive for more academic staff and besides the internal grant programme include incentives as well in non-financial form could be in place. 6. Involve more master students (above all those talents with potential for doctoral studies) into the scientific activities (e.g. publishing activities, research projects etc.).

II. "Business Process Management" ASSESSMENT

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1. Indicators Describing the Study Programme

Analysis

The study programme - Business Process Management, code of the study programme according to the Classification of the Latvian Education – 42345, type and level of the study programme - professional bachelor study programme, qualification level to be achieved (NQF/EQF) – 6, amount of credits 160 CP. Professional bachelor study programme complies with the Cabinet Regulation No 512 of 28 August 2014, "Provisions on the State Standard for Second-Level Vocational Higher Education".

Admission requirements:

has acquired a secondary education recognized in Latvia;

passed the centralized examinations (mathematics, foreign languages and Latvian language and literature) (or the final mark in the secondary education document if the CE has not been taken);

English-language study programs require international testing

a document issued by an institution regarding language knowledge.
(<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

Degree and qualification: professional Bachelor's degree in business management/ enterprise manager or marketing manager or human resources manager.

The set tasks contribute to the achievement of the goal. Study results correspond to the degree to be obtained and professional qualifications. The results of the study courses correspond to the results of the study program. The content of the study program is focused on the degree to be obtained and the corresponding qualification. Admission requirements correspond to the goals of the study program and the results to be achieved.

According to SAR, the aim of the study programme is to prepare outstanding next-generation leaders in business process management ability to work in rapidly changing conditions. The tasks and the learning outcomes set by the programme are logical, follow from the set goal and contribute to its achievement (SAR, p. 184.-185.)

The BASBF provides students with the opportunity to obtain all of the above mentioned.

The final examination is foreseen at the end of the study programme - Bachelor's thesis defence. The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF.

Conclusions by specifying the strengths and weaknesses

The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF. The study programme ensures that students have an understanding of the whole business management process, its components.

Strengths:

1. The indicators and the aim of the study programme are relevant.
2. BASBF ensures that students have an understanding of the overall business management process.
3. The study programme complies with the needs of the market.

Weaknesses

There are no weaknesses.

2. The Content of Studies and Implementation Thereof

Analysis

2.1 The description of the study programme is clear; the goals of the study programme are defined. The tasks of the study programme are defined to achieve the goals and the results of the study programme as well as to ensure the provision of research-based education, application of student-centred principles, compliance with the requirements of the modern labour market and linkage the theory with practice by the analysis of the real cases. The desired results of the study programme are divided into three dimensions – knowledge, skills and competencies in accordance with the Latvian Qualifications Framework (LQF). The content of the study programme was developed in close cooperation with the representatives of employers from private companies, public and state institutions. The expert panel has got the confirmation during interviews with employers that the content of study courses is developed according to and complies with the current labour requirements as well as future labour market trends.

The study programme "Business Process Management" was launched in 2020 after the reorganization of bachelor study programs at BASF in the management field. The set of study subjects of the programme is purposefully designed to develop students' abilities and competencies

in the field of business management. The content is relevant to achieve the aims of a professional bachelor's level study programme. The subjects of the study programme provide opportunities for students to acquire essential competencies in the field of management and to acquire special management competencies in the field of the chosen specialization. Students can choose a specialization in personnel management, marketing management, or international management. Learning outcomes for the study programme are identified in accordance with EQF level 6 and the fifth level of Professional Qualifications standards set for "Enterprise Manager", "Functional manager: "Human Resource Manager ", "Commerce/Marketing Manager". In order to comply with the occupational standard for Enterprise manager and Functional manager specialization the study programme includes courses on Business and Organization Management and Leadership, Global Business Management, Global Economics & International Trade, Change management, Business Intelligence, Process Modelling & Outsourcing, Statistics&Data Analysis, Strategic Management, Labor Law and labor protection, Green Economy and Sustainability, Finance Management, Digital Transformation, Corporate finance, Business English. For the specialization Human Resource Manager there are courses on Strategic HR Management, Organizational Psychology, HRM processes, Performance Management, HR Recruitment techniques, Talent Management, HR analytics, Cross-cultural communication, Labor Law and Labor Protection in the study programme. The specialization of Marketing manager offers courses on Marketing research, Marketing management, Sales skills, Basic marketing, Consumer behavior, International Marketing, Digital marketing, E-commerce, Service design, Innovations Management. Annex to SAR provides a detailed description of the compliance of the study programme and its courses to the occupational standards of "Enterprise manager", "Functional manager", "Human Resource Manager ", "Marketing Manager". The expected study results of the subjects included in the study programme correlate well with the expected outcomes of the study program. Each study subject contributes to the realization of at least three outcomes of the study program. Upon completion of the study program, all the intended outcomes of the study programme should be achieved. The intended outcomes of the study programme are essential to develop competencies that can be useful for pursuing a career in various sectors of the economy. It should be noted that the programme is conducted in Latvian and English, therefore it is necessary to prepare all documents related to the traineeship and final thesis in both languages. Currently, the documents for organizing the traineeship are submitted only in Latvian.

Since the study programme is completely new it is planned to evaluate the content and learning outcomes of the first two years of study, then review and improve the content accordingly. There are four Project management courses within the study programme with a total of 10 CPs, enabling the students at the end of their studies additionally to the degree and the qualification to obtain an internationally recognized certificate in project management from the Scottish Qualifications Agency (SQA) and SQA Qualification "Project Manager". However, during the interviews with the students, it was not mentioned as a benefit, so possibly there is a lack of information about this opportunity and the assets of it.

The selection of the study courses and the content of them are designed to the complete achievements of the goals and the planned outcomes of the study programme and are in full compliance with the regulatory enactments. The content of the study programme consists of General education courses (26CP), Sector theoretical base courses (36CP), Industry professional specialisation courses for Marketing manager, Human resource manager, Enterprise manager (60CP), Optional part study courses (6CP), Work placement outside the educational establishment (20CP), Bachelor thesis (12CP). The compulsory Civil and Environmental Protection Course required by the legislation is included.

The descriptions of the study courses are clear, complete and comply with regulatory requirements. However, some of the 2nd year students from the English group were uncertain what the programme is about and why it was changed to "Business process management", what are the

specifics, differences and the benefits.

The description of the requirements for Bachelor thesis is described in "Methodological guidelines for writing and defending independent and research papers" approved by BASBF Rector's order No 27-2/068 on October 7, 2015. The requirements for the internship and the process are clearly described and effective. The regulation for internships is introduced in Latvian language only.

The traineeship for foreign students can be organized in Latvian companies. During the interviews with foreign students some of them confirmed they already work in Latvia. Or they have the possibility to apply for ERASMUS internship as well.

2.2 The teaching and assessment methods follow the tendencies of modern education. The assessment methods and criteria are an integral part of each study course description. The teaching methods consist of traditional ones such as lectures, online lectures, discussions, group work, essays writing, group discussions, home task assignments, field trips, debates brainstorming as well as modern ones – hackathons and business simulation games. The students positively evaluated the business simulation game "24h" they participated in and appreciated an opportunity to participate in Euroweek and Business week with this game. The teaching methods and their implementation are described in each study course description.

The prepared descriptions of study subjects reveal the content of topics included, as well as applied study and assessment methods. These methods contribute to the achievement of the aims and outcomes of the business process management program. Student-centred learning and teaching principles are implemented into the study process and this is highly appreciated by the students.

In order to enhance the industry experience, the guest lecturers from cooperation companies are invited and field trips to real companies are organized. The student-centred principles are being followed; the improvement of the study courses is done based on students' recommendations, at the beginning of the studies the students are invited to express their needs and expectations for the course and well as to check their existing level of knowledge. The BASBF works with the students taking into account their individual speed. During COVID contingency situations there was an individual approach to each student and that was confirmed and appreciated by the students during the interviews.

During CIVID-19 pandemic situation BASBF moved the whole study process to the on-line mode. The students evaluated the quality of studies in the online mode as very high. The teachers provide on-line lectures and classes using Zoom platform. Zoom platform also ensures the opportunity to organize work in teams using "" Break out rooms" option also during online lectures. All study materials are available in Moodle platform. The remote access to library resources is ensured for all the students. The tests and exams are held online via Moodle.

2.3 The student surveys are organized regularly covering many topics, but primarily their satisfaction with the study process organization, the content of the study courses, teaching and evaluation methods. The surveys are organized throughout the year, covering each topic at least annually. The surveys are interactive, organized via the Microsoft platform. The results are available to the relevant teachers and administrative staff. The surveys results are analysed in regular meetings of the academic staff with the heads of departments and vice-rector. The results of the surveys are used to improve the study processes and the content of the study courses. There were cases where BASBF had changed the lecturer based on the student survey results and students' recommendations. Students surveys response rates are relatively high.

Students have good opportunities to participate in surveys and express their needs and insights into the organization of the study process. Students emphasize that the school administration responds flexibly to students' opinions. The cooperation between students, teachers and school administration has a proper impact on the processes of improving the quality of studies and is highly valued by students.

2.4 BASBF participates in the ERASMUS student exchange programme and the students have an opportunity to take courses at ERASMUS partner universities. The Appendix to SAR “Erasmus Partner Universities 2020” contains a list of 101 partner universities. In the 2nd year of their studies, the students have an opportunity to participate in the exchange programme or take an internship abroad. Some students who have used such an opportunity had very positive reviews about the experience. Some courses taken abroad are recognized, some not, depending on the course. Students are aware of mobility opportunities, but at least for the current period, students were not active to exercise mobility opportunities. It should be noted that the incoming students study in a separate group and have a relatively low relationship with local students. This circumstance significantly reduces the benefits and attractiveness of increasing the internationalization of studies.

Conclusions by specifying the strengths and weaknesses

The study courses, final thesis and internship descriptions are according to the regulatory requirements. The content of the study courses ensures the achievement of the goal and outcomes of the study programme. The modern teaching methods and student-centred principles applied. The survey system is very structured and transparent. The relevant teachers and the administration have immediate access to the survey results and those are used for the improvement of the study programme. The students have an opportunity to participate in the Erasmus mobility programme at 101 partner universities or take the internship abroad. There are international mobility students studying at BASBF. Due to the pandemic currently, the number is significantly lower than in the previous years.

Strength:

1. The design and the content of the study programme conforms to the regulatory requirements, contains the compulsory courses obligatory by the legislation and Industry professional specialisation courses are designed for Marketing manager, Human resource manager, Enterprise manager.
2. The industry professionals and the representatives of the private and public sector took an active part in the development of the study programme according to the contemporary and future labour market trends.
3. There are new teaching methods employed in the implementation of the study programmes- hackathons and business simulation games. These are highly appreciated by the students.
4. The study programme maintains the coherence between the outcomes of the study programme and the results of the study subjects.
5. Various study methods are used for the implementation of the study program.
6. The study programme maintaining student-centred learning and teaching and is highly valued by students.

Weakness:

1. There seems to be a lack of information among students about the possibility to obtain an additional internationally recognized certificate in project management from the Scottish Qualifications Agency (SQA) and SQA Qualification “Project Manager”.
2. There seem to be a lack of communication to some of the students who have studied the first year in the Bachelor study programme “Business Administration” and now are the second-year students of the Bachelor study programme “Business Process Management” seem to be uncertain what the study programme is about, why the programme was changed and what is the difference.
3. The processes of internationalization of the study process should be strengthened and Incoming students should be integrated into full-time study groups.
4. The regulation for internships is introduced in Latvian language only.

3. Resources and Provision of the Study Programme

Analysis

The goal of this study programme is to prepare outstanding next-generation leaders in business process management ability to work in rapidly changing conditions. To ensure this goal BASBF can provide students with a study base that includes highly qualified academic staff, different teaching methods and practical activities such as hackathons, business simulations, group works etc. The informative base for the study programme is sufficient, students have access to BASBF library, they can pre-order books, access on spot and remotely online databases (Web of Science, JSTOR, EBSCO), journals and catalogues (ALISE; ALEPH), different subscriptions (“iFinances”, “iTiesības”) etc. which are beneficial for the study process. BASBF also promotes students to use resources from the National Library of Latvia. Everything regarding premises is excellent, auditoriums are in different sizes suited for different types of study process – personalized or for joint group learning. Each auditorium and room for student work are equipped enough for supporting these different types of learning. Also annually BASBF Senate approves the approximate expected student count and approves study fees for the next academic year. BASBF has calculated that for the programme to be profitable they need at least 15 students per academic year, the number of students currently enrolled in this programme is sufficient for providing a qualitative study process without financial losses. At present, 19 students were enrolled in a distance learning programme and 46 in full-time studies. Currently, 25 students in their 1st and 2nd year are studying in English groups, which seems adequate as well. Based on this the financial base is sufficient for implementing the study programme as well. All available resources can provide students with the opportunity to achieve the necessary knowledge, skills and competencies set by this study program. These resources are sufficient for providing good study quality in future as well. This programme also includes a distance-learning option. All students matriculated in distance learning have the same options for using BASBF provided resources. Due to the specifics of the distance learning process tuition fee for distance learning programmes is lower than for full-time studies. The lower tuition fee is justified mainly due to a lesser involvement of the academic and administrative staff in the study process compared to the full-time studies.

During the site visit employers, alumni, and students themselves praised the quality of studies and how academic staff is helping to achieve skills and competencies for real-life situations and how they prepare students for the labour market. Regarding the study schedule students and alumni highlighted that BASBF is creating a schedule very tight and compact without windows, that allows students to plan better their time and gives the opportunity to start work during the studies.

Conclusions by specifying the strengths and weaknesses

This study programme is highly demanded and popular among students, and this notion is supported by steady growing statistics of the number of matriculated students in this program. Students starting from the first year have the opportunity to participate in different study activities - career week, lecture week, hackathons, simulations etc. Qualified academic staff and guest lecturers are involved in the realisation of this study program. The material-technical base supports the implementation of this study program. Employers and alumni confirm and express satisfaction with how good the study programme is.

Strengths:

- 1.The programme is highly evaluated in the labour market from the employers' side.
- 2.Students can gain experience from industry experts directly.
- 3.Students have opportunities to work or participate in mobility activities abroad.
- 4.The technical base is sufficient for preparing highly qualified specialists.

Weaknesses:
No specific weaknesses.

4. Teaching Staff

Analysis

Based on the SAR, the composition of the teaching staff established at the end of 2019 not changed significantly. The programme aims to work on preparing future leaders, one of the important criteria is the ability of the teaching staff to provide competitive higher professional education in business management with an emphasis on preparing students for a variety of global changes already during the study process. Equally important are the conditions posed by globalization in the area of efficient human resource management, which requires insightful development of future talents.

Lecturers, visiting lecturers, and invited practitioners are experts in their field and using new, modern, methods and student-centred approach to studies and assessment were invited to work on the implementation of the Study Program. The mechanisms of cooperation with all stakeholders are in place. The BASBF strives for getting feedback from students, cooperating partners for improvement of study program design.

An important selection criterion in the selection of the teaching staff was a good knowledge of English (C1 level) in order to ensure high-quality studies in English. In addition, the research activities of the teaching staff were an important asset. In total, 56 lecturers will be involved in the implementation of the Study Program, of whom 20 lecturers (8 of them have a doctoral degree) are the main electors, while 36 lecturers are visiting lecturers - experts representing different professional fields. 12 lecturers hold doctoral degrees, while 5 lecturers are continuing their doctoral studies (3 of them at BA, 1 at the University of Latvia, 1 at Tallinn University of Technology). Implementation of the Study programme involves 23 lecturers with English proficiency level C2, 27 lecturers with English proficiency level C1, 6 lecturers with English proficiency level B2.

Scientific work in the form of participation in scientific projects (both national as well international) is sufficient with regard to the bachelor level of studying programme. There are no projects in the area of applied research in cooperation with companies.

Conclusions by specifying the strengths and weaknesses

STRENGTHS:

1. BASBF pays attention to the recruitment and selection of lecturers, visiting lecturers who are experts in their field.
2. BASBF employs highly qualified staff with the requested competencies and expertise.
3. Language skills for teaching in the English language are developed at a very good level.
4. Cooperation with alumni is in place and seems to be very effective.

WEAKNESSES:

1. Cooperation with companies is in place, however not systemize in e.g. in the form of a Partner programme including diverse options for cooperation between BASBF and a particular company).

5. Assessment of the Compliance of the Study Programme "Business Process Management"

Requirements

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued. See the Annex “BPV diplomi.7z”

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

Assessment of compliance: Fully compliant

Justification: BASBF has signed the agreement with Riga Technical University (RTU) that in case of termination of the implementation of all study programs in the evaluated field, students are provided with an opportunity to continue their studies at RTU.

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex “Apliecinājums_par_zaudejumu_segsanu_ENG”

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge. See the annex “Valodas apliecinajums BPV ENG.PDF”

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms 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.

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the study agreement complies with the mandatory provisions to be included in the study agreement. See the annexe "BPV_EN.pdf"

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

Assessment of compliance: Fully compliant

Justification: Documents available in the appendices, confirms that the descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 56.1, Paragraph two and Section 56.2, Paragraph two of the Law on Institutions of Higher Education. See the annex "BPV studiju kursi ENG_08122020.7z"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the valid professional standard. See the annex "BPV atbilstība profesiju standartiem ENG.7z"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the the Professional Higher Education Standard. See the annex "Atbilstība prof izglītības standartu_ENG.docx"

- 13 13. The joint study programmes comply with the requirements prescribed in Section 55.1, Paragraphs one, two, and seven of the Law on Institutions of Higher Education (if applicable).

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: The academic staff included into this study programme has been publishing at conferences, journals at both national and international levels in reviewed editions. Publications are in compliance with their field of expertise and aiming of the study programme.

- 15 P5 - Overall rating

Assessment of compliance: Fully compliant

Justification: All requirements for the study programme are done

Requirements (R6-R8)

- 1 R6 - The compliance of the study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision with the conditions for the implementation of the study programme and ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Based on information acquired during the site visit and the BASBF self-assessment report the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to the necessary resources to achieve all programme goals and ensure a quality study process.

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

Assessment of compliance: Fully compliant

Justification: Documents are available in the appendices, which confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See, the annexes Academic staff CV and Annex "Virziena īstenošanā iesaistītie docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Not relevant

Justification:

Conclusions by specifying the strengths and weaknesses

Most requirements for the study programme are met. Only minor deficiencies have been identified

Evaluation of the study programme "Business Process Management"

Evaluation of the study programme:

Good

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

Short-term recommendations

Long-term recommendations

1. Create study courses or other elements of the study process where local students could interact more with international students.
2. Promote the content, outcomes and additional benefits of the study programme such as SQA Qualification in project management to the existing and the potential students
3. English language level to enrol in the programme should be raised and evaluated more strictly.
4. Translate the regulation of internships organization as well into English.

II. "Innovative Entrepreneurship" ASSESSMENT

II. "Innovative Entrepreneurship" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The study programme - Innovative Entrepreneurship, code of the study programme according to the Classification of the Latvian Education – 47345, type and level of the study programme - professional Master study programme, qualification level to be achieved (NQF/EQF) – 7, amount of credits 48 and 80 CP. Qualification master study programme complies with the Cabinet Regulation No 512 of 28 August 2014, “Provisions on the State Standard for Second-Level Vocational Higher Education”.

Admission requirements (Latvian) - For persons with a previous professional bachelor's degree or professional qualification: 1. professional bachelor's degree in economics, finance, or management; 2. at least four years long, completed full-time second-level professional study programme and obtained a professional qualification in economics, finance or management. (<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

Admission requirements: For persons without prior professional qualification or professional bachelor's degree - academic degree in economics, finance and management, provided they have at least 3 years professional experience in a managerial position (<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

According to the SAR (p.90) the goal of the programme is to provide professional master's level studies, which would enable the student to acquire the level of knowledge, skills, competence and skills ensuring competitive operation of organizations and their independent growth based on the excellence of their performance. To prepare competitive entrepreneurs and leaders by developing their ability to think creatively, generate innovative ideas and create new values. The tasks and the learning outcomes set by the programme are logical, follow from the set goal and contribute to its achievement (SAR, p. 91-92.)

In the program with 48 CP, the duration of studies is 1 year and 2 months, but in the study program with 80 CP - 2 years. Admission requirements vary. In the case of 48 CP, previous education in economics, finance or management science is required, but in the case of 80 CP the program is provided in cases when there is no previous education in economics, finance or management science, but experience in the managerial position. The most significant changes in the content of the study program between the two in the program are an additional one professional practice and more theoretical study courses. In both cases, the results of the study courses contribute to the achievement of the results of the study program.

The BASBF provides students with the opportunity to obtain all of the above mentioned.

The final examination is foreseen at the end of the study programme - Master's thesis defence. The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF.

Conclusions by specifying the strengths and weaknesses

The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF. The

study programme ensures that students have an understanding of the whole business management process, and its components.

Strengths:

1. The indicators and the aim of the study programme are relevant.
2. BASBF ensures that students have an understanding of the whole business management process.
3. The study programme complies with the needs of the market.

Weaknesses:

There are no weaknesses.

2. The Content of Studies and Implementation Thereof

Analysis

The main goal of the Master study programme "Innovative Entrepreneurship" is to provide the industry with entrepreneurs and leaders who are able to create new values for the organization by thinking creatively and generating new ideas. The composition of the study programme is in full compliance with Ministry Cabinet regulation Nr. 512 from August 26, 2014. The design of the programme and the content of the study courses ensures the achievement of planned outcomes and the goals of the SP. The industry professionals and experts take an active part in the design of the study programme and the content of the study courses. Many of them are involved in the implementation of the study programme as guest lecturers. Therefore, the study programme follows the tendencies of the labour market and answers to the industry needs in terms of innovative entrepreneurship. The global trends and the future tendencies in the labour market such as automation and digitalization were also considered and reflected in the content of SP.

The study program "Innovative Entrepreneurship" is a full-time master program. The set of study subjects of the program is purposefully designed to develop students' abilities and competencies in the field of entrepreneurship. The content is relevant to achieve the aims of a professional master's level study program. The subjects of the study program provide opportunities for students to acquire competencies in the field of management and to acquire special competencies essential for entrepreneurs and leaders generating innovative ideas and creating new values. Learning outcomes for the study program are identified in accordance with EQF level 7 and the fifth level of Professional Qualifications standard for "Manager of an Organization". The expected study results of the subjects included in the study program correlate well with the expected outcomes of the study program. Each study subject contributes to the realization of at least three outcomes of the study program. Upon completion of the study program, all the intended outcomes of the study program should be achieved. The intended outcomes of the study program are essential to developing competencies that can be useful for pursuing a career in various sectors of the economy.

The compulsory part consists of courses on management of the organizations, project and financial management (total 6CP or 10CP for the students without a previously acquired professional qualification) and courses in research, innovation, design and management (total 12CP). The compulsory elective part (4CP or 6 CP for the students without a previously acquired professional qualification) consists of field-specific courses on total quality management, sustainability, protection of intellectual property and use of technologies; and elective courses on creative thinking, design methods in management and sustainable leadership. The civil and environmental protection courses according to the requirements set out in the Environmental Protection Law and the Civil Protection Law can be acquired together with bachelor students, if not acquired before. Work placement (6 CP or 32CP for the students without a previously acquired professional qualification) is obligatory. The final work is done in the form of a Master thesis (20CP).

The descriptions of the study courses are of high quality and contain the necessary information such as the aim of the course, the content of the course, teaching methods, student workload,

assessment methods and criteria, planned learning outcomes, mandatory and supplementary literature, however, some course descriptions are missing the prerequisite requirements for the course, for example, “Management of Organizations, Human Resources and Risks” as it is required by Higher Education Law Article 56.1 .

The prepared descriptions of study subjects reveal the content of topics included, as well as applied study and assessment methods. These methods contribute to the achievement of the aims and outcomes of the innovative entrepreneurship programme. Student-centred learning and teaching principles are implemented into the study process and this is highly appreciated by the students.

The requirements for the internships, the preparation and the defence of the Master thesis are stated in the Study Regulations and approved by the Senate of BASBF on March 29, 2016. The students are familiarised with those processes at the beginning of their studies.

The total volume of the study programme is 48 CP for the students with a previously acquired professional bachelor's degree and 80 CP for the students without a previously acquired professional qualification.

The teaching and evaluation methods are described very thoroughly in the description of each study course. BASBF implements many modern and traditional teaching and evaluation methods, such as face to face and online classes, hackathons, discussions, case studies, terminology tests and crossword puzzles, individual and group tasks, gamification, simulation, video recording analysis, industry representative-led demo lectures, brainstorming, literature review/analysis and others.

The students are encouraged by the teachers to participate in research activities, publications, conferences, local and international projects. Future studies at the doctoral level are also promoted.

The study programme management regularly conducts an internal audit of the content, learning outcomes and teaching methods in order to improve the study programme. The Programme Director, lecturers and heads of the departments are involved in the process. The quality of the study programme and the opportunities for improvement are discussed at the Board of the Study programme meetings. The results of students surveys held regularly are also included in the scope of an internal audit. Students survey results for 2018/2019 are presented in the annexe of SAR. Employers participate in the improvement of the study process. They evaluate students' skills and competencies after the end of an internship, later those results are analysed and used for the future improvement of the study programme.

Students have good opportunities to participate in surveys and express their needs and insights into the organization of the study process. Students emphasize that the school administration responds flexibly to students' opinions. The cooperation between students, teachers and school administration has a proper impact on the processes of improving the quality of studies and is highly valued by students. Employers' representatives also emphasize that BASF's study programs develop the competencies needed for the market.

BASBF provides many opportunities for the students to participate in the ERASMUS+ mobility programme. BASBF has established cooperation with 128 partner institutions in 36 countries. However, this opportunity is not offered to the students of the Master programme “Innovative entrepreneurship” due to the short duration of studies unless they extend their studies. During the review period, only one student had used such an opportunity according to the self-assessment report. Master students are not active in mobility programs. The majority of master students are already involved in the job market.

The students actively participate in work placements abroad. In the review period, six students had participated in Erasmus work placements. Two graduate students took Erasmus graduate placements. The students and the graduates of the study programme admitted they found it difficult to combine mobility with their work.

Conclusions by specifying the strengths and weaknesses

The design of the programme and the content of the study courses ensures the achievement of planned outcomes and the goals of the SP. The study programme follows the tendencies of the labour market and answers to the industry needs in terms of innovative entrepreneurship. The global trends and the future tendencies in the labour market such as automation and digitalization are also considered and reflected in the content of SP. BASBF implements many modern and traditional teaching and evaluation methods. The Erasmus student mobility is not offered due to the short duration of the programme, but the ERASMUS work internships are appreciated by the students.

Strength:

1. The design and the content of the study programme ensure the achievement of the tasks and goals of the study programme and comply with the requirements of the labour market.
2. The usage of modern teaching and evaluation methods, such as hackathons, gamification, and crossword puzzles.
3. Guest lecturers from the industry and industry experts involved in the implementation of the study programme.

Weakness:

1. Some courses' descriptions contain no information about the preliminary knowledge (prerequisites and co-requisites) required for the acquisition of the course.
2. Due to the short duration of the study programme the students are not offered participation in international mobility programmes.

3. Resources and Provision of the Study Programme

Analysis

The goal of this study programme is to provide professional master's level studies, which would enable the student to acquire the level of knowledge, skills, competencies and skills that would ensure competitive operation of organizations and their independent growth based on the excellence of their performance, as well as to train competitive entrepreneurs and leaders by developing creative thinking, with the ability to generate innovative ideas and create new values. To achieve this goal BASBF has a study base that includes highly qualified academic staff, different teaching methods and practical activities such as hackathons, business simulations, group works, career week, participation in internal grants, writing projects, potentially making and submitting publications etc. This way students can learn more about scientific research which later can be beneficial for choosing studies at the doctoral level. Also, the informative base for the study programme is sufficient, students have access to BASBF library, they can pre-order books, access on spot and remotely online databases (Web of Science, JSTOR, EBSCO), journals and catalogues (ALISE; ALEPH), different subscriptions ("iFinances", "iTiesibas") etc. which are suitable for the study process. BASBF has contracts with 11 HEIs, that allows students to access, search 11 different libraries at the same time. BASBF also promotes students to use resources from the National Library of Latvia since they have an even larger informational base which can be helpful for writing masters thesis. Everything regarding premises is excellent, auditoriums are in different sizes suited for different types of study process – personalized or for joint group learning. Each auditorium and room for student work are equipped enough for supporting these different types of learning. Also annually BASBF Senate approves the approximate expected student count and approves study fees for the next academic year. BASBF has calculated that for the programme to be profitable they need at least 15 students per academic year, the number of students currently enrolled in this programme is sufficient for providing a qualitative study process without financial losses, 30 students in total were

enrolled in the 2019/2020 academic year. The number of students is gradually declining but still is optimal to ensure the profitability of this program. Based on this, the financial base is sufficient for implementing the study programme. The available resources can provide students with the opportunity to achieve the necessary knowledge, skills and competencies set by this study program. These resources are sufficient for providing good study quality in future as well.

Conclusions by specifying the strengths and weaknesses

During the site visit employers, alumni, and students themselves praised the quality of studies and how academic staff is helping to develop new skills, helping in research activities. Guest lecturers provide input on the newest tendencies in the field and give added value to the study process. Regarding the study schedule, students and alumni highlighted that BASBF is offering a very tight and compact schedule without long breaks, that allows students to continue working in their workplaces without interrupting the study process and this also allows them to plan better their time.

Strengths:

1. Possibility to finish the programme in less than 1,5 years.
2. Opportunities for students being involved in research activities such as writing publications, involvement in internal BASBF grants or other research projects.
3. Highly qualified specialists in the field are preparing students to meet the goal, skills and competencies of the study programme.
4. Employers are satisfied with prepared specialists; they are involved in the study programme development process.

Weaknesses:

1. The gradual decline in the number of students enrolled.

4. Teaching Staff

Analysis

Changes in the complement of the teaching staff have occurred due to objective factors and are described in the SAR (p. 106). The total number of involved lecturers has increased (+3 lecturers) as optional study courses have been included; the proportion of BASBF elected lecturers with a doctoral degree has even slightly increased, attracting young visiting lecturers. There are nine lecturers involved in the implementation of Part A study courses and six lecturers in the implementation of Part B elective courses, a total of 15. Eight BA lecturers, or 57%, have been elected as members of BA teaching staff: two professors, two associate professors, four assistant professors. BA is the main workplace for seven lecturers. Of the lecturers involved, seven have a PhD and four are currently PhD students. BA promotes the new generation of academic staff by attracting BASBF graduates and doctoral students. All lecturers have considerable practical experience related to the themes and study courses. In order to achieve the learning outcomes, BASBF implements professional development measures, including in-service training and staff renewal by providing continuous professional development courses and academic staff promotion activities, engaging lecturers in scientific work, offering to participate in seminars, conferences, courses and mobility activities. BASBF promotes international cooperation with higher education institutions abroad and encourages participation in international and inter-university academic staff exchange programs and international research cooperation programs in order to gain international experience and improve English language skills. The lecturers of the program are actively involved in research activities by producing scientific publications and co-publications published in journals indexed in the databases EBSCO, Scopus and Web of Sciences. BASBF academic staff are engaged in scientific research and

are implementing a research-based study process - an integral part of the academic work. BA's research goal is the acquisition of scientific knowledge, substantiation and further development of the scientific activities incorporated in the study process, solving current challenges with modern research methods. To ensure a research-based study process, BA has been running internal research grant competitions for the second year. Within the framework of study courses, the students are acquainted with the latest scientific achievements in the field, analyzing and discussing them. It is a mandatory requirement for a master's thesis to refer to at least eight research studies published in scientific research databases. Students of the master's program start cooperation with the BASBF lecturer in developing their master thesis.

Collaborative publications with alumni are practised as well. Master's students participate in scientific conferences of other universities. Lecturers and students (graduates) are involved in joint research projects, producing joint publications and participating in conferences master's thesis and continue developing the doctoral thesis in the doctoral program. In the framework of the Erasmus + mobility programs, lecturers are continuing long-term partnerships with several foreign universities. Lecturers participate in international weeks together with students or attend the annual university networking meetings. The lecturers of the Program are active in various professional associations, such as the Association of Professors of Latvian Higher Education Institutions, the Business Efficiency Association, Corporate Social Responsibility Platform, "Institute of Innovation of Ideas", International Institute of Social and Economic Sciences, etc.

Conclusions by specifying the strengths and weaknesses

All lecturers have considerable practical experience related to the themes and study courses. In order to achieve the learning outcomes, BASBF implements professional development measures, including in-service training and staff renewal by providing continuous professional development courses and academic staff promotion activities, engaging lecturers in scientific work, offering to participate in seminars, conferences, courses and mobility activities. BASBF promotes international cooperation with higher education institutions abroad and encourages participation in international and inter-university academic staff exchange programs and international research cooperation programs in order to gain international experience and improve English language skills.

STRENGTHS

1. BASBF employs highly qualified staff lecturers, visiting lecturers who possess the requested competencies and expertise in their field.
2. BASBF involves practitioners with pedagogical work experience.
3. Language skills for teaching in the English language are very well developed.
4. BASBF offers professional development courses for academic staff promotion activities, engaging lecturers in scientific work, offering to participate in seminars, conferences, courses and mobility activities.
5. The lecturers of the program are actively involved in research activities by producing scientific publications and co-publications published in journals indexed in the databases EBSCO, Scopus and Web of Sciences
6. BASBF has been running internal research grant competitions.
7. Collaborative publications with alumni and students participation in scientific conferences are very positive.

WEAKNESSES

No weaknesses.

5. Assessment of the Compliance of the Study Programme "Innovative Entrepreneurship"

Requirements

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.
Assessment of compliance: Fully compliant
Justification: A document available in the appendices, which confirms that the sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued. See the annex "MIU_diploms_ar pielikumiem_ENG.pdf"
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.
Assessment of compliance: Fully compliant
Justification: BASBF has signed the agreement with RTU that in case of termination of the implementation of study programs, students are provided with an opportunity to continue their studies at RTU.
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.
Assessment of compliance: Fully compliant
Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex "Apliecinājums_par_zaudejumu_segsanu_ENG"
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.
Assessment of compliance: Fully compliant
Justification: Document in SAR - Apliecinājums LV virzienam ENG.PDF confirming the proficiency of the teaching staff in the official language.
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.
Assessment of compliance: Not relevant
Justification:
- 6 6. At least five teaching staff members with a doctoral degree are among the academic staff of an academic doctoral study programme, at least three of which are experts approved by the Latvian Science Council in the respective field of science. At least five teaching staff members with a doctoral degree are among the academic staff of a professional doctoral study programme in arts.
Assessment of compliance: Not relevant
Justification:
- 7 7. The academic staff of the academic study programme complies with the requirements set forth in Section 55, Paragraph one, Clause 3 of the Law on Institutions of Higher Education.
Assessment of compliance: Not relevant
Justification:
- 8 8. The sample of the study agreement complies with the mandatory provisions to be included in the study agreement.
Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the study agreement complies with the mandatory provisions to be included in the study agreement. See the annexe "MIU_ENG.pdf"

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

Assessment of compliance: Partially compliant

Justification: Some study course descriptions lack the prerequisites as required by regulatory enactments. See the annexe "Annex_10_ENG.pdf"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the valid professional standard. See the annexe "Annex_7.pdf"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the Professional Higher Education Standard. See the annexe "Annex_6.pdf"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: Based on the documents involved in the appendices, the academic staff involved into the study programme has been publishing in their field of expertise at conferences, journals in reviewed editions and/or possesses practical work experience related towards the focus of study programme.

- 15 P5 - Overall rating

Assessment of compliance: Partially compliant

Justification: Most of the requirements except one for the study programme are fulfilled.

Requirements (R6-R8)

- 1 R6 - The compliance of the study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision with the conditions for the implementation of the study programme and ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Based on information acquired in the site visit and BASBF SAR the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to the necessary resources to achieve all programme goals and ensure a quality study process.

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

Assessment of compliance: Fully compliant

Justification: Documents available in the appendices, confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See the annexes Academic staff CV and "Virziena_īstenošanā_iesaistītie_docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Fully compliant

Justification: Based on the study programme content description, topics for final thesis and other documentation including appendices related to the research activities of academic staff, it is possible to conclude there are advances relevant to the field included in the study programme.

Conclusions by specifying the strengths and weaknesses

Most requirements for the study programme are met. Only minor deficiencies have been identified

Evaluation of the study programme "Innovative Entrepreneurship"

Evaluation of the study programme:

Good

6. Recommendations for the Study Programme "Innovative Entrepreneurship"

Short-term recommendations

Supplement the descriptions of all study courses with the prerequisites for the acquisition of the study course.

Long-term recommendations

Consider the possibility of offering participation in international mobility programmes for the students.

II. "Cybersecurity Management" ASSESSMENT

II. "Cybersecurity Management" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The study programme - Cybersecurity Management, code of the study programme according to the Classification of the Latvian Education – 47345, type and level of the study programme - professional Master study programme, qualification level to be achieved (NQF/EQF) – 7, amount of credits 80 and 100 CP. There is currently no current professional standard for the program.

Admission requirements (Latvian) - a professional bachelor's degree or an academic bachelor's degree, or a professional qualification obtained upon completion of at least a four-year study program.

(<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

Admission requirements (English): a professional bachelor's degree or an academic bachelor's degree, or a professional qualification obtained upon completion of at least a four-year study program. Applicant must submit a document issued by an international testing institution which has been obtained during the last five years and which certifies that the applicant's proficiency in the language of the relevant study programme is at least level B2 (SAR, 162; <https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

There are no differences in the admission rules between the implementation of the program of 80 CP and 100 CP. In terms of content, it can be seen that there are more CP for prospective practice.

According to the SAR (p.161), the goal of the programme is to ensure the acquisition of the qualification of "Information security manager" and to prepare for the professional job in the field of information security and the governance of cybersecurity in the organization. The tasks and the learning outcomes set by the programme are logical, follow from the set goal and contribute to its achievement (SAR, p. 162-163.)

The BASBF provides students with the opportunity to obtain all of the above mentioned.

The final examination is foreseen at the end of the study programme - Master's thesis defence. The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF.

The standard was lost in the process due to changes in the system in 2018 and the NEP council decided to include this standard in the new system and approve this standard. In 2020 BASBF has asked how far is the progress of the standard and found out that currently, the standard is under revision, employers have said that it is very important to have such a standard, LMT and Riga Airport have developed support letter that this programme is essential for the labour market of Latvia. BASBF has done a great amount of work with the Ministry of Education and Science and with the NEP council to provide the necessary documentation to ensure that the standard ought to be approved.

Conclusions by specifying the strengths and weaknesses

The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF. The study programme ensures that students have an understanding of the whole business management process, its components. The professional standard of the programme has not been approved yet.

Strengths:

1. The indicators and the aim of the study programme are relevant.
2. BASBF ensures that students have an understanding of the whole business management process.
3. The study programme complies with the needs of the market.

Weaknesses:

1. The professional standard of the programme has not been approved yet.
2. There are no differences in the admission rules between the implementation of the program of 80 and 100 CP.

2. The Content of Studies and Implementation Thereof

Analysis

2.1 The study programme "Cybersecurity management" is based on risk management principles and the content of the study courses designed with the emphasis on mostly the development of managerial and risk assessment skills. The description of study courses and modules, the traineeship, and the final thesis are well prepared and comply with the regulatory enactments in general. However, some course descriptions do not have the prerequisites stated, what prior knowledge is required for the acquisition of the course (for example Information Security Governance, Security Policy, Legal and Ethical Aspects, Cybercrime Investigations) as it is required by Higher Education Law Article 56.1. The content of the study programme is in full compliance with Cabinet Regulation No. 512 from August 26, 2014, and ensures the acquisition of knowledge, skills and competence necessary for the performance of professional activities according to the Latvian Education Classification framework, goals, tasks and expected learning outcomes. The study programme consists of the study courses that provide knowledge acquisition in industry theory and practice (38CP), research, creation, design and management courses (16 CP), the traineeship (6 or 26 CP with academic education) and the Master thesis (20CP). There is a Latvian language course for international students (2CP). Additionally, the course "Quality and Environmental Management" in volume 2CP is offered. The requirements of the Civil Protection Law are acquired together with the students of the Bachelor Study programme in the course "Organization of Environmental Management, Civil and Labour Protection" for the students who have not previously acquired the requirements set out in the Civil Protection Law.

The study program "Cybersecurity Management" is carried out as a full or part-time master program. The set of study subjects of the program is purposefully designed to develop students' abilities and competencies in the field of business administration. The content is relevant to achieve the aims of a professional master's level study program. The subjects of the study program provide opportunities for students to acquire competencies in the field of management and to acquire special competencies essential for top managers of modern business. Learning outcomes for the study program are identified in accordance with EQF level 7 and the fifth level of Interdisciplinary Professional Qualifications standard "Information Security Managers" which is in the approval stage. The expected study results of the subjects included in the study program related to the expected outcomes of the study program. However, it should be noted that the description of the purpose of the study program dominates managerial aspects. For the current it is stated that graduates of that study program will have the competence to define and formulate the basic principles of the organization, to plan and manage the work of the company and work with people. However, such a description does not sufficiently reveal the specifics of the study program, as the title of the study program clearly states that it is planned to train management specialists competent in the field of informatics. That study program is interdisciplinary and designed to educate professionals who have professional competencies in management and informatics. Competences in the field of information technology would be desirable for a cybersecurity professional, but these aspects are revealed in

fragments. The current study programme pays relatively little attention to the development of competencies in informatics. The list of lecturers included in the study programme is dominated by management professionals. The literature cited for information technology studies in the courses description is old. The descriptions of study subjects indicate the publications of 2003, 2007, 2011. It should be noted that this is a fairly old experience in the field of information technology. Some lists of recommended literature for study subjects indicate sources that are attributable to promotional messages (e.g. "OCTAVE® (Operationally Critical Threat, Asset, and Vulnerability EvaluationSM) is a suite of tools, techniques, and methods for risk-based information security strategic assessment and planning. - <http://www.cert.org/archive/pdf/06tn010.pdf>" that is the link to the Carnegie Mellon University page in the subject "Information security risk and compliance management" description) or link <http://www.isaca.org/Knowledge-Center/Research/Pages/Cybersecurity.aspx> in the subject what is an advertising message, but presented as recommended literature in the description of the course "Cybersecurity and Critical Infrastructure Protection". Most subject descriptions (especially those directly related to cybersecurity studies) indicate only a few topics to be studied. The subject descriptions provide a standard formula for assessing competencies, i. "The total evaluation of the course consists of 30% group work in a classroom setting; 20% practical work in a classroom setting; 20% group work completion and presentation; 30% individual work completion and presentation." However, the competency assessment scheme also includes an examination, which is not included in the assessment formula at all.

The industry professionals take an active part in the development, implementation and improvement of the study programme. BASBF attracts many field experts giving lectures on cybersecurity and risk management. Guest lecturers are attracted to specific projects. It was confirmed during the interviews with the graduates and employers that the programme is unique and very demanded in the labour market. The dynamic of students confirm the topicality and constantly increasing demand and interest in the programme.

2.2 According to the director of the study programme the unique value proposition for this programme is the implementation of new methods and operating environment, the development of new professional skills and competencies. There are different teaching methods employed for the implementation of the study programme – face to face and online classes, group works, home assignments, individual work and presentations, research activities, working in the library, group discussions, essays, real cases analysis, reflections and group presentations. The teaching methods are directed to the development of theoretical knowledge, practical skills and analytical abilities in the students and contribute to the fulfilment of the study programme tasks. Several lecturers can be involved in the teaching of one course in order to balance theoretical knowledge with industry practical experience. The lecturers are chosen based on their experience, theoretical knowledge, research and pedagogical skills, international experience, industry knowledge and experience, possession of cybersecurity certificates, knowledge of the English language. The transition to the online mode due to COVID contingency was smooth and the students are satisfied with the online studies.

The teaching methods and the student workload are described in each study course outline. According to SAR "the total evaluation of the course consists of 30% group work in a classroom setting; 20% practical work in the classroom setting; 20% group work completion and presentation; 30% individual work completion and presentation." Class attendance is essential. For some classes, the students also have to perform the self-assessment of their knowledge. The new components such as peer assessment (the students review and evaluate the work of other student groups) are introduced by some teachers. The students are introduced to the evaluation criteria at the beginning of each course. The evaluation criteria are also explained in the description of each study course. The internships for the students of "Cybersecurity management" are offered only in certain

companies as it is connected to data security and confidentiality. SAR contains a list of cooperation partners from the public and private sector providing internships for the students of the study programme.

Student-centred learning and teaching principles are implemented into the study process and this is highly appreciated by the students.

The student-centred principles are realised via listening to students' opinion; the students are being asked about the expectations for the course and the content being supplemented. The level of knowledge of students prior to the course is being evaluated. Guest lecturers from the industry and professional associations are invited and field trips organized,

2.3 There are several surveys organized by BASBF throughout the year on a regular basis in order to acquire students, teachers, and graduates' opinions. The surveys are organized electronically using Microsoft forms, and they are anonymous. The results of the surveys are discussed with the director of the study programme, heads of the department, rector and vice-rectors. The results of the surveys are used in the improvement of the study programme, the content of study courses and the internships. The guest lecturers are also involved in the change of the curricular. 20% can be changed every year according to the legislation and it is being done.

Students have good opportunities to participate in surveys and express their needs and insights into the organization of the study process. Students emphasize that the school administration responds flexibly to students' opinions. The cooperation between students, teachers and school administration has a proper impact on the processes of improving the quality of studies and is highly valued by students. Employers' representatives also emphasize that BASF's study programs develop the competencies needed for the market.

The opinions of students, employers, graduates, lecturers are heard at the meetings of the study programme council. For example, on the last meeting such issues as the changes in the SP content, what new skills and competencies are required, what improvements are needed for internships. what criteria shall be set for Master thesis reviewers from the industry were discussed. The study council also discussed the Master theses defence meeting results.

During the meetings with the student, teaching staff, graduates and employers the expert panel got the confirmation their opinion is heard, and the improvements are done accordingly.

2.4 BASBF provides opportunities for incoming and outgoing mobility via Erasmus and Erasmus + programmes as well as international internships opportunities appreciated by several students. The outgoing mobility numbers are not so high as many students are already employed. Summer schools and virtual mobility are popular among students. There are incoming mobility students coming to Latvia even in the COVID contingency situation. Currently, there are 5 international students studying in the study programme implemented in English: 3 from India, 1 from Norway and 1 from France. The recognition of learning outcomes achieved during mobility depends on the study course.

During COVID-19 pandemic situation BASBF moved the whole study process to the on-line mode. The students evaluated the quality of studies in the online mode as very high. The teachers provide on-line lectures and classes using Zoom platform. Zoom platform also ensures the opportunity to organize work in teams using "" Break out rooms"" option also during online lectures. All study materials are available in Moodle platform. The remote access to library resources is ensured for all the students. The tests and exams are held online via Moodle.

The international companies operating in Latvia also provide traineeship opportunities for foreign students. The Career center and the study programme management assist students to find places for their traineeship.

Conclusions by specifying the strengths and weaknesses

The study programme "Cybersecurity management" is based on risk management principles and

the content of the study courses designed with the emphasis on mostly the development of managerial and risk assessment skills. The programme is very actual and demanded in the labour market. The design and the content of study courses and the traineeship contribute to the achievement of the goals of the study programme. The teaching methods are dedicated to the acquisition of the required knowledge skills and competencies by the students. The new teaching methods are being introduced. Student-centred learning and teaching principles are being followed. The stakeholders' opinion is considered and used for the improvement of the study programme. BASBF provides opportunities for participation in the Erasmus student mobility programme and international internships.

Strength

1. The design and the content of study courses are in line with the labour market needs and requirements and contribute to the achievement of study programme goals.
2. The new teaching and assessment methods are being implemented with the study programme.
3. The various teaching methods employed in the implementation of the study programme contribute to the fulfilment of the study programme tasks and are directed to the development of theoretical knowledge, practical skills and analytical abilities in the students.
4. The study program maintains student-centred learning and teaching and is highly valued by students.

Weakness

1. Some courses' descriptions contain no information about the preliminary knowledge (prerequisites and corequisites) required for the acquisition of the course.
2. Some of the recommended literature indicated in the descriptions of study subjects is not study literature itself, but advertising messages or references to the descriptions of other study subjects.
3. Descriptions of study subjects have been prepared without complying with the requirements of the standard, the system of competence assessment applied in study subjects is unclear.

3. Resources and Provision of the Study Programme

Analysis

The goal of this study programme is to enable the student to acquire the level of knowledge, skills, competence and skills to ensure cybersecurity management in the organizations. To achieve this goal BASBF are providing students with the necessary study base which includes highly qualified academic staff, different teaching methods and practical activities such as hackathons, case study analysis, group work, career week, internships, participation in internal grants, writing projects, potentially making and submitting publications etc. This way students can learn more about scientific research which later can be useful for choosing studies at the doctoral level. Also, the informative base for the study programme is sufficient, students have access to BASBF library, they can pre-order books, access on spot and remotely online databases (Web of Science, JSTOR, EBSCO), journals and catalogues (ALISE; ALEPH), different subscriptions ("iFinances", "iTiesības") etc. which are relevant for the study process. BASBF has contracts with 11 HEIs, that allows students to access, search 11 different libraries at the same time. BASBF also promotes students to use resources from the National Library of Latvia as it has an even larger informational base which can be helpful for writing masters thesis. Everything regarding premises is excellent, auditoriums are in different sizes suited for different types of study process – personalized or for joint group learning. Each auditorium and room for student work are equipped enough for supporting these different types of learning.

This programme also requires some level of knowledge in IT aspects, which are provided by professionals in specific cybersecurity fields, nevertheless, the largest emphasis is on the management courses which are provided through qualified personnel. Also annually BASBF Senate

approves the approximate expected student count and approves study fees for the next academic year. This study programme is unique in the Latvian education system and cybersecurity specialists are becoming more demanded in the labour market, thus the programme possesses the large potential to attract students. Based on all these aspects, a financial base is sufficient for implementing the study programme. The financial base for this programme is growing each year. All available resources provide students with the opportunity to achieve the necessary knowledge, skills and competencies set by this study program. These resources are sufficient for providing good study quality in future as well.

Conclusions by specifying the strengths and weaknesses

During the site visit employers, alumni, and students themselves praised the quality of studies and how academic staff is helping to achieve skills and competencies for real-life situations and how they prepare students for the labour market. Employers emphasised that students are needed in different companies and students who already are working started to work in these companies during the internship. Regarding the study schedule students and alumni highlighted that BASBF is creating a schedule very tight and compact without windows, that allows students to plan better their time and gives the opportunity to start work during the studies.

Strengths:

1. A unique programme in Latvia.
2. A fastly growing need for cybersecurity management specialists in the market makes this programme attractive for students.
3. Available state budget places.

Weaknesses:

There are no weaknesses.

4. Teaching Staff

Analysis

Since the implementation of the study programme (2015), there have been significant changes in the composition of academic staff due to a variety of influencing factors (remuneration, retirement age, workload), but in general, it has not affected the quality of the study process and education. BASBF has the necessary academic staff to ensure the implementation of the study programme, such as lectures, seminars, practical sessions and other pedagogical and scientific activities. During the reporting period, 22 members are involved in the implementation of the study programme, of which 14% are full-time academic staff, the others are guest lecturers, industry experts. 33% of academic staff have a PhD, 43% have at least one professional certificate. In selecting the experts to be attracted to the study programme (guest lecturers), the assessment is based on the following additional criteria: professional experience (cybersecurity, ICT or similar), the existence of a professional certificate (certificates of the cybersecurity industry); pedagogical or teaching experience in training courses; the existence of scientific, professional publications, speaking at conferences, active participation in building up a cybersecurity community, participating in working groups, international industry experience; English skills at least at the level B2, at least a master's degree.

In the course of the implementation of the study programme, BASBF has hosted industry experts. The Cybersecurity Research Laboratory is a scientific and academic unit that conducts research in information security, cybersecurity and related fields within its competence. Its operational objectives: research activities in information security, cybersecurity, integration of students in the organisation of experiments and the provision of testing practices, preparation of scientific

publications, execution of scientific and experimental orders for organisations and individuals. The academic staff and guest lecturers are involved actively in the preparation of scientific publications and joint publishings published in journals indexed in databases EBSCO, Scopus and the Web of Sciences. BASBF academic staff carries out scientific research and research-based studies, scientific research is aimed at obtaining scientific knowledge, supporting and further developing the scientific activities of the study process, addressing topical challenges through research methods. In order to ensure a research-based study process, BASBF has been conducting internal research grant contests for the second year. Academic staff involved in the implementation of the study direction are very active in their research activities: they participate in projects carried out by BASBF, professional associations or other organisations, and they take part in research and professional conferences. Academic staff members of the study programme are active in a variety of professional associations, societies such as the Latvian Association of University Professors, the Association of Business Effectiveness, the Corporate Social Responsibility Platform, the Ideas Institute, the International Institute of Social and Economic Sciences, as well as non-governmental organisations that are important to the cybersecurity industry: ISACA, LATA, DEG, IAI, Internal Audit Board. Industrials professionals' closed meetings; the use of digital ISACA resources; ability to download industry standards developed by cooperation partner Capability Maturity Model Integration (CMMI) Institute, the latest research in the industry; virtual communication, consultation with industry professionals around the world (forums, blogs, webinars, online conferences); participate in research expert groups, carry out their own studies, organise surveys, participate in the organisation of the ISACA/Cert.lv Annual Information Security Conference on KIBERŠAHS (Cyberchess). To engage in, to provide opinions, proposals to other information security working groups in Latvia (LIKTA, DEG framework). BASBF held a practical conference with experts from the Ministry of Defence, the Ministry of Environmental Protection and Regional Development, BASBF, the Finance and Capital Market Commission, as well as information technology and cybersecurity specialists from Latvian commercial banks and non-governmental organisations. The initiative of offering Open lectures for cybersecurity professionals, stakeholders, students and researchers, in cooperation with ISACA Latvia is an ongoing activity. In cooperation with the Latvian Department of ISACA, students organise free of charge educational seminars on cybersecurity within the framework of e-skills week. The mechanisms for mutual cooperation, above all getting feedback from students, lecturers and company representatives involved into the study programme are in places in form of regular surveys and meetings.

Conclusions by specifying the strengths and weaknesses

During the reporting period, 22 members are involved in the implementation of the study programme, of which 14% are full-time academic staff, the others are guest lecturers, industry experts. 33% of academic staff have a PhD, 43% have at least one professional certificate. In selecting the experts to be attracted to the study programme (guest lecturers), the assessment is based on the following additional criteria: professional experience (cybersecurity, ICT or similar), the existence of a professional certificate (certificates of the cybersecurity industry); pedagogical or teaching experience in training courses; the existence of scientific, professional publications, speaking at conferences, active participation in building up a cybersecurity community, participating in working groups, international industry experience; English skills at least at the level B2, at least a master's degree.

STRENGTHS

1. BASBF employs highly qualified staff lecturers, visiting lecturers who possess the requested competencies and expertise in the field of IT.
2. BASBF involves practitioners' pedagogical work experience.

3. Language skills for teaching in the English language are very well developed.
4. BASBF hosts industry experts.
5. There is a Cybersecurity Research Laboratory that offer lecturers possibilities to be actively involved in research activities by producing scientific publications and co-publications published in journals indexed in the databases EBSCO, Scopus and Web of Sciences
6. Students are actively involved in the organization of scientific conferences.

Weaknesses

There is no weaknesses

5. Assessment of the Compliance of the Study Programme "Cybersecurity Management"

Requirements

- 1 1. The sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued.
Assessment of compliance: Fully compliant
Justification: A document is available in the appendices, which confirms that the sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued. See the annexe "Diploms_MKP_ENG.pdf"
- 2 2. Documents confirming that the higher education institution/ college will provide the students with the options to continue the acquisition of education in another study programme or at another higher education institution/ college (a contract with another accredited higher education institution/ college), in case the implementation of the study programme is discontinued.
Assessment of compliance: Fully compliant
Justification: BASBF has concluded an agreement with RTU that in case of termination of the implementation of study programs, students are provided with an opportunity to continue their studies at RTU.
- 3 3. Document confirming that the higher education institution/ college guarantees to the students a compensation for losses if the study programme is not accredited or the licence of the study programme is revoked due to the actions of the higher education institution/ college (actions or failure to act) and the student does not wish to continue the studies in another study programme.
Assessment of compliance: Fully compliant
Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex "Apliecinājums_par_zaudejumu_segsanu_ENG"
- 4 4. The teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge and the procedures for testing official language proficiency for performing professional duties and office duties.
Assessment of compliance: Fully compliant
Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex "Apliecinājums_par_zaudejumu_segsanu_ENG"
- 5 5. The teaching staff members to be involved in the implementation of the study programme have at least B2-level knowledge of a related foreign language, if the study programme or any part thereof is to be implemented in a foreign language.
Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms 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. See the annexe " Valodas apliecinajums MKP ENG.PDF"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the study agreement complies with the mandatory provisions to be included in the study agreement. See the annexe "MKP4_2.5_ENG.pdf"

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

Assessment of compliance: Partially compliant

Justification: Some courses' descriptions contain no information about the preliminary knowledge (prerequisites and co-requisites) required for the acquisition of the course. See the annex " MKP kursi ENG.7z"

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

Assessment of compliance: Partially compliant

Justification: The standard of the study programme is still in the acceptance stage

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Partially compliant

Justification: The standard of the study programme is still in the acceptance stage. See the annex "Informācija tiks papildus iesniegta pēc profesiju standarta apstiprināšanas.docx"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: Based on the SAR and documents involved in the appendices, the academic staff involved into the study programme has been publishing in their field of expertise at conferences, journals in reviewed editions and/or possesses practical work experience related towards the focus of study programme.

- 15 P5 - Overall rating

Assessment of compliance: Partially compliant

Justification: Most of the requirements except two for the study programme are fulfilled.

Requirements (R6-R8)

- 1 R6 - The compliance of the study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision with the conditions for the implementation of the study programme and ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Based on information acquired in the site visit and BASBF self-assessment report the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to the necessary resources to achieve all programme goals and ensure a quality study process.

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

Assessment of compliance: Fully compliant

Justification: Document available in the appendices, confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See the annexes Academic staff CV and "Virziena_īstenošanā_iesaistītie_docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Fully compliant

Justification: Based on the study programme content description, documentation including appendices related to the research activities and as well information acquired during the virtual meetings it is possible to conclude that there are advances relevant to the field included in the study programme.

Conclusions by specifying the strengths and weaknesses

Most requirements for the study programme are met. Only minor deficiencies have been identified

Evaluation of the study programme "Cybersecurity Management"

Evaluation of the study programme:

Good

6. Recommendations for the Study Programme "Cybersecurity Management"

Short-term recommendations

1. Supplement all study course descriptions with information about prerequisites for the acquisition of the course. 2. It is necessary to make changes in the admission rules to show the differences between the program with 80 CP and 100 CP.

Long-term recommendations

1. Focus on improving and advertising this unique programme in Latvia and abroad using international partners. 2. Open a discussion with the Ministry of Education and Science for gaining more state-funded budget places in this programme.

II. "Business Administration" ASSESSMENT

II. "Business Administration" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The study programme - Business Administration, code of the study programme according to the Classification of the Latvian Education - 47345, type and level of the study programme - professional Master study programme, qualification level to be achieved (NQF/EQF) - 7, amount of credits 60 and 80 CP. Qualification master study programme complies with the Cabinet Regulation No 512 of 28 August 2014, "Provisions on the State Standard for Second-Level Vocational Higher Education".

The admission rules of the program are different in the program with 60 CP and 80 CP. The main differences are the professional practice, the results of which are aimed at promoting the achievement of the overall results of the program.

Admission requirements in the study programme in the Latvian language - Professional Bachelor's degree in economics, finance, or management and/or Level 2 higher professional qualification in economics, finance or management, which is the result of at least 4 years of professional education (<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>).

Admission requirements in the study programme in the English language: Professional Bachelor's degree in economics, finance, or management and/or Level 2 higher professional qualification in economics, finance or management, which is the result of at least 4 years of professional education. A foreigner is eligible to apply for admission to the higher education in professional master's study programme "Business Administration" if he or she during last five years has obtained international testing institutions issued document certifying that the foreigner's language proficiency is at least at B 2 level

(<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>).

Degree and qualification: Professional Master's degree in Business Administration / Manager of Organizations.

According to the SAR (p.62) the goal of the programme is to train highly qualified managers of organizations – a new type of leaders with the necessary professional knowledge, expertise, attitudes, in-depth skills and competencies in business administration, with a particular focus on the international business environment, in line with the professional standard “manager of organizations”, who would ensure successful management of organizations and their sustainable expansion, as well as encourage the establishment of new competitive organizations. The tasks and the learning outcomes set by the programme are logical, follow from the set goal and contribute to its achievement (SAR, p. 63-64.)

The BASBF provides students with the opportunity to obtain all of the above mentioned.

The final examination is foreseen at the end of the study programme as a Master's thesis defence. The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF.

Conclusions by specifying the strengths and weaknesses

The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF. The study programme ensures that students have an understanding of the whole business management process, its components.

Strengths:

1. The indicators and the aim of the study programme are relevant.
2. BASBF ensures that students have an understanding of the whole business management process.
3. The study programme complies with the needs of the market.

Weaknesses:

There are no weaknesses.

2. The Content of Studies and Implementation Thereof

Analysis

The unique value proposition of the study programme according to the programme's director is the preparation of new leaders for competitive management in an international environment. The content of the professional Master's study programme “Business Administration” fully complies with the Cabinet Regulation No 512 of August 26, 2014, “Regulations on the National Standard for the Second Level Professional Higher Education”. The descriptions of study courses are complete and comply with the regulatory requirements. The content of the study programme was developed in cooperation with the industry professionals and follows the tendencies of the labour market. The programme was being constantly reviewed and updated accordingly. The content of the programme ensures the achievement of the planned learning outcomes and the goals of the study programme. There are compulsory courses on Sustainable Financial management of organizations and Management of organizations (total 14CP), compulsory elective courses – humanities and social science (6 CP), Courses in research, innovation, design and management (14CP), work placement (6 CP or 26 CP for the students with prior academic education). The final examination is done in a form of a Master thesis (20CP). The civil and environmental protection courses according to the requirements set out in the Environmental Protection Law and the Civil Protection Law can be

acquired together with bachelor students, if not acquired by the student before.

The study programme " Business Administration " is carried out as a full or part-time master program. The set of study subjects of the programme is purposefully designed to develop students' abilities and competencies in the field of business administration. The content is relevant to achieve the aims of a professional master's level study program. The subjects of the study programme provide opportunities for students to acquire competencies in the field of management and to acquire special competencies essential for top managers of modern business. Learning outcomes for the study programme are identified in accordance with EQF level 7 and the fifth level of Professional Qualifications standard for "Manager of an Organization". The expected study results of the subjects included in the study programme correlate well with the expected outcomes of the study program. Each study subject contributes to the realization of at least three outcomes of the study program. Upon completion of the study program, all the intended outcomes of the study programme should be achieved. The intended outcomes of the study programme are essential to develop competencies that can be useful for pursuing a career in various sectors of the economy.

The requirements for the internship are stated in internal regulations "Prakses process organizēšanas kārtība Banku augstskolā" approved by the Senate of BACBF on December 18, 2018. The students mentioned that 6 weeks of internship could be a challenge if the person is full-time employed. Some also see no added value in internship report writing and defence.

The requirements for the Master thesis are stated in the Study Regulations approved by the Senate of BACBF on March 29, 2016. The students are familiarised with those requirements at the beginning of their studies.

The prepared descriptions of study subjects reveal the content of topics included, as well as applied study and assessment methods. These methods contribute to the achievement of the aims and outcomes of business administration programmes. Student-centred learning and teaching principles are implemented into the study process and this is highly appreciated by the students.

There are various teaching methods employed in the implementation of the study programme – lectures, literature review/analysis, case studies, industry experts led discussions, guest lectures, gamification, reflection, group presentations, simulation, individual and group tasks. The students and teaching staff appreciate the organization of Hackathons – very intense forms of interactions between students, business, teachers and external parties. The teachers are acting as mentors and students are under big pressure and interact actively. After the hackathon, the feedback from all parties is collected. For one of the hackathons, SEB innovation centre provided premises and support with the experts. The students also perform course works and applied research.

The students and the graduates positively evaluated the teaching methods applied. They appreciate having smaller groups, thus given the possibility to discuss and collaborate better.

The students have an opportunity to participate in different projects, like fighting illiteracy in Latvia, some international projects.

There are many changes due to the COVID pandemic in the organization of the study process. The usage of IT tools was widely implemented, and funding was provided for the acquisition of video cameras and sound equipment. Before switching to completely remote study mode the hybrid mode was offered to combine live classes with remote classes. BASBF has a contract with the company providing connectivity and ensuring the data are stored and available. In order to improve the quality of teaching in these conditions, the development of digital skills for teachers and students was done in 5 areas, in 21 competencies.

The students are introduced to the assessment criteria at the beginning of the course. Class attendance is essential. The activities in the class are being evaluated – discussions, group works. The other forms of assessments are written exams, tests, situational analysis, essays.

The student-centred principles are applied through the individual approach to the students' needs, taking not account their prior level of knowledge, choosing the topics for the research and the final thesis.

For the improvement of the content and the implementation of the study programme, the opinion, needs and recommendations of various stakeholders are considered. During yearly Careers days, the meetings with employers take place. The Study programme councils have several employers as members who actively participate in describing tendencies in the labour market. SP directors regularly contact the Chamber of trade and commerce. The student surveys take place once a year before the exam. Additionally, once or twice per year, there are general questionnaires. The results of the surveys are used for the review of the study programme. Academics, students, alumni and employers are involved. There are several workshops organized to identify what shall be there and what content is no longer actual. The graduate surveys were organized too, however, only small numbers of graduates answered the questions and there was no possibility to make conclusions. It is planned to review the number of surveys to increase efficiency.

BASBF has established good cooperation with trustful cooperation partners. There is a large interest in incoming mobilities from the Netherlands and Belgium. The number of incoming mobility students has increased, and big interest remained also during the pandemic. BASBF students participate in company placements abroad. Virtual ERASMUS mobility becomes very popular. BASBF cooperates with the partners from 9 countries outside of the EU - Georgia, Kazakhstan, Malaysia, Israel and others. Due to the pandemic, virtual remote guest lecturer week was organized.

During CIVID-19 pandemic situation BASBF moved the whole study process to the on-line mode. The students evaluated the quality of studies in the online mode as very high. The teachers provide on-line lectures and classes using Zoom platform. Zoom platform also ensures the opportunity to organize work in teams using "Break out rooms" option also during online lectures. All study materials are available in Moodle platform. The remote access to library resources is ensured for all the students. The tests and exams are held online via Moodle.

Foreign students can undergo the internship in Latvian companies or in the companies they are already employed. ERASMUS internships are also very popular.

Conclusions by specifying the strengths and weaknesses

The content of the study programme aims to the achievement of learning outcomes and the goal of the study programme. The description of study courses, requirements for internships, final thesis, evaluation criteria are very clear and in compliance with the state regulatory enactments and BASBF internal regulations. The traditional and the newest teaching and assessment methods are implemented. The students and teaching staff appreciate the organization of Hackathons - very intense forms of interactions between students, business, teachers and external parties. For the transition to a hybrid or completely online teaching mode, all necessary IT resources are provided. The development of digital skills for the students and teaching staff was organized. The opinion and recommendation of various stakeholders are taken into account for the improvement of the study programme. Big interest in incoming and outgoing student mobility.

Strength:

1. Organization of Hackathons as a new teaching and integration method, very appreciated by the students and teaching staff.
2. The provision of necessary IT resources for online mode study process assurance and the development of digital skills for teachers and students.
3. Guest lecturers and industry experts take an active role in the implementation and improvement of the study processes and the content of study courses.
4. The number of incoming mobility students has increased, and big interest remained also during the pandemic.
5. The study programme maintains the coherence between the outcomes of the study programme and the results of the study subjects.

6. Various study methods are used for the implementation of the study program.
7. The study programme maintains student-centred learning and teaching and is highly valued by students.

Weakness:

No weaknesses.

3. Resources and Provision of the Study Programme

Analysis

The goal of this study programme is to provide high-quality, internationally competitive education and to promote research and creative work in the field of management. To achieve this goal BASBF can provide students with study base which includes highly qualified academic staff, different teaching methods and practical activities such as hackathons, business simulations, group work, business 24h project, taking part in career week or even in some cases teaching bachelor students, also participate in internal grants, writing projects, potentially making and submitting publications etc. This way students can learn more about scientific research which later can be beneficial for choosing studies at the doctoral level. Also, the informative base for the study programme is sufficient, students have access to BASBF library, they can pre-order books, access on spot and remotely online databases (Web of Science, JSTOR, EBSCO), journals and catalogues (ALISE; ALEPH), different subscriptions ("iFinances", "iTiesības") etc. which are beneficial for the study process. BASBF has contracts together with 11 HEI, that allows students to access, search 11 different libraries at the same time. BASBF also promotes students to use resources from the National Library of Latvia since they have an even larger informational base which can be helpful for writing masters thesis. Everything regarding premises is excellent, auditoriums are in different sizes suited for different types of study process – personalized or for joint group learning. Each auditorium and room for student work is equipped sufficiently for supporting these different types of learning. Also annually BASBF Senate approves the approximate expected student count and approves study fees for the next academic year. Decline in student count should be taken into account for calculating rentability in this study program. The number of students is gradually declining and at this pace, the profitability of this program can not be ensured. Based on this BASBF should consider consolidating some variations of the programme, particularly those of lesser demand. The resources available atBASBF can provide students with the opportunity to achieve the necessary knowledge, skills and competencies set by this study program.

During the site visit employers, alumni, and students themselves praised the quality of studies and how academic staff is helping to develop new skills, helping with the research activities. Guest lecturers provide input on the newest tendencies in the field and provide added value to the study process. Students are motivated to continue their studies at the doctoral level.

Conclusions by specifying the strengths and weaknesses

This study programme is highly valued from all involved sides, the largest threat to the programme is the declining number of enrolled students and other HEIs who provide similar programs. The programme can still be a great attraction for students, it just needs better and wider advertising and probably BASBF should consider closing some variations of this programme due to low demand, and therefore could keep it profitable.

Strengths :

- 1.The programme is highly valued among alumni and employers.

2.A significant emphasis of the programme is put on gaining practical skills, students appreciate this approach.

3. Students are involved in various research activities such as joining projects, writing publications and using internal grants together with academic staff.

Weaknesses :

There are no weaknesses

4. Teaching Staff

Analysis

There occurred some changes in the complement of the teaching staff due to objective factors: termination of the lecturers' employment due to retirement and in addition of new elective study courses to the study plan, replacement of lecturers due to changes in the study course; involvement of practitioners and new creative personalities (guest lecturers and guest assistants, doctoral students]. These changes are described in SAR. The total number of involved lecturers has increased (+3 lecturers); the proportion of BA elected lecturers with a doctoral degree has even slightly increased, attracting young visiting lecturers. Changes in the teaching staff have improved the quality of studies.

The qualification of the academic staff is fully adequate for the implementation of the Study Program, as involved in the Program are professors, doctors of science from different fields of science, as well as professionals, who form a multifaceted view of the field. There are 11 lecturers involved in the implementation of Part A study courses and eight lecturers in the implementation of Part B elective courses, a total of fourteen BA lecturers, or 74%, have been elected as members of BASBF teaching staff: four professors, two associate professors, six assistant professors and two lecturers. Of the lecturers involved, ten have a PhD and four are currently PhD students. BASBF promotes the new generation of academic staff by attracting BA graduates and doctoral students. All lecturers have considerable practical experience related to the themes and study courses included in the Study Program, have appropriate education and pedagogical work experience, and some of the lecturers are specialists and managers practising in their field, which allows ensuring appropriate quality of the study process. In order to achieve the learning outcomes, BASBF implements professional development measures, including in-service training and staff renewal by providing continuous professional development courses and academic staff promotion activities, engaging lecturers in scientific work, offering to participate in seminars, conferences, courses and mobility activities. BASBF promotes international cooperation with higher education institutions abroad and encourages participation in international and inter-university academic staff exchange programs and international research cooperation programs in order to gain international experience and improve English language skills. The lecturers of the program are actively involved in research activities by producing scientific publications and co-publications published in journals indexed in the databases EBSCO, Scopus and Web of Sciences.

To ensure a research-based study process, BASBF has been running internal research grant competitions for the second year.

The outcomes of the grant program include scientific research articles included in the Scopus or WoS database, participation in international conferences, preparation of teaching aids, development of guidelines in specific areas, development of a pilot project / prototype, etc. The lecturers also take part in larger international projects.

Within the framework of the study courses, the students are acquainted with the latest scientific achievements in the field, analyzing and discussing them. It is a mandatory requirement for a master's thesis to refer to at least eight research studies published in scientific research databases.

There is an evaluation of the study programme in form of student feedback delivered on a regular basis to the responsible person (head of the study programme).

Conclusions by specifying the strengths and weaknesses

The qualification of the academic staff is fully adequate for the implementation of the Study Program, as involved in the Program are professors, doctors of science from different fields of science, as well as professionals, who form a multifaceted view of the field. There are 11 lecturers involved in the implementation of Part A study courses and eight lecturers in the implementation of Part B elective courses, a total of fourteen BA lecturers, or 74%, have been elected as members of BASBF teaching staff: four professors, two associate professors, six assistant professors and two lecturers. Of the lecturers involved, ten have a PhD and four are currently PhD students. BASBF promotes the new generation of academic staff by attracting BA graduates and doctoral students. All lecturers have considerable practical experience related to the themes and study courses included in the Study Program, have appropriate education and pedagogical work experience, and some of the lecturers are specialists and managers practising in their field, which allows ensuring appropriate quality of the study process.

STRENGTHS:

1. BASBF employs high qualified staff lecturers, visiting lecturers who possess the requested competencies and expertise in their field.
2. BASBF involves practitioners with pedagogical work experience.
3. Language skills for teaching in the English language are very well developed.
4. In-service training and staff renewal by providing continuous professional development courses and academic staff promotion activities, engaging lecturers in scientific work, offering to participate in seminars, conferences, courses and mobility activities.
5. The lecturers of the program are actively involved in research activities by producing scientific publications and co-publications published in journals indexed in the databases EBSCO, Scopus and Web of Sciences
6. BASBF has been running internal research grant competitions.

WEAKNESSES

1. Based on the interviews, students are not sufficiently informed and involved into the scientific research projects.

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

Requirements

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued. See the annex "MVa_diploms_ar_pielikumiem_LV.pdf"

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

Assessment of compliance: Fully compliant

Justification: BASBF has signed the agreement with RTU that in case of termination of the implementation of study programs, students are provided with an opportunity to continue their studies at RTU.

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex "Apliecinājums_par_zaudejumu_segsanu_ENG"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge. See the annex "Valodas apliecinajums MV ENG.PDFF"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms 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. See the annex " Valodas apliecinajums MV ENG.PDF"

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the study agreement complies with the mandatory provisions to be included in the study agreement. See the annexe "MVa_ENG.pdf"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 561, Paragraph two and Section 562, Paragraph two of the Law on Institutions of Higher Education. See the annexe “Annex_10_Full_Time_Distance_Learning_ENG.pdf”

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the valid professional standard. See the annexe “Annex_7.pdf”

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme complies with the the Professional Higher Education Standard. See the annexe “Annex_7.pdf”

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: Based on the documents involved in the appendices, the academic staff involved into the study programme has been publishing in their field of expertise at conferences, journals in reviewed editions and/or possesses practical work experience related towards the focus of study programme.

- 15 P5 - Overall rating

Assessment of compliance: Fully compliant

Justification: All requirements for the study programme are fulfilled

Requirements (R6-R8)

- 1 R6 - The compliance of the study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision with the conditions for the implementation of the study programme and ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Based on information acquired in the site visit and BASBF self-assessment report the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to the necessary resources to achieve all programme goals and ensure a quality study process.

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

Assessment of compliance: Fully compliant

Justification: Documents available in the appendices, confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See the annexes Academic staff CV and "Virziena īstenošanā iesaistītie docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Fully compliant

Justification: Based on the study programme content description and documentation in appendices related to the research activities of included academic staff ("Development of Research at BA SBF as Scientific Institution 2018 - 2020", "Aktualizēts CV_ENG.7z") it is possible to conclude there are advances relevant to the field included in the study programme.

Conclusions by specifying the strengths and weaknesses

The most requirements for the study programme are met. Only minor deficiencies have been identified

Evaluation of the study programme "Business Administration"

Evaluation of the study programme:

Excellent

6. Recommendations for the Study Programme "Business Administration"

Short-term recommendations

Long-term recommendations

The programme has many variations, BASBF should consider consolidating the least profitable versions of this programme because the number of students is slowly declining.

II. "Business Administration" ASSESSMENT

II. "Business Administration" ASSESSMENT

1. Indicators Describing the Study Programme

Analysis

The study programme - Business Administration, code of the study programme according to the

Classification of the Latvian Education – 51345, type and level of the study programme - Doctoral study programme level to be achieved (EQF) – 8, amount of credits 120 CP.

Admission requirements (Latvian) - Master's degree in social sciences or persons with Master's degree in humanitarian and technical sciences if they have at least a 2-year experience in Business Administration, Public Management or Management of Educational and have sufficient knowledge in the field of Management Sciences (<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2021-2022-akademiskaja-gada.pdf>)

Admission requirements (English): Master's degree in social sciences or persons with a Master's degree in humanitarian and technical sciences if they have at least a 2-year experience in Business Administration, Public Management, or Management of Educational and have sufficient knowledge in the field of Management Sciences. (<https://www.ba.lv/wp-content/uploads/2020/12/uznemsanas-noteikumi-banku-augstskola-2>)

According to the SAR (p.113) the goal of the programme is to prepare doctors of science and highly qualified researchers and specialists in the business management sub-branch of management science, thus strengthening management science as an academic field in Latvia and making a significant contribution to the development of business and enterprises in Latvia and Europe. The tasks and the learning outcomes set by the programme are logical, follow from the set goal and contribute to its achievement (SAR, p. 114-115.)

The BASBF provides students with the opportunity to obtain all of the above mentioned.

The final examination is foreseen at the end of the study programme - Defense of Doctoral Thesis. The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF.

Conclusions by specifying the strengths and weaknesses

The aims and objectives of the study programme are clearly defined and achievable, they comply with the general strategic development directions of the BASBF. The study programme complies with the needs of the market and development trends in the society and strategy of the BASBF. The study programme ensures that students have an understanding of the whole business management process, its components.

Strengths:

1. The indicators and the aim of the study programme are relevant.
2. BASBF ensures that students have an understanding of the whole business management process.
3. The study programme complies with the needs of the market.

Weaknesses:

There are no weaknesses.

2. The Content of Studies and Implementation Thereof

Analysis

The goal and tasks of the study programme are to develop analytical skills, research abilities and prepare highly qualified specialists in business management, able to make data-based decisions. The joint doctoral study programme contains the courses taught by the lecturers from both higher education institutions involved in the implementation of the study programme – BASBF and RISEBA,

as well as some lectures by the lecturers from SSE Riga. For example, there is a new course by RISEBA "New Scientist's Laboratory" taught by a professor from SSE Riga.

The big emphasis is done on the provision of theoretical knowledge about scientific research, the development of the research skills and the preparation for scientific research - dissertation. The courses for the development of knowledge, skills and competencies in the field of business management (human resource management, innovation management, work and organizational psychology) are an integral part of the study programme.

The descriptions of the study courses are of high quality and comply with the regulatory requirements. The expected learning outcomes, contact hours, assessment methods and criteria are included in the description. The course description has an extensive list of the main recommended literature and additional literature and learning resources: The experts and employers confirmed they participate in the development and improvement of the study programme and the programme is up to date with the modern scientific trends and the needs of the labour market. The unique value proposition of this programme is the participation of many different experts from different countries and Higher Education Institutions.

The study implementation methods combine traditional and new ones. During COVID -19 contingency the courses are taught only in online mode. For international students, there was an opportunity to study while living in their own country and only coming to Latvia during contact week also before COVID-19.

BASBF has implemented a new way of working on a doctoral thesis. The students work with 2 supervisors – one is the expert in the field of the research, and the second one is an expert in the research methodology. Additionally, there can be experts from the fields close to the research main field. This was implemented in order to balance the competencies of supervisors to make sure that appropriate methodology is applied during the thesis writing process. There possibly could be a conflict between the supervisors' opinions, but the students confirmed it turned out to be a positive outcome as the discussions create a better result for the student. In some cases, the second supervisor can be added later. There are many supervisors from outside of BASBF, as it is not mandatory, some are from Latvia and there are also supervisors from 8 different countries. If students have supervisors from other HEI's, they still have to present their thesis to the Promotion council which consists of different members from different HEI's. All enrolled students in BASBF fall under BASBF regulations and PhD obtaining processes. It is important the supervisor is an expert in the field. There are 2 steps of supervisor's approval – first by The Scientific council either of BASBF or RISEBA. Then the supervisor has to be approved by a Joint Doctoral Programme Council. The supervisor must commit and have an interest to work with a particular student. If the student has no proposed supervisor, the Councils suggest the candidates.

The student-centred principles are being applied through the individual approach to each and every PhD student. For international students, the supervisors also support the translation of the obligatory part of the thesis into Latvian as it is required by Latvian regulatory enactments.

The students are involved by the academic staff in the internal and external research, projects and publications. Currently, there are 2 projects from the Latvian Council of Science. BASBF has a significant focus on internal grants for motivating research groups. There is financial support for conferences and publishing research papers, there is also a Scientific Council which helps students to develop ideas for projects.

BASBF and RISEBA administration and teaching staff constantly work on the improvement of the study programme, strengthen its international aspect working with different partners and finding the best way to do scientific research, apply an individual approach, as mentioned before for example different thesis preparation steps.

BASBF has developed a very good system for conducting surveys from the students, graduates, lecturers and employers. There are some general surveys, usually twice a year, students surveys

after study courses. The results are analysed and used in the improvement of the study process and the content of the study programme. The students and the graduates confirmed the programme is really good, they appreciate their time studying at BASBF. All the issues are very easy to solve and, in general, there is no need for significant improvements. The survey of teaching staff is performed regularly, and the content of study courses is improved based on the academics' opinion, following the latest trends in the research in the different fields.

RISEBA has its own system for the collection of feedback from the stakeholders. The issues and improvement opportunities are discussed during the joint meetings of the programme management. BASBF has an ERASMUS agreement for student mobility. The activity in ERASMUS mobility is relatively low as most students are working. Therefore, BASBF focuses on Summer schools, choosing the courses from other universities abroad. Virtual ERASMUS mobility becomes very popular among students, there is a cooperation with Turku University. BASBF considers in the future offering a possibility to obtain a double degree diploma from Turku University if the students spend at least one year studying there.

The decision on recognition of the outcomes during mobility is taken by Joint Doctoral Programme Council after the submission by the student of an application for recognition and the supporting documents.

The courses are read by the teaching staff from both universities BASBF and RISEBA. The guest lecturers from other universities, also from abroad, are also involved in the implementation of the joint doctoral study programme.

There are mobility opportunities both at RISEBA and BASBF for doctoral students. During the review period there were one incoming and one outgoing student mobility at BASBF within ERASMUS+ framework. From RISEBA there were 5 exchange students studied in Latvia with the scholarship from State Education Development Agency, one student used ERASMUS+ mobility opportunity and 2 students acquired some courses abroad at partners' universities.

Conclusions by specifying the strengths and weaknesses

The joint doctoral study programme was developed and implemented in cooperation with RISEBA and in strategic cooperation with SSE Riga providing students with a unique opportunity to participate in classes, provided by these HEIs and in joint projects. The new method of supervision with 2 supervisors show good results and is appreciated by the students. The employers are satisfied with the skills and abilities of the graduates. The graduates are employed in top management positions in companies and public institutions. The content of the study courses follow the contemporary trends in the research, requirements of the labour market and being improved on a regular basis.

Strength

1. A unique programme with many experts from different countries and several Higher Education Institutions.
2. A strategic cooperation with RISEBA and SSE Riga opens many opportunities for the students to have access to world-class lecturers and participate in joint projects.
3. New method implemented for the supervision of doctoral thesis writing process – 2 supervisors with expert knowledge in the research field and research methodology.

No weaknesses

3. Resources and Provision of the Study Programme

Analysis

BASBF and RISEBA have created this joint open-type doctoral programme whose goal is to prepare

doctors of science and highly qualified researchers and specialists in the business management sub-branch of management science to contribute to the development of business and enterprises both in Latvia and Europe. To achieve this goal all doctoral students have access to a broad informational and technical base in both HEIs. The informational base in both HEIs is very well developed to help achieve the aims of this joint study program. Both libraries provide access to electronic catalogues, databases, subscriptions etc., this access is available remotely as well. Students through RISEBA's library have access to other biggest Latvian HEI libraries as well. Students and lecturers have access to interlibrary loan and international interlibrary loan. BASBF library, they can pre-order books, access on spot and remotely online databases (Web of Science, JSTOR, EBSCO), journals and catalogues (ALISE; ALEPH), different subscriptions ("iFinances", "iTiesības") etc. which are beneficial for the study process. BASBF has contracts with 11 HEI, that allows students to access and search 11 different libraries at the same time. BASBF also promotes students to use resources from the National Library of Latvia since it has an even larger information base which can be helpful for writing a doctoral thesis and helping with research work in each specific field. In the BASBF library, students also have access to the reading room which offers 21 computers with internet access as well as printing, scanning and copying facilities. It is also possible to work with laptops. Doctoral students also have access to programmes designed for research work for example IBM SPSS and 6Q SRNVivo. Students also have possibilities to use resources from its strategic partner HEIs (Stockholm School of Economics in Riga; Hochschule Kaiserslautern university of applied sciences). From a technical point of view, students have access to all premises in both HEIs and these premises are provided with technical resources necessary for the provision of doctoral studies. The financial base of this programme consists of tuition fee revenues and that is the main source. Students have the possibility to have consultations in both HEI on how to obtain financial resources for studying in this study program. Tuition fee is approved in both HEIs based on Senate decision, it also includes possible payment options and terms for a payment schedule. New potential student attraction is based internationally mostly on potential students from Germany .. Academic staff involved in the realisation of this programme are joined effort from partners and lecturers, professors from abroad.

Conclusions by specifying the strengths and weaknesses

Overall this joint doctoral study programme is very well developed, provides all necessary resources for the implementation of the study programme, academic staff is involved in helping and supporting students, all premises and materials available to students create prerequisites for the achievement of the learning outcomes, and indicate the possibility to ensure a high-quality study process also in the future.

Strengths :

- 1.Students have access to different libraries and premises which compile different databases, subscriptions etc.
2. This study programme has the potential to attract more international students.
3. Strategic partners provide resources, supervisors for students and advertising of this programme among master's students.

Weaknesses:

No weaknesses

4. Teaching Staff

Analysis

All lecturers participating in the doctoral program have a doctoral degree. 13 of the lecturers

involved in the program have Latvian Council of Science expert rights in the social sciences of economics and business. More than 50% of the course lecturers are elected teaching staff at RISEBA and BA. In engaging a new lecturer or Promotion Thesis supervisor, the following is evaluated: education (doctoral degree), experience (work with students, study courses implemented), and expertise (reports at conferences, publications, achievements). The programme implements the following personnel policy: All courses are delivered by qualified, scientifically and methodologically trained instructors who use modern working methods and are familiar with business practice. Lecturers from abroad and other universities are engaged to foster the international orientation of the courses. Academic staff involved in the programme regularly take training courses to improve their qualifications, participate in scientific conferences, and publish articles.

Changes in the composition of the teaching staff are described in the SAER (p. 142). Lecturers actively publish articles in scientific journals indexed in WOS and Scopus.

Guest lecturers deliver lectures on a regular, however short-time basis.

During the reporting period, the doctoral programme Business Management engaged more than 50 supervisors, including 42 supervisors from eight Latvian universities and 8 foreigners, which indicates the ability of the programme to attract the most highly qualified researchers to supervise Promotion Theses in their fields.

Teaching staff (as well as from RISEBA) participate in scientific research projects on a national and international basis.

Teaching staff involved in the implementation of the programme regularly increase their competencies by participating in scientific and research activities, thus improving the study process and increasing the quality of studies, for example writing research papers, writing case studies, learning how to use new research tools - the latest software tools for research, for example, the training course "PLS-SEM using SmartPLS 3" (Germany, 2017) and "Market research colloquium" (Croatia, 2015). Lecturers involve students in research activities, such as scientific projects, however, during the meeting with PhD students, experts concluded that the high occupation of doctoral students in their main job, as well as studies, does not promote active involvement in scientific projects. Academic staff use local grants to carry out research activities, but then the research results are used to prepare scientific publications, including with doctoral students.

To share best practices, annual seminars are organised for doctoral supervisors. As of 1 September 2019, doctoral programme students Z. Raščevska and E. Miķelsone are carrying out academic work in bachelor's and master's programmes at BA School of Business and Finance.

Continuous collaboration takes place among teaching staff in the doctoral programme. The most important mechanisms for collaboration are as follows - a discussion of courses in the Joint Doctoral Programme Council, attended by course lecturers, other professors, and representatives of doctoral students Seminars for teaching staff and doctoral supervisors: discussion of changes in the programme, necessary improvements, including in study courses Mutual attendance of lectures and seminars (for instance, the course Theoretical Aspects of Research).

Conclusions by specifying the strengths and weaknesses

All lecturers participating in the doctoral program have a doctoral degree. 13 of the lecturers involved in the program have Latvian Council of Science expert rights in the social sciences of economics and business. More than 50% of the course lecturers are elected teaching staff at RISEBA and BA. In engaging a new lecturer or Promotion Thesis supervisor, the following is evaluated: education (doctoral degree), experience (work with students, study courses implemented), and expertise (reports at conferences, publications, achievements). The programme implements the following personnel policy: All courses are delivered by qualified, scientifically and methodologically trained instructors who use modern working methods and are familiar with business practice. Lecturers from abroad and other universities are engaged to foster the international orientation of

the courses. Academic staff involved in the programme regularly take training courses to improve their qualifications, participate in scientific conferences, and publish articles.

STRENGTHS

1. BASBF employs highly qualified staff – supervisors, lecturers and guest lecturers in cooperation with RISEBA.
2. BASBF enables teaching staff their regular increase of competencies by participating in scientific and research activities and training events.
3. The staff participates actively in research projects on a national and international basis and produces scientific publications, co-publications published in journals indexed in the databases EBSCO, ERIH, Scopus and Web of Sciences.
4. BASBF attracts as well as foreign supervisors and lecturers for cooperation.

WEAKNESSES:

- .
1. KPIs in regard to supervisors in doctoral studies are under revision and not yet developed according to the new framework.
International cooperation is taking place mostly on a short term basis (e.g. short term visiting lecturers).
 2. BASBF does not cooperate with academic staff from abroad for a longer time (e.g. as supervisors for doctoral thesis in the form of Cotuttele, professors delivering the whole courses - not just particular lectures).

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

Requirements

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the sample of the diploma to be issued for the acquisition of the study programme complies with the procedure by which state-recognised documents of higher education are issued. Graduates receive jointly issued diploma. See the annex "ENG_kopigais_diploms".

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

Assessment of compliance: Fully compliant

Justification: BASBF has signed the agreement with RTU that in case of termination of the implementation of study programs, students are provided with an opportunity to continue their studies at RTU.

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that BASBF will compensate students for losses incurred in the event of non-accreditation of the program. SEE the Annex "Apliecinājums_par_zaudejumu_segsanu_ENG"

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the teaching staff members involved in the implementation of the study programme are proficient in the official language in accordance with the regulations on the level of the official language knowledge. See the annex "Valodas apliecinājums D ENG."

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms 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. See the annex "Apliecinājums LZP ENG.PDF"

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

Assessment of compliance: Fully compliant

Justification: Based on information acquired in the site visit and BASBF self-assessment report the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to necessary resources to achieve all programme goals and ensure quality study process and defending of the doctoral thesis.

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

Assessment of compliance: Fully compliant

Justification: Documents available in the appendices, which confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See the annexes Academic staff CV and "Virziena_īstenošanā_iesaistītie_docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Fully compliant

Justification: Based on the study programme content description, topics of doctoral thesis, publications and other documentation including appendices related to the research activities of included academic staff, above all in the role of supervisors, it is confirmed that advances and recent findings in the field are included in the study programme.

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the descriptions of the study courses and the study materials have been prepared in all languages in which the study programme is implemented, and they comply with the requirements set forth in Section 561, Paragraph two and Section 562, Paragraph two of the Law on Institutions of Higher Education. But the literature sources included in the descriptions of some study courses (like Efficiency management in organisations, Research Theoretical Part) in English are in Latvian. See the annexe "6.pielikums_Studiju kursi_eng.7z", some of study courses like Efficiency management in organisations, Research Theoretical Part

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that the study programme has the relevant opinion of the Council for Higher Education has been received in accordance with Section 55, Paragraph two of the Law on Institutions of Higher Education. See the annexe "14_pielikums_AIP_atzinums_par_250_stud_Doktornatura_EN" certifying compliance with Section 55, paragraph two of the Law on Institutions of Higher Education is attached to the SAR.

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

Assessment of compliance: Not relevant

Justification:

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

Assessment of compliance: Fully compliant

Justification: SAR and documents available in the appendices, confirms that the joint study programme complies with the requirements prescribed in Section 551, Paragraphs one, two, and seven of the Law on Institutions of Higher Education.

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

Assessment of compliance: Fully compliant

Justification: A document is available in the appendices, which confirms that each member of the academic staff has either publications published in reviewed editions within the last six years, including international editions or a five-year practical work experience in accordance with the Law on Institutions of Higher Education. See the annexes "Virziena_īstenošanā_iesaistītie_docētāji_LV_ENG_15.12.2020" and CV

- 15 P5 - Overall rating

Assessment of compliance: Fully compliant

Justification: All requirements for the study programme are fulfilled

Requirements (R6-R8)

- 1 R6 - The compliance of the study provision, scientific support (if applicable), informative provision (including libraries), material and technical provision, and financial provision with the conditions for the implementation of the study programme and ensuring the achievement of the learning outcomes.

Assessment of compliance: Fully compliant

Justification: Based on information acquired in the site visit and BASBF self-assessment report the programme has a good resource and material-technical base. Premises are adequate for ensuring a good study process. Students and teachers have access to necessary resources to achieve all programme goals and ensure quality study process and defending of the doctoral thesis.

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

Assessment of compliance: Fully compliant

Justification: Documents available in the appendices, which confirms that the compliance of the qualification of the academic staff members, visiting professors, visiting associate professors, visiting docents, visiting lecturers, and visiting assistants with the conditions for the implementation of the study programme and the provisions set out in the respective regulatory enactments. See the annexes Academic staff CV and "Virziena_īstenošanā_iesaistītie_docētāji_LV_ENG_15.12.2020.xlsx"

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

Assessment of compliance: Fully compliant

Justification: Based on the study programme content description, topics of doctoral thesis, publications and other documentation including appendices related to the research activities of included academic staff, above all in the role of supervisors, it is confirmed that advances and recent findings in the field are included in the study programme.

Conclusions by specifying the strengths and weaknesses

Most requirements for the study programme are met. Only minor deficiencies have been identified

Evaluation of the study programme "Business Administration"

Evaluation of the study programme:

Good

6. Recommendations for the Study Programme "Business Administration"

Short-term recommendations

Long-term recommendations

Find more international strategic partners who can promote this study programme among master students. Involve foreign professors as co-supervisors as well for longer cooperation.

III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

III. Assessment of the Requirements for the Study Field and the Relevant Study Programmes

Assessment of the Requirements for the Study Field

Requirements	Requirement Evaluation			Comment
Pursuant to Section 5, Paragraph 21 of the Law on Institutions of Higher Education, the higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study direction whilst implementing their internal quality assurance systems:	Fully compliant			BASBF has developed an internal quality assurance system that is effective and efficient.
R2 - The cooperation with different organisations from Latvia and abroad implemented within the study direction ensures the achievement of the aims of the study direction.	Fully compliant			BASBF has established good cooperation with a sufficient number of foreign and local higher education institutions, private and public companies, professional organizations and associations, NGOs and state institutions.
R3 - Compliance of scientific research and artistic creation with the development level thereof (if applicable).	Fully compliant			BASBF established a Research center and laboratories for conducting research in the connection with the study programmes. There have been developed research projects, publications and international cooperation above all in doctoral study programme.
R4 - Elimination of the shortcomings and deficiencies identified during the previous assessment of the study direction, if it has been conducted, or the implementation of the provided recommendations.	Fully compliant			All recommendations have been taken into account.

Assessment of the Requirements for the Relevant Study Programmes of the Study Field

No.	Study programme	R5	R6	R7	R8	Evaluation of the study programme (excellent, good, average, poor)
1	Business Process Management (42345)	Fully compliant	Fully compliant	Fully compliant	Not relevant	Good
2	Innovative Entrepreneurship (47345)	Partially compliant	Fully compliant	Fully compliant	Fully compliant	Good
3	Cybersecurity Management (47345)	Partially compliant	Fully compliant	Fully compliant	Fully compliant	Good
4	Business Administration (47345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Excellent
5	Business Administration (51345)	Fully compliant	Fully compliant	Fully compliant	Fully compliant	Good

The Dissenting Opinions of the Experts

No the dissenting opinions of the Experts