

## APPLICATION

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

Study field	<i>Management, Administration and Management of Real Property</i>
Title of the higher education institution	<i>Sabiedrība ar ierobežotu atbildību "BALTIJAS STARPTAUTISKĀ AKADĒMIJA"</i>
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## **Self-evaluation report**

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

Baltic International Academy

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# 1. Information on the Higher Education Institution/College

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

The limited liability company "Baltijas Starptautiskā akadēmija" (Baltic International Academy) was established in 1992 as the Baltic Russian Institute. In 2006 the Baltic Russian Institute was renamed the Baltic International Academy (hereinafter referred to as the BIA).

The BIA is registered in the Commercial Register (Annex 1), the Register of Educational Establishments (Annex 2) and the Register of Scientific Institutions (Annex 3). It is the accredited higher education establishment (Annex 4) which provides higher education on the basis of [the Constitution of the Republic of Latvia](#), the [Education Law](#), the [Law on Higher Education Institutions](#), the [Law on Scientific Activities](#), other legal acts and the Constitution of the higher educational institution which sets out the goals, tasks and guiding principles of its activities as well as its competences and forms of operation.

The BIA is a member of the Association of Private Higher Education Institutions and is one of the 8 private higher education establishments in Latvia which occupies a prominent place in the field of higher education. Private higher education establishments in Latvia have gained the trust of the population by offering every year the opportunities for studies in all regions of Latvia and at all levels of study including the doctoral studies. The wide range of study programs, interesting and practical study content, good material base and modern teaching methodology, increasing opportunities for international cooperation and many other factors have contributed to the development of the private universities and will ensure their growth. Representatives of the Association of Private High Schools are delegated to the Council of Higher Education as well as to other institutions related to the resolution of topical issues of higher education.

The BIA is a member of the Latvian College Association having 26 members the goal of which is to promote the development and improvement of colleges and universities by implementing the 1st level professional higher education programs and increase their efficiency. Rector of the Baltic International Academy is a member of the Latvian Rectors' Council which unites the rectors of all Latvian higher education institutions the goal of which is to improve and develop the higher education in Latvia and to participate in the European Common Education Area through the European University Association. The BIA is a member of the International Association of Social Work Schools since 2006.

The BIA is a higher education establishment which is operating in the Latvian Higher Education Area and ensures sustainable education of creative people on the basis of its prestige in the Latvian society, highly qualified personnel, modern technologies and developed material-technical base.

In 2012 as a result of reorganization the BIA and the limited liability company Baltic Psychology and Management University College (BPMA) acquired a limited liability company College of Accounting and Finance (GFK) (BIA and BPMA purchased 50% of its shares each).

Academic year 2014./2015. the limited liability company Baltic Psychology and Management University College, registration No. 40003261174, was reorganized on the basis of the Resolution No. 6-12 / 4928 of the Latvian Company Register "On the recording of reorganization in the Commercial Register". As a result of reorganization, the Baltic Psychology and Management University College (BPMA) was reorganized and merged into the BIA. Prior to the merger both high

schools carefully evaluated their strategic specialization, developed a detailed merger plan and assessed the value of the merger.

As a result of reorganization was set a strong high quality and modern infrastructure, academic resources, the internal management and resource management were strengthened and the study fields and study programs were combined and supplemented.

***Study directions after reorganization in 2015***

<b>No.</b>	<b>Study directions of the Baltic Psychology and Management University College</b>	<b>Study directions of the Baltic International Academy</b>
	Psychology	
	Social welfare	
	Economics	Economics
		Information and communication sciences
		Information technology, computer technology, electronics, telecommunication, computer control and computer science
		Art
		Sociology, Political Science and Anthropology
		Law
		Translation
		Management, administration and real estate management
		Hotel and restaurant service, tourism and recreation organization

Considering the qualitative and quantitative factors the study direction "Information Technology, Computer Engineering, Electronics, Telecommunications, Computer Control and Computer Science" was closed in 2018 and study direction "Information and communication sciences" was closed in 2022.

***Dynamics of the BIA study directions for 2013-2022***

<b>Academic year</b>	<b>Number of study direction</b>
2022./2023.	9
2014./2015.	11

2013./2014.	9
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The BIA provides higher education at four study levels in 2022/2023. academic year.

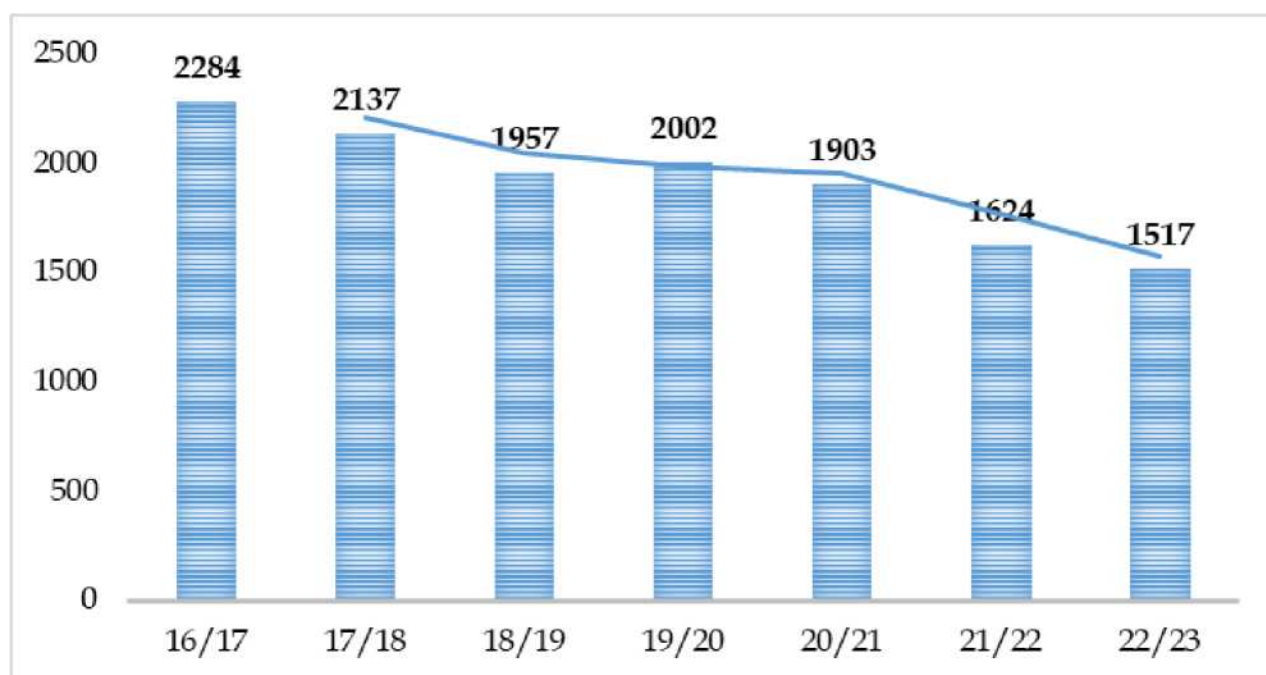
**Number of study programs at different levels in 2022./2023. academic year**

<b>EKI level</b>	<b>Type of study programme</b>	<b>Number of programs</b>
8	Doctoral study programme	2
7	Master's study programme	9
6	Bachelor's study programme	10
5	First level study programme	3

The list of study directions and programmes accredited by the BIA as of December, 2022 (Appendix 5) contains 9 study directions and 23 study programmes.

The BIA management, administration, branch managers, as well as the study direction managers and study programme managers are analyzing the dynamics of the number of students in order to facilitate the further development of study directions. Common trends in the development and improvement of the Latvian higher education are also analyzed.

**Dynamics of the number of students 2016/2017 till 2022/2023**



**Dynamics of the number of students in the BIA branches from 2016/2017 till 2022/2023**

	16/17	17/18	18/19	19/20	20/21	21/22	22/23
<b>Daugavpils (DA)</b>	275	292	251	253	310	259	240
<b>Jēkabpils (JK)</b>	108	111	104	117	111	56	18
<b>Liepāja (LI)</b>	101	94	71	83	78	80	85

<b>Rēzekne (RE)</b>	74	60	48	49	38	4	3
<b>Rīga (RI)</b>	1522	1400	1335	1332	1226	1176	1150
<b>Smiltene (SM)</b>	30	31	19	24	19	1	0
<b>Ventspils (VE)</b>	34	28	22	22	17	0	0
<b>Jelgava (JL)</b>	140	121	107	122	104	50	18
<b>Kopā</b>	<b>2284</b>	<b>2137</b>	<b>1957</b>	<b>2002</b>	<b>1903</b>	<b>1624</b>	<b>1517</b>

The number of students in Rīga (RI), Jelgava (JL), Jēkabpils (JK), Daugavpils (DA), Rēzekne (RE), Smiltene (SM), Liepāja (LI) and Ventspils (VE).

The number of students of the BIA has sufficiently decreased during the period from the academic year 2016/2017 till the academic year 2022/2023.

***Dynamics of the number of students in the study directions from 2016/2017 till 2022/2023***

Study direction	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>
<b>Law</b>	596	586	491	507	452	297	298
<b>Management, administration and real estate management</b>	362	355	323	359	347	308	242
<b>Economics</b>	169	152	147	148	137	108	99
<b>Art</b>	209	180	141	141	135	117	110
<b>Hotel and restaurant service, tourism and recreation organization</b>	255	211	216	198	196	188	142
<b>Translation</b>	90	64	49	49	42	38	39
<b>Sociology, Political Science and Anthropology</b>	16	17	13	14	24	37	38
<b>Psychology</b>	200	224	222	225	236	266	289
<b>Social welfare</b>	307	271	291	297	299	259	260
<b>Information technology, computer technology, electronics, telecommunication, computer control and computer science</b>	6	0	Study direction is closed				

<b>Information and communication sciences</b>	74	77	64	64	35	6	Study direction is closed
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Despite the decrease of the number of students at the BIA during the recent years it managed to maintain the positive balance. It is to be noted as an important positive point that the BIA did not increase the tuition fees and maintained a social support policy for the students through a discount system and offering the student credits.

The financial indicators of the main activities of the BIA are closely related to the student fees. According to the NACE classification the main activities of the BIA are as follows.

***The main activities***

Non-academic higher education	NACE code 85.41
Academic higher education	NACE code 85.42
Retail sale in non-specialized shops	NACE code 47.19
Renting out of the real estate	NACE code 68.20

Financial resources of the private high schools are made up of private funds as well as the other revenues acquired owing to the activities of the BIA.

***Management of financial resources of the BIA in accordance with the Law on Institutions of Higher Education***

<b>Article 77 of the Law on Higher Education Institutions Financial resources of higher education</b>	<b>Financial resources of the BIA</b>
Financing of higher education institutions is performed by their founders	Financing of the BIA is carried out by its founders: Stanislav Buka, Valery Nikiforov, Inta Buka, Nikita Nikiforov
Founder of higher education institution provides the financial resources necessary for its continuous operation and fulfillment of the tasks, set forth by the founder, and controls the use thereof	Founder of the BIA ensures its continuous operation and the financial resources necessary for the fulfillment of the tasks, set by the founder, and controls the use thereof
Financial resources of higher education institution consist of the basic budget resources and the other revenues acquired by the high school due to their activities aimed at realization of the goals set in their constitution	Financial resources of the BIA consist of the basic budget resources and the other revenues acquired by the BIA due to its activities aimed at realization of the goals set in the constitution of the BIA
The higher education institution has the right to receive and use donations and endowments from the banks, other credit institutions, legal and natural persons	BIA exercises its legal right to receive and use donations and endowments from the banks, other credit institutions, legal and natural persons



The higher education institution has the right to receive and use loans granted by the banks and other credit institutions	The BIA has not ever used the bank and credit facilities during its operations. The BIA uses credit facilities for studies and students.
The structure of financial resources is set by the senate of higher education institution	The structure of financial resources of the BIA is set by the BIA Senate
Rector of higher education institution reports annually on the implementation of the budget to the senate and the founder of high school	Rector of the BIA reports annually on the implementation of the budget to the senate and the founder of the BIA

BIA has unified budget. The principles of budgeting and allocation of total funding for the implementation of functions of the BIA are approved by its founders and the BIA Senate. Rector of the BIA reports annually on the implementation of the budget to the Senate or to the founders of the Academy.

The BIA budget contributes to:

- development of the high school as a single institution, cooperation of structural units and responsibility for the results of academic work;
- creation of the optimal study programme structure (lectures, seminars, workshops, group or individual lessons);
- harmonious allocation of tasks among the staff, in which the methodological, research and organizational work is represented in certain proportions.

The BIA budget is established through a dialogue between its founders, the management and the Student Parliament of the BIA. The relevant representatives of the administration bear personal responsibility for the execution of the budget and the tasks planned therein.

The Student Parliament of the BIA is financed from the centralized funds pursuant to the provisions of the Article 53 of the Law on Institutions of Higher Education and includes 1/200 part.

Revenues of the BIA are acquired from the following main sources of funding:

- tuition revenues (tuition fees and other services related to the educational process);
- revenues from scientific activities (financing of projects from the state budget, income from scientific works, EU structural funds and other revenues);
- other revenues (Latvian and international project funds, income from renting out the real estate, selling of books, organizing various courses, etc.). (Appendix 6 Revenues of the BIA).

The BIA transfers financial resources, allocated by the natural and legal persons to finance the specific target programmes and events, directly to the structural unit, natural or legal person which implements that programme or event.

The BIA combines the diverse study and research and innovation activities in order to provide the Latvian society with the internationally recognized higher education, to develop science and to strengthen the intercultural traditions. Successful operation of the BIA is included in the system of higher education and science of Latvia, sustainable development of the whole society, development of knowledge-based economy and social sphere, development of Latvia as a full-fledged partner in the common space of the EU. By joining the EU Latvia has chosen the knowledge-based society model in which the higher education and research are the integral parts of society and an internationally recognized and important image elements of the country. The BIA is an institution which deals with both academic and professional study programmes, as well as science and research, therefore higher education is funded not only by financing tuition, but also by the

revenues from science (Appendix 7 Expenditures Science of the BIA).

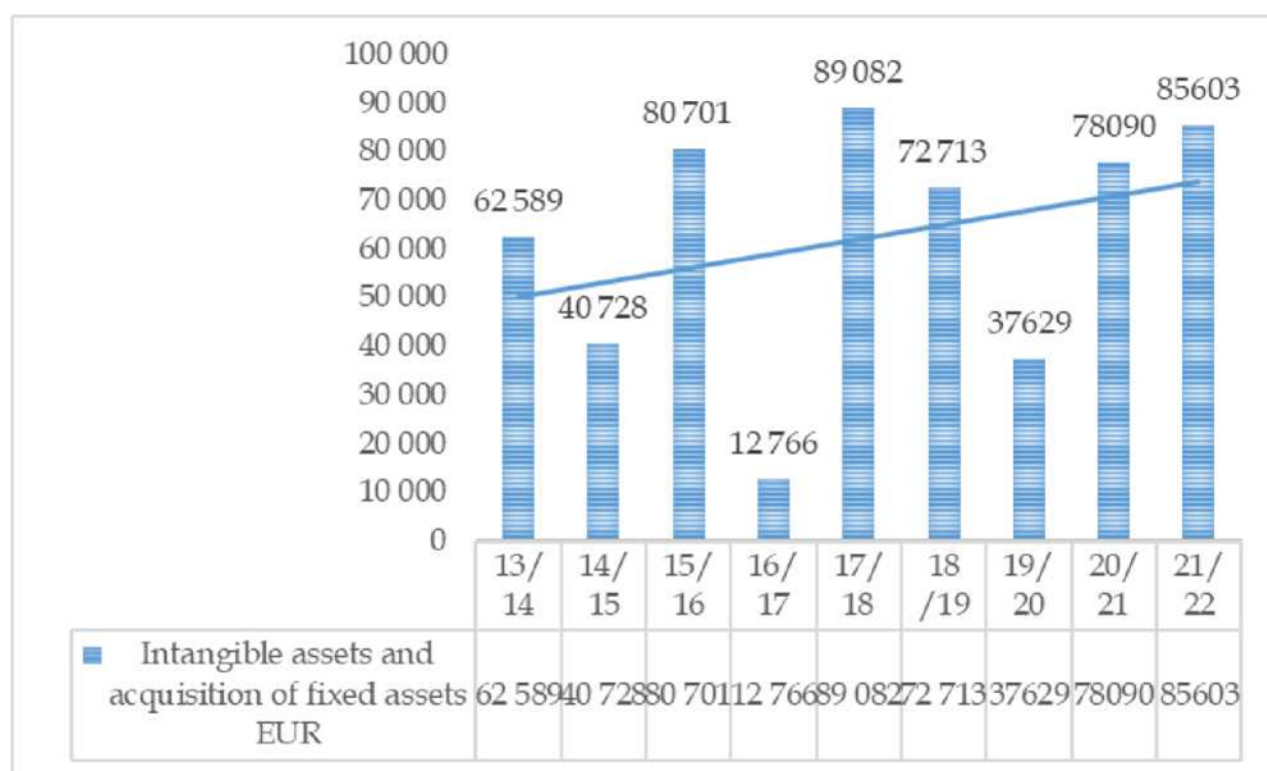
The expenditures are planned as a proportion of revenues. The budget priorities of the BIA in the field of its main educational activities are as follows:

- support of development of the study programmes and structural optimization, establishment of the necessary infrastructure for these processes;
- increasing the effectiveness of the master's and doctoral studies;
- support and updating of the academic staff (training at the master and doctoral levels);
- support of scientific research (Appendix 7 Expenditures Science of the BIA).

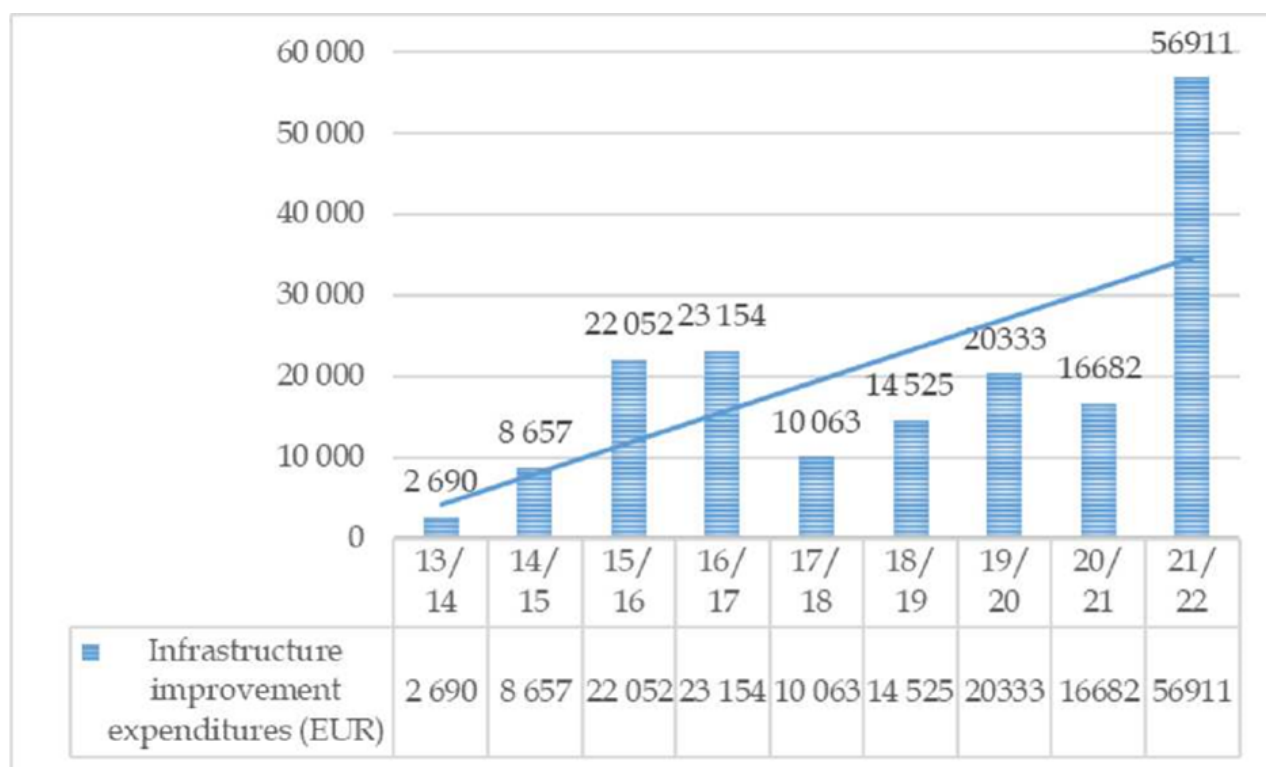
The salary system and the social support programme facilitate the formation of a strong core of the professors in all study directions and at the same time it provides the opportunities to involve new lecturers. The activities of the BIA employees are stimulated by raising funds both in the form of research projects and tuition fees, while maintaining the quality of the services offered and the ethics of academic work. The academic staff engaged is paid for its work in accordance with its qualification and quality of work.

The second largest expense item in high schools refers to the goods and services which in average constitute 18-20% of all expenditures (Appendix 8 Expenditures of the BIA). The BIA owns real estate and land plots in Riga, Jelgava, Liepaja, Rezekne, Daugavpils and Ventspils, therefore, a significant part of expenditures constitutes public utilities and maintenance of buildings.

#### ***Intangible assets and acquisition of fixed assets***



#### ***Infrastructure improvement expenditures (EUR)***



Every year the BIA receives the financial report of the certified auditor which certifies the financial stability of the BIA which is characterized by high financial ratios. The Board of the BIA uses the profit share for the development of material and technical facilities in accordance with the procedure prescribed by the Articles of Association.

Based on European and global experience in the field of professional and academic higher education the BIA promotes the human capital development from the economic, individual and community level.

The BIA is systematically improving the quality of studies in order to ensure the academic and higher professional education in the sectors characteristic to the Latvian and European economy in compliance with the requirements of the EU. By developing the BIA study quality assurance system and working out the development and planning documents, the management of the BIA analyzes the factors influencing the international, national dimension, normative regulation in the field of higher education and development, as well as the requirements of cooperation partners and the labor market, it is similarly carried out in every study area implemented by the Baltic International Academy.

On August 24, 2021, the Board of the Baltic International Academy (hereinafter referred to as the BIA) in accordance with the provisions of the Article 3 of the [Law on Higher Education Institutions](#) "Types and strategic specialization of high schools" took the decision that the limited liability company "Baltijas Starptautiskā akadēmija" (the BIA) complies with the title of the **University of Applied Sciences**.

On April 27, 2022, at the meeting of the founders of the BIA it has been established that the initial strategic specialization of the BIA is the academic and scientific work in the branch group "Social Sciences" which includes the study directions "Hotel and restaurant service", organization of tourism and recreation" and "Social welfare" implemented by the BIA. Strategic specialization serves as a basis for planning the strategic development of the university and is determining the science branches and study directions to be primarily developed. Constitution of the University of Applied Sciences "Baltijas Starptautiskā akadēmija" (the BIA) has been approved on May 30, 2022 at the general meeting of the founders of the BIA.

The BIA is the autonomous institution of higher education and science with the right to self-government. The BIA is implementing the academic and professional study programmes, performing scientific activities and artistic creativity. The BIA is operating in accordance with the Constitution of the Republic of Latvia (Satversme), Law on Education, Law on High Schools, Law on Scientific Activities, other regulatory acts and Constitution of the BIA.

Mission of the BIA is to provide the highly qualified training of competitive specialists, focused on the continuous self-improvement, long-term sustainable development of society, Latvian and world economy, by providing the high-quality internationally recognized higher education and educational services based on integration with the Latvian and world economic and educational communities, science and research.

Objectives, tasks, main directions and basic principles of the BIA

**Main objective** of activities of the BIA:

1. to provide the students with higher education and qualification, competitive in the Latvian and international labor market, in accordance with the today's international requirements, to develop the study and lifelong learning programmes, to develop science and promote the growth of persons involved in the education process.
2. to carry out the applied research, to ensure the transfer of knowledge in the relevant sectors of the national economy.

**Tasks** of the BIA:

1. to ensure the academic freedom of the academic staff and students;
2. to develop and implement the bachelor's, master's and doctoral study programmes and lifelong learning programmes;
3. to ensure the inseparability of studies and scientific research work with innovations and lifelong learning processes in cooperation with the relevant enterprises and organizations of national economic sectors;
4. to cultivate and develop science, art and national language.
5. to implement the internal quality assurance system.
6. to inform the society and offer it the acquired scientific, artistic and professional insights, methods and research results.

**Main directions** of activity of the BIA:

1. implementation of the study programmes for obtaining the bachelor's, master's and doctoral degrees, professional qualification of the 1st and 2nd levels or professional qualification and professional degree;
2. scientific research work which includes science, research, knowledge transfer, innovations, cooperation with relevant enterprises and organizations of national economic sectors;
3. organization of scientific, cultural and sports events;
4. stimulation of social and creative activity of youth;
5. development of international communication and cooperation in the field of education, science and culture.

The BIA adheres to the following **basic principles** in the implementation of its objectives and tasks:

1. Free choice of the methods and forms of implementation of tasks proposed by the founder of the BIA and complying with the Law on High Schools;
2. academic freedom of the academic staff and students, if it does not conflict with the rights of other persons, Constitution of the BIA and regulatory enactments;

3. distribution of power and responsibility between the state institutions and the BIA, as well as between the founder of the BIA and its decision-making institutions;
4. democracy and institutional autonomy;
5. inseparability of the study and research work;
6. free expression (publication) of the scientific opinion and research results without a censorship, if this freedom does not conflict with ethical norms, the rights of other persons and regulatory enactments.

APPROVED at the BIA Senate meeting on August 24, 2022. Protocol No.154. [Operation and development strategy of the Baltic International Academy for 2022 - 2025.](#)

Mission of the BIA: The BIA is a modern institution of higher education, the main value of which is the person, and which provides quality higher education based on research. BIA aims to provide the Latvian economy and society with internationally competitive high-quality scientific research, higher education, technology transfer and innovation.

Vision of the BIA: the BIA guarantees students the opportunity to obtain high-quality higher education, to develop professional competence which provide high added value.

### **Overarching goal and goals for 2025 of the BIA**

The overarching goal is to ensure the development of higher professional and academic education based on the knowledge, professional competence and research in Latvia, improving the sustainable and balanced development of the BIA on the way to the status of a high school integrated in Europe. Characteristic features of high school are all levels (short-cycle, bachelor, master, doctorate) of studies, integrated research in the studies characterized by a regular increase in the staff qualification, defending doctoral theses and reaching at least 65% of academic staff with a doctorate degree, high proportion of research funding and projects in the budget, publishing of own scientific journals.

By 2025 the BIA is expected to carry out the preparatory work to meet the status of a scientific high school also in the sense of Latvian legislation.

### **Goals of the BIA for 2025**

In order to achieve the defined overarching goal and future vision the BIA has set the interrelated and synergistic goals:

1. Goal 1: Development of the competitive study directions, raising the quality of studies in accordance with the needs of the Latvian state, regions and cities and the labor market forecasts.
2. Goal 2: Integration of science and research in all study directions and ensuring scientific excellence and international competitiveness in the priority research areas: involvement in the international projects, mobility of students and lecturers, promotion of scientific activity, further development of doctoral studies.
3. Goal 3: Strengthening the importance of lifelong learning in education and ensuring the supply according to the needs of the state and regional population by monitoring the demand of the labor market, cooperation of the educational institutions in the supply of lifelong learning programmes.
4. Goal 4: Cooperation with the interested parties, strengthening cooperation at the national and regional levels, cooperation with entrepreneurs as the future employers of graduates, cooperation with the other Latvian universities and science centers.
5. Goal 5: Stabilization and expansion of the international dimension of activities of the BIA in all areas of activity: creating the appropriate offers to attract the foreign students, to attract the

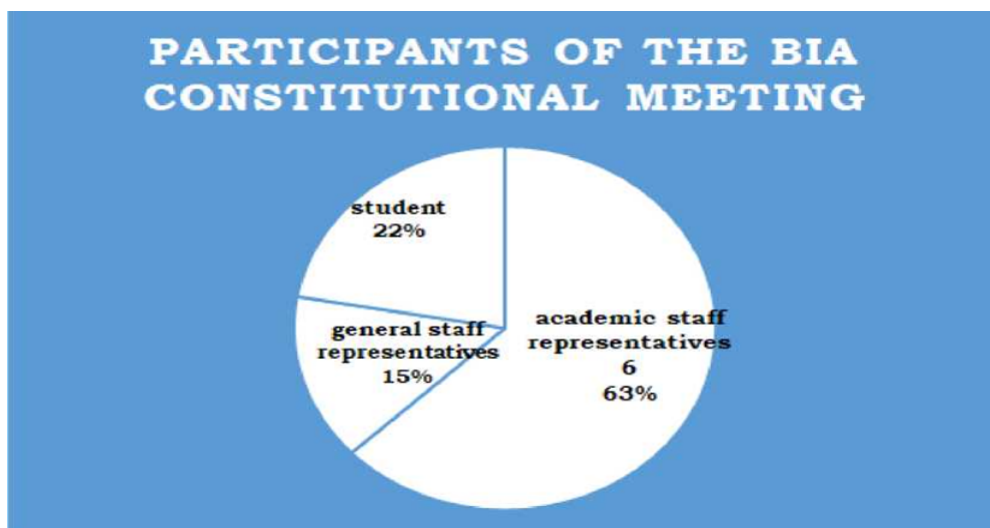
guest professors and researchers, involvement in the international organizations, cooperation with the foreign universities, scientific institutes, and companies, involvement in the implementation of international projects.

6. Goal 6: Development of human resources at the BIA to ensure the improvement of quality of the academic and administrative staff by increasing the number of staff with doctoral degrees, promoting the transfer of experience to the young scientists, and developing the doctoral studies.
7. Goal 7: increasing the capacity of the BIA and ensuring financial efficiency by improving the resource management, implementing the result management and developing the infrastructure of the BIA.

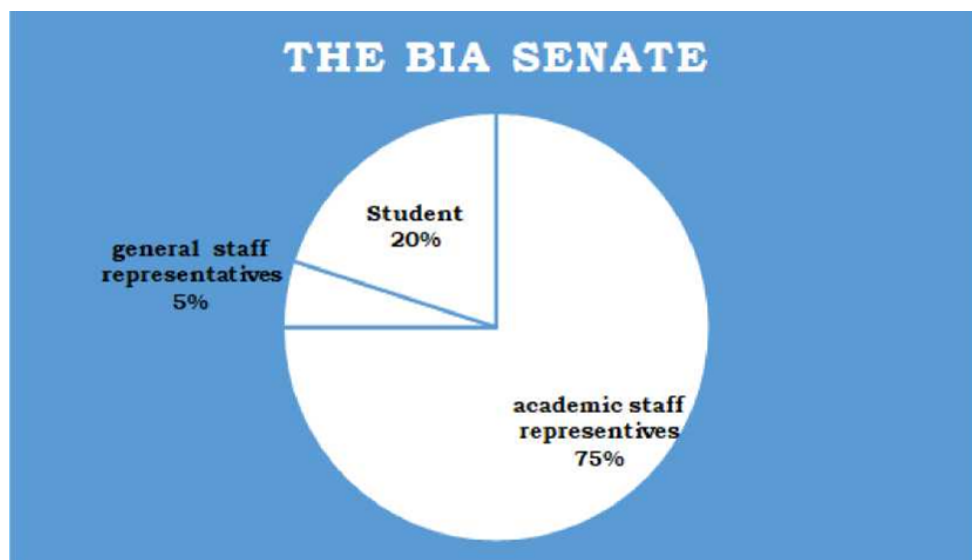
**1.2. Description of the management structure of the higher education institution/ college, the main institutions involved in the decision-making process, their composition (percentage depending on the position, for instance, the academic staff, administrative staff members, students), and the powers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

The BIA activities are regulated by the internal regulatory documents "[On Constitution of the Baltic International Academy](#)", the [Law on Institutions of Higher Education](#) and [the other external and internal normative documents](#). The BIA decision-making bodies are the Constitutional meeting, Senate, Rector and the BIA arbitration court. The powers and responsibilities of each institution are regulated by the above mentioned normative documents.

The BIA Constitutional meeting has 27 members, among them 17 academic staff representatives 4 general staff representatives and 6 students.



The BIA Senate consists of 20 senators: 15 academic staff representatives, 4 students and 1 representative of the BIA general staff.



Student Parliament of the BIA ensures the implementation of democratic principles in management of the BIA. Student Parliament of the BIA acts as a bridge between the students and administration of the BIA. Student Parliament of the BIA consists of the students from various study programmes who organize activities and student life of the BIA, represent the students' interests in the study direction and study programme councils and nominate the representatives to the BIA decision-making bodies.

[Organizational structure of the BIA](#) undergoes regular improvement of the organizational processes:

- reducing the fragmentation of structural units and overlapping of functions and positions, strengthening their profiling, financial stability and autonomy; ensuring a balance between collegial management bodies and personal responsibility;
- increasing the efficiency, productivity and transparency of the management processes, targeted involvement of the external stakeholders in the management processes at different institutional levels with clearly defined functions, responsibilities and powers;
- contributing to the balanced fulfillment of the BIA mission (provision of the study process and research), including assessment of the cost of services for one study place.

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

The quality assurance system for studies of the Baltic International Academy has been developed in accordance with the European Model of Excellence (EIM) and the European Association for quality Assurance in higher Education document Standard and Guidelines for quality Assurance in the European higher Education area Part 1 European standards and Guidelines for Internal quality Assurance in higher Education institutions and updated (ESG-2015).

Development of study quality assurance system of the BIA is a coordinated activity of the hierarchy of all departments of the BIA and professional activity of all its academic staff. The process of improvement of the study quality assurance system is continuous. The study quality assurance system contains the quality policy, the implementation of which is ensured by all departments and their effectiveness is controlled by the hierarchically established management system (see the BIA



organizational chart <https://bsa.edu.lv/index.php/en/about-us/structure-of-bia-university.html>). The BIA Senate analyzes and evaluates the results of activities of the structural units and makes decisions on their improvement.

**The BIA research quality assurance system** has been implemented based on the **British standards Investors in Excellence**. Investments, processes and results are evaluated by the study quality assurance system. The key criteria are: leadership (management, administration), people (students, graduates, academic staff, scientists, general staff), strategy and planning (BIA, structural units, study directions, study programmes), partnerships and resources (practice supervisors, employers, infrastructure, e-environment), human outcomes (student achievements, academic staff, scientists, etc.), resident / client outcomes, community outcomes and key performance. The BIA uses the model of self-evaluation, collects "evidence" - survey data (students, graduates, academic staff, structural units, practice supervisors, employers), financial indicators, measurements and other information which is reflected in the overviews and self-evaluation reports.

Study quality manager is approved by the BIA Senate. Study quality manager together with structural unit managers identifies and documents the processes. In order to ensure the quality of activities of the BIA its management has taken a number of steps to develop a common quality policy for the BIA and the other important policies and goals for individual processes.

The following policies have been developed and duly approved:

- [Quality policy](#)
- [Privacy Policy](#);
- [Staff policy](#);
- [Internationalization policy](#)

Study direction councils include the study programme managers, academic staff, general staff, students and strategic partners - "agents of change" (practice supervisors, employers and industry professionals). Study direction council develops the study direction programme (s) of respective direction, carries out the assessment and implementation analysis of the study programmes, analyzes the learning achievements of students and the quality / performance of the academic staff involved in the study direction. The annual self-assessment of the study direction and recommendations of the accreditation experts are taken into consideration for the improvement of the study programmes.

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



1.	The higher education institution/ college has established a policy and procedures for assuring the quality of higher education.	<p>Developed and approved by decision of the BIA Senate meeting of 07.10.20, the quality assurance system (SKNS) for studies of the Baltic International Academy has been developed in conformity with the Standard integrated in the European Association for quality Assurance in higher Education document standards and Guidelines for quality Assurance in the European higher Education area Part 1 European standards and Guidelines for Internal quality Assurance in higher Education institutions. It is maintained and developed in accordance with the British Standard investors in Excellence, which is based on the knowledge and respect of the interests of the public, academy staff, partnership, understanding of quality development, training and involvement of staff in quality improvement processes to achieve the BSA objectives. For the British Standard, the introduction of the investors in Excellence model provides an opportunity for systematic self-evaluation of the performance of the BIA education quality system, gathering information on both inconsistencies and the Academy's significantly improved activities. SKNS is a document describing BIA's quality policies (<a href="https://bsa.edu.lv/docs/nolikums/quality_policy.pdf">https://bsa.edu.lv/docs/nolikums/quality_policy.pdf</a>), the academy's quality system (<a href="https://bsa.edu.lv/docs/nolikums/BSA_Studiju_kval_nodros_sist_eng.pdf">https://bsa.edu.lv/docs/nolikums/BSA_Studiju_kval_nodros_sist_eng.pdf</a>). THE SKNS includes or refers to quality system procedures and defines the structure of the documentation to be used in the quality system. The Academy shall implement quality management by applying the Investors in Excellence model, which is based on the knowledge and respect of the interests of the client (students), partnership with students, understanding of quality improvement, educating and involving employees in development processes, process management based on facts, innovations, adherence to the interests of the Academy staff (employees, students) and achievement of specific objectives. Quality management shall be provided by a responsible person approved by the BIA Senate as the quality Manager responsible for quality implementation. The quality Manager shall identify and document processes in co-operation with the heads of units.</p>
2.	A mechanism for the creation and internal approval of the study programmes of the higher education institution/ college, as well as the supervision of their performance and periodic inspection thereof, has been developed.	<p>Rules of development, approval and amendment of the study programmes at the BIA have been worked out and approved at the meeting of the BIA Senate (<a href="https://bsa.edu.lv/docs/nolikums/Development_approval_new_study_programme_09072020.pdf">https://bsa.edu.lv/docs/nolikums/Development_approval_new_study_programme_09072020.pdf</a>). These Rules regulate the procedure of development and approval of the study programmes, principles of the study programme structure, content and management of the professional bachelor's, professional and academic master's studies, requirements for obtaining the professional qualification. The implementation of the doctoral study programmes is regulated by the BIA study rules approved at the meeting of the BIA Senate. Considering the Regulations No. 793 of the Cabinet of Ministers dd 11.12.2018 (<a href="https://likumi.lv/ta/en/en/id/303956-regulations-regarding-opening-and-accreditation-of-study-fields">https://likumi.lv/ta/en/en/id/303956-regulations-regarding-opening-and-accreditation-of-study-fields</a>). Regulations of opening and accreditation of study directions the BIA compiles the self-evaluation report for each accredited study direction which is updated every academic year.</p>

3 .	<p>The criteria, conditions, and procedures for the evaluation of students' results, which enable reassurance of the achievement of the intended learning outcomes, have been developed and made public.</p>	<p>Rules of assessment of the study results of the BIA have been developed and approved at the BIA Senate meeting (<a href="https://bsa.edu.lv/docs/nolikums/Regulations_Evaluation_Study.pdf">https://bsa.edu.lv/docs/nolikums/Regulations_Evaluation_Study.pdf</a>). The Rules have been developed in accordance with Clause 5 of Part 2 of Article 56 of the Law on Institutions of Higher Education Description of Study Course which sets forth requirements to determine criteria for assessment of study results in accordance with the regulations of the Cabinet of Ministers Regulations on the National Standard of professional higher education and Regulations on the national standard for academic education, relating to the basic principles and platforms of assessment for programme acquisition. Procedure of organization of the study course examinations and assessment of student competence is applicable to full-time and part-time students enrolled in the study programmes of all levels. Acquisition of the study course is evaluated according to the content, assessment criteria and requirements specified in the course description. Rules of drafting and defending the final theses at the BIA have been developed and approved at the BIA Senate meeting (Protocol No.134 dd 23.05.2018). Regulations on the activities of the State Examination Commission of the BIA have been approved at the BIA Senate meeting (Protocol No. 118 dd 25.11.2014). Criteria for assessment of the students' success are incorporated in the study course descriptions compiled by the lecturer of the respective study course, and the course description is coordinated with the director of the respective study programme. Study course descriptions are approved by the study direction council.</p>
4 .	<p>Internal procedures and mechanisms for assuring the qualifications of the academic staff and the work quality have been developed.</p>	<p>Regulations on the academic positions of the BIA have been developed approved at the BIA Senate meeting (Protocol No.131 dd 23.10.2017). Requirements for the description of the study course. Employment contracts.Detailed information on ensuring the qualification and quality of work of academic staff is determined by the regulations on academic positions. The regulations determine the rights, duties and responsibilities of BIA academic staff, as well as the procedure for the election of academic staff. <a href="https://bsa.edu.lv/docs/nolikums/Regulations_Academic_Positions.pdf">https://bsa.edu.lv/docs/nolikums/Regulations_Academic_Positions.pdf</a></p>

5	<p>The higher education institution/ college ensures the collection and analysis of the information on the study achievements of the students, employment of the graduates, satisfaction of the students with the study programme, efficiency of the work of the academic staff, the study funds available, and the disbursements thereof, as well as the key performance indicators of the higher education institution/ college.</p>	<p>At the end of each semester the information on student performance is collected, analyzed, and summarized (performance records are input in the BIA File Nomenclature). Rules of assessment of the study results (<a href="https://bsa.edu.lv/index.php/en/about-us/documents.html">https://bsa.edu.lv/index.php/en/about-us/documents.html</a>) of the BIA describing the performance records and procedure of their preparation have been developed and approved at the BIA Senate meeting. The head of the study program gathers information about graduate employment. Graduates provide the information on employment using the questionnaire on the BIA website. The BIA receives the information about the students 'satisfaction with the implementation of the study programmes and the efficiency of the lecturers' work using the information provided in the questionnaires of the students and graduates. Students usually fill in the questionnaires at the end of the part of a study course or at the end of the study course. The questionnaires for individual study courses and lecture / group study courses are used. Results of the survey are evaluated at the meetings of the respective study direction; they are analyzed within the the annual self-evaluation and also considered in the elections of the lecturers in the course of assessment of effectiveness of their work.</p>
6	<p>The higher education institution/ college shall ensure continuous improvement, development, and efficient performance of the study field whilst implementing their quality assurance systems.</p>	<p>The management process structure of the education field defined in general the processes necessary to use the quality management system. Appendix Structure of study direction management illustrates the management process structure of the education field, which shows the relationship between the processes and their respective executors. The most important indicators of activities of the BIA are reflected in the annual study reports and study programme self-evaluation reports which are available on the BIA website (<a href="https://bsa.edu.lv/index.php/en/component/content/article/45-self-assessments-of-the-program-european-economics-and-business.html?catid=100:pages&amp;Itemid=222">https://bsa.edu.lv/index.php/en/component/content/article/45-self-assessments-of-the-program-european-economics-and-business.html?catid=100:pages&amp;Itemid=222</a>; <a href="https://bsa.edu.lv/index.php/en/component/content/article/41-self-assessment-of-the-study-direction-economics.html?catid=100:pages&amp;Itemid=222">https://bsa.edu.lv/index.php/en/component/content/article/41-self-assessment-of-the-study-direction-economics.html?catid=100:pages&amp;Itemid=222</a>). Every six years the study direction accreditation commission reviews the self-evaluation reports of the BIA and the opinions of international experts and performs the accreditation of the study directions and the study programmes on the basis of this information.</p>

## 2.1. Management of the Study Field

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

The development strategy and aims of the study field have been created in accordance with the mission, vision, values, strategy for 2022-2025, and aims of the higher education institution; whereas the aims of the study programmes have been set in accordance with the aims of the study field.

The strategic aim of the study field "Management, Administration and Management of Real Property" is to prepare high level business administration specialists in accordance with the requirements of the job market, which would be competitive on the Latvian and international job markets, to improve research skills and competencies, as well as to ensure the development of the

students' personalities and their motivation for further education.

The strategic objective of the study field "Management, Administration and Management of Real Property" is defined as follows:

- On the basis of the [Long-Term Strategy for the Operation and Development of the Baltic International Academy for 2022-2025](#), which has been developed in compliance with the laws and other regulatory enactments of the Republic of Latvia and the Constitution of the Baltic International Academy;
- Based on the strategic planning documents of the EU and Latvia - the National Development Plan of Latvia 2020-2027 ([NDP 2027](#)), the Sustainable Development Strategy of Latvia until 2030 ([Latvia 2030](#)), the "[EUROPEAN Programme for the Modernisation of Higher Education Systems](#)", the Lisbon Strategy, the main Bologna principles, and other strategic planning documents;
- Consultations with students, employers, professional organisations;
- By discussions in the procedure established by the BIA Study Quality System (Direction Council, Study Methodological Council, Senate).

The development strategy of the study field "Management, Administration and Management of Real Property" includes the improvement of the basic elements of development and defines the main objectives of the study field:

1. Implementation and continuous improvement of study programmes that are in demand and competitive in the modern market, providing students of the field with different levels of education and readiness to work in both national and international environment after graduation, attracting foreign lecturers and students, conducting classes in foreign languages, providing the opportunity to acquire professional and general competences;
2. Motivating students to participate in the research work of the Academy's teaching staff and to initiate their own research, ensuring their personal development and the development of the Academy's research potential;
3. Providing the graduate with theoretical and practical readiness in researching, analysing and decision-making on various economic problems, solving specific economic policy issues, developing students' high professional ethics and social skills in applied and intercultural communication, independent and team work;
4. Continuous academic, research, professional and pedagogical development of the study field's teaching staff;
5. Enhancement of the professionalism of the study programmes of the study field by ensuring a modern study environment, compliance of the study content and forms with the European and world trends of information technologies development.

The strategic objective of the field is also in line with the objectives of its programmes:

- Professional Bachelor's Study Programme "Entrepreneurship Management" - to provide topical knowledge in the fields of entrepreneurship and management which correspond to the requirements of the modern market, keeping the study quality in line with European education standards, to prepare students for professional activity, who are capable to solve business management problems strategically and analytically, to develop students' personality and provide an opportunity to acquire professional qualification with the right to continue studies at the Master's level.
- Academic Master's study programme "Business Management and Administration" - to provide students with academic education, professional knowledge of the highest level and skills necessary for the labour market, competence in management and administration, to develop research skills in the field of management, to prepare management specialists whose

knowledge and skills enable them to manage companies or organizations, to give direction to doctoral studies.

In response to the challenges, the current programmes under the study field "Management, Administration and Management of Real Property" offer a variety of opportunities for lifelong learning. Working people can choose to study on Saturdays or in the e-environment. Education can be provided to both graduates of secondary and vocational secondary education institutions and colleges by raising their level of education and those with higher education developing their competencies.

The objectives are being implemented: the scientific and methodological capacity of the academic staff is strengthened by involving in cooperation projects of various levels, as shown by BIA statistics. Scientific research involving students is concerned with solving regional problems. The problem-based learning method, as well as methods based on the work environment, were introduced into the study programmes. They allow developing close cooperation with employers and stakeholders. Study programmes implemented in English strengthen not only the international competitiveness of the study field but also the competitiveness of BIA in general.

Accredited study programmes in the field of study "Management, Administration and Management of Real Property":

<i>Name of the study programme</i>	<i>Code of study programme</i>	<i>Scope of study programme CP</i>	<i>Type and form of implementation</i>	<i>Place of implementation of studies</i>	<i>Degree/professional qualification to be awarded</i>	<i>Language of implementation of study programme</i>
Professional Bachelor's Study Programme "Entrepreneurship Management"	42 345	240	full-time; part-time	Riga, Daugavpils	Professional Bachelor's Degree in Business Management, professional qualification - manager of an enterprise	Latvian, English
Academic Master's Study programme "Business Management and Administration"	45 345	120-150	full-time	Riga, Daugavpils	Social Sciences Master's Degree in Business Management and Administration	Latvian, English

The study programmes "Entrepreneurship Management" and "Business Management and Administration" included in the study field not only provide theoretical knowledge and practical skills in business management, but also give knowledge of their interconnection. The study programmes form a succession: Bachelor and Master level.

It has been developed taking into account the following normative acts and documents:

- 1) Education Law (<https://likumi.lv/ta/en/en/id/50759-education-law>)
- 2) "Science, technology development and innovation guidelines for the year 2021-2027 "  
<https://www.izm.gov.lv/lv/media/11501/download?attachment> (av.in Latvian)
- 3) Academic Career Framework for Latvia: Ideas Paper  
<https://www.izm.gov.lv/lv/media/4729/download>

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

As of September 2023, two study programmes have been accredited in the field of study "Management, Administration and Management of Real Property" - the professional bachelor's study programme "Entrepreneurship Management" (code 42345) and the professional master's study programme "Business Management and Administration" (code 47345). As part of the accreditation of study field, it is planned to accredit the professional bachelor's study programme "Entrepreneurship Management" (code 42345) and the academic master's study programme "Business Management and Administration" (code 45345).

During the reporting period, the annual SWOT analysis was performed, evaluating the programme's activity in the fields of study, research, scientific activity, as well as internal and external communication. The following factors shall be added to the underlying weaknesses: insufficient recognition of BIA and study field on the international stage, low activity of students in scientific research work, insufficient cooperation with employers and low citation rate of scientific publications by teaching staff.

Based on the Development plan of the study field, existing problems (weaknesses) can be solved. Within the framework of the development plan, it is planned to develop scientific research capacity of academic staff, to develop collective applied research. In terms of cooperation with employers, to involve more closely the potential of associations, confederations and other organisations, to work more closely with cooperation partners (in the field of internships and job offers).

Talking about threats, given today's political transformations, it is difficult to predict new potential markets, so it is necessary to create an image of the field and study programmes that is universal and attractive to different regions of the world.

Over the past two years, the study field has carried out various types of activities in order to become more recognisable internationally and to develop cooperation with associations, confederations and potential employers:

- Cooperation agreements were concluded with local and foreign organisations.
- There is active participation in the activities of the [Employers' Confederation of Latvia](#), cooperation with the [Latvian Traders Association](#).
- Employers attend conferences organised by the BIA.
- BIA is a member of the [Latvian Hotel and Restaurant Association](#) (LVRA), the [Latvian Association of Tourism Agents and Operators](#) (ALTA), the [Latvian Country Tourism Association "Lauku ceļotājs"](#) (LLTA) and the [Employers' Confederation of Latvia](#) (LDDK). Thanks to membership in associations, there is an opportunity to learn all the important news in the areas. Associations offer opportunities to attend conferences, training seminars, discussions on the development of the area. The BIA students and lecturers are taking advantage of these opportunities.
- During two years, the BIA has also developed visibility in global events – for example, accreditation at the UN [World Tourism Organisation](#) (UNWTO) TedQual was received for 3 years. Given the fact that some of our students and alumni also work in the tourism services sector (tourism agency managers, catering sector administrators, logistics workers, etc., accreditation of this organisation is very important within the framework of the field. At this point, the BIA is the only participant from Latvia to receive UNWTO TedQual accreditation.
- Between 2020 and 2022, students of bachelor's and master's study programmes of the study field participated in a series of events called "[Integration ABC - 4](#)" No. PMIF/8/2020/4/04, "[Integration ABC - 3](#)" PMIF-8/2019/2/01 related to integration into Latvian society, culture.

Existing options can be used:

*Exploiting the potential of the scientific team of trainers to conduct scientific research within the framework of projects:*

- more widely involve teaching staff in international projects according to their knowledge and competences, thus deepening their knowledge. Participation in projects promotes the establishment of new cooperation contacts both with foreign universities and with industry practitioners

*Motivating teachers to prepare scientific articles for publication in internationally cited collections:*

- Promotes professional career development and competitiveness

*Further education and professional development of teachers, motivation to study at doctoral level, Erasmus +*

- Development of knowledge, research skills, understanding of new trends, problems and challenges, competitiveness within the field of study
- Acquisition of new experience, development of knowledge and skills, acquisition of new technologies, development of communication skills, acquisition of new cooperation partners, development of language skills;

*Attracting foreign guest lecturers and lecturers in the study process:*

- New teaching approaches and methodologies in the study process, expanded content of the study subject, presentation of the subject from a "different point of view", based on additional knowledge and experience of the lecturer's country of origin

*Develop technical support that will allow the use of modern methods in the study process:*

- Organize high-quality remote events for a wide range of participants from different countries (conferences, summer schools)
- Use new teaching interactive tools in the study process
- Combine several teaching methods (lecture + demonstration, etc.)

*Enhancing the role of multilingual training, the possibility to implement learning disciplines in English:*

- to expand the student geography, attracting students from different parts of the world
- actively participate in the Erasmus + program and take advantage of it
- get acquainted with foreign literature and fundamental research in the original language

*Further development of e-learning*

- Availability of information (lectures, study materials) at any time and place
- Relearning the study material if necessary
- During the absence, it is possible not to miss lessons and to study without interruptions

*Supplementing the library collections with industry literature in foreign languages*

- Possibility to get acquainted with books, scientific articles, research results in the original language
- Understand the problems, challenges and practical approaches in other countries

Threats: In order to prevent the decrease in the number of secondary school graduates, measures are being taken to promote studies. In order to prevent the growing competition with similar study programs in other universities, it is planned to systematically take care of the quality and modernity of its study programs in an international sense. Attracting foreign lecturers can prevent the shortage of lecturers, which is related to the aging of the academic staff in Latvia.

The study direction development plan has been developed for 6 years. The development plan of the study direction "Management, administration and real estate management" is based on three documents:

- Decisions of the study direction accreditation commission.
- Latvia's sustainable development strategy until 2030.
- BSA operation and development strategy 2022-2025.

Development plan development process: Evaluation of recommendations, development directions, strategic guidelines at the meeting of the Council of Directions, Setting development goals and tasks in cooperation with the vice-rector of studies, head of directions, directors of study programs. Evaluation and acceptance of the development plan at the meeting of the Direction Council. The development plan is reviewed every year when the self-evaluation report is prepared. The head of the study area, in cooperation with the working group for the development of the self-assessment, performs an analysis of the implementation of the development plan.

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

The study field "Management, Administration and Management of Real Property" is a part of BIA and its work is coordinated by the Direction council, which creates the development strategy, mission, vision, goals and objectives of the study field, controls their implementation, plans study and methodological work. The members of the Direction council include directors of the study field or programmes, senior academic staff, student representatives and representatives of employers or professional associations. Experts, including members of the Promotion Council of the relevant scientific field, experts in the field of practical activity, etc., may be involved in the work of the Direction council. The Direction council is a collegial management body which supervises the implementation of the field and programmes and whose aim is to facilitate the implementation of the study programmes, to formulate and monitor the fulfilment of the objectives and goals, and to contribute to the improvement of the quality of the study programmes of the field. The decisions taken by the Programme Council on the main development issues are approved by BIA Senate.

The success of study programmes depends on close cooperation between the various structures of the Academy.

**Information on the structural units involved in the implementation of the study programme and the required support staff**

No.	Position	Tasks
1	Head of the Study Department	Accounting of lecturers' planned and actual workload. Document processing, compilation and accounting according to BIA internal order and record-keeping requirements. Study process planning
2	Operator of the Study Information Centre (SIC)	Communication with students and academic staff, provision of information on the course of the study process, acceptance of applications



3	Study programme (Dean's Office)	Listing of student documentation and study results, preparation of informative documents, communication with group elders, organisation of programme documentation
4	Librarian	Work with library stock resources (books, periodicals, databases) and make them available to students
5	IT specialist	Support of computer users

Each structure is crucial to the quality of programme implementation. Support staff in the study programme implementation can be divided into three groups:

**1<sup>st</sup> group** – structures providing the learning process. These include structures such as: an admission committee that provides student enrolment, preparation of documents, collaboration with schools, open door days; the study department ensuring implementation of the learning processes; accounting department responsible for financial matters; a library providing students with study and periodical literature and access to databases; analytical department - ensures maintenance and improvement of the database, as well as processes research results; IT department providing website and computer system maintenance; bookstore staff provide students with the opportunity to purchase educational literature and stationery.

**2<sup>nd</sup> group** – structures that ensure interaction between students and lecturers, facilitate the development of international relations, provide students with additional opportunities for study outside the curriculum. These include the Student Parliament, the Erasmus Programme Department, and the Foreign Language Centres.

**3<sup>rd</sup> group** – related to the implementation of the study programme “Management, Administration and Management of Real Property”. This group includes: Study Programme Directors; Study Direction Council, which includes lecturers, employers, students and graduate students.

The close cooperation between the administrative and technical support staff in the implementation of the study direction “Management, Administration and Management of Real Property” is also important. Both the Study department, Student Information center and BIA support departments (Accounting Office, Central Scientific Library, Computer Center, Human Resources) are closely involved in the implementation and development of the study process, co-operating on a daily basis. Cooperation with departments takes place in a coordinated manner through the Head of the Department), and staff teachers, for example, in drawing up the study plans in BIA system, the development and approval of study course descriptions, the creation of the e-learning environment, the organization of training seminars for lecturers, and many other aspects of day-to-day work and development. Cooperation can be assessed as successful; it is clearly and transparently regulated and fully integrated in the implementation and management of the study process at BIA as a whole. When evaluating the management efficiency of the study direction “Management, Administration and Management of Real Property”, it can be concluded that its content and organization is of high quality and well organised.

Operational management of the study process and control of the study process, control of students' and lecturers' scientific activity is performed by the programme director. The programme director draws up the semester work plans, coordinates work with other departments: BIA branches, accounting department, study department, information, technology and analytical units, BIA rector and vice-rectors, prepares annual reports. The programme director is controlled by the BIA rector and vice-rectors.

Study programme (Dean's Office): prepares documentation, controls the preparation and implementation of the study schedule, prepares archive materials, ensures information exchange between BIA structural units, transmits information to students in person, via e-mail or group e-

mail, and also uses Moodle and Nexus personal cabinet for communication.

Students' participation in the programme management is ensured by participation in the Study Direction Council, study group elders' meetings, Student Parliament, BIA decision-making institutions – the Constitution (Satversme), the Senate which ensures effective achievement of the study field and study programme goals, observing the principles of democracy and mutual trust. Students' suggestions and recommendations to improve the study process are obtained through a questionnaire.

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

Admission of applicants to the Academy takes place in accordance with Cabinet Regulation No. 846 of 10 October 2006 "[Regulations Regarding the Requirements, Criteria and Procedures for Admission to Study Programmes](#)", and with the regulations approved by the BIA Senate – "[BIA Admission Rules and Matriculation Procedure](#)".

The starting dates for enrolment in full-time study programmes in the first year after graduation are set by the Cabinet of Ministers of the Republic of Latvia. Subject to the regulations of the Cabinet of Ministers of the Republic of Latvia, the rector shall order the enrolment of graduates to the Academy for specific beginning and end dates for full-time and part-time programmes for the first semester. Upon receiving the applicant's application and the necessary documents, the Admissions Committee checks the payment made in BIA's accounting department, and after confirming the payment, concludes a study contract with the applicant. Admissions Committee passes each completed file to the study department. Based on this information, the Study Department prepares an order for matriculation and submits it to the rector of the Academy for signature.

Recognition of professional experience, previously acquired formal and non-formal education for students who want to continue their studies at the Academy at a later stage of study is implemented in accordance with the following Regulation of the Cabinet of Ministers No. 932 of 16 November 2004 "[Procedure for Starting Studies in Later Study Stages](#)" (LV only), regulations of the Cabinet of Ministers No. 505 of August 14, 2018 "[Regulations for Recognition of Competencies Acquired Out of Formal Education or Professional Experience and Previous Educational attainment](#)" (LV only) and Regulation approved by BIA Senate – "[Admission Rules and Matriculation Procedures at the Baltic International Academy](#)".

A person who wants to have the learning outcomes achieved in his or her previous education or professional experience recognised, submits an application to the BIA for recognition of the learning outcomes achieved. The application shall be accompanied by documents attesting to the learning outcomes achieved in the previous education or professional experience. The decision on the recognition of learning outcomes achieved through prior education or professional experience is being taken by the Commission. The Commission shall, within one month after receipt of the application, examine it and decide on the recognition of the learning outcomes achieved in previous education or professional experience or on the refusal to recognize the learning outcomes achieved. The decision shall be forwarded to the applicant. The Commission has the right to verify

the accuracy of the information and data provided. If necessary, the Commission may determine examinations to evaluate the learning outcomes achieved in previous education or professional experience.

The majority of the BIA students who study in English are foreigners, they are admitted to BIA in accordance with Article 83 of the Law on Higher Education Institutions. The admission of foreigners is organised by the External Relations Department of the BIA and the Admissions Committee of the BIA. Foreigners are admitted on the basis of the following criteria:

- All requirements of the Ministry of Foreign Affairs of Latvia, the Office of Citizenship and Migration Affairs and other institutions of the Republic of Latvia related to the entry and stay of foreign students in Latvia have been met
- The International Relations Department has received an expert opinion of the Academic Information Centre in accordance with Article 85 of the Law on Higher Education Institutions and the requirements of the BIA Admissions Regulations for the relevant study programme have been met
- Foreigners wishing to study in English must submit to the International Relations Department proof of English language proficiency issued by an international testing institution within the last five years. Language proficiency must be at least at level B2 of the *Common European Framework of Reference (CEFR)*. This document must not be submitted by foreigners who have completed their secondary education in the language of the study programme
- Foreigners who wish to study in Latvian must submit a certificate of proficiency in the national language issued by the National Language Proficiency Examination Commission to the International Relations Department. Language proficiency must be at least B2
- When registering for studies, the applicant must fill in and send to the International Relations Department an application form for foreign students, a copy of his/her passport, copies of educational documents confirming the previous education required to start studies. The original documents must be submitted to the BIA upon arrival or sent to the BIA by post for legalisation. More detailed information on the admission process for foreigners is available on the BIA website (<https://bsa.edu.lv/index.php/en/admission/admission-process.html>)
- Upon completion of the admission process, the International Relations Department (vice-rector international relations) will forward the foreigner's admission file to the Admissions Committee of the BIA for matriculation
- The decisions of the Admissions Committee may be appealed against in writing within one month of the date of the decision by submitting a reasoned application to the BIA Board. The decision may be appealed to the court in accordance with the procedure laid down in the [Administrative Procedure Law](#)
- BIA has the right to terminate a person's participation in the admission process if he/she fails to comply with the requirements of the laws and regulations governing admission.

### **Specific examples of application of the procedures**

1. During the summer admission period in the academic year 2022/2023, candidate X applied to the BIA Admissions Committee to enrol in the first cycle professional education programme "Entrepreneurship Management". Upon enrolment, the candidate filled in an application form indicating the chosen study programme and information about himself, and submitted to the BIA Admission Committee all the documents necessary for admission. Candidate X has completed his secondary education in the Republic of Latvia, he submitted his secondary school certificate with a transcript of results and a certificate of centralised examinations in three subjects. In accordance with the BIA [Admissions Regulations](#), the centralised examination levels (in at least 2 subjects) must be between A and E (inclusive), or beginning with 2013, a percentage grade corresponding to the current level boundaries for each specific subject. The level of the centralised examinations of

the candidate X was sufficient for enrolment. The Admissions Committee, having examined the documents submitted, decided to admit the candidate to the 1st semester of the first cycle professional education programme "Entrepreneurship Management", which was notified to the candidate. Candidate X paid for his studies in the chosen way. After receiving the payment, based on the decision of Admission Committee, a study contract was concluded with candidate X.

2. In the academic year 2023/2024, student Y applied to the BIA Admission Committee for admission to the later stage of the study programme "Business Management and Administration". Candidate has submitted an academic transcript (BIA, study programme "Business Management and Administration"). A copy of the academic transcript was submitted to the head of the study field, who, after studying the existing academic transcript and comparing the subjects indicated in it with the approved study plan of the "Business Management and Administration" study programme (for the subjects in it by name and credit points), prepared the transfer form and reported the Admission Committee on the results of the comparison. The transfer form was submitted to the Admission Committee with a decision on the recognition of the study results achieved in the previous education and the candidate's admission to the 2nd year 3rd semester of the "Business Management and Administration" study programme, which was notified to the candidate. After the candidate's agreement to start studies in the 2nd year 3rd semester and receiving the study payment, a study contract was concluded with the candidate Y.

3. In the academic year 2023/2024, during the summer enrolment period, candidate X from Sri Lanka applied to the BIA Admission Committee to enrol in the 1st cycle professional education programme "Entrepreneurship Management", in the English language stream. The candidate remotely filled out a specific application on the BIA website, where he indicated the chosen study programme and information about himself, as well as attached all the documents necessary for admission. The admission committee checked and evaluated all the necessary documents (including secondary education documents and an international certificate of English language proficiency at B2 level issued within the last five years). The candidate is not a citizen of the European Union, therefore, in order to qualify for admission to the study programme, the average grade at the previously obtained education level must be at least 60% (Article 43.2 of the [Admission Rules](#)). Candidate's X average grade was sufficient (71.4%) to enrol in the above-mentioned study programme. He also submitted the international English language certificate IELTS (*International English Language Testing System*) for B2 level (issued in 2022). The Admission Committee submitted the educational documents of the candidate X for AIC recognition. When the positive conclusion of the expertise of the Academic Information Center was received on the equalization of candidate's X educational documents in the Republic of Latvia, the Admission Committee organized a 15-minute interview for candidate X, the recording of which was saved. Candidate X successfully completed the interview, answering 90% of all questions. The Admission Committee made a decision on the applicant's admission to the 1st cycle educational programme "Entrepreneurship Management" in the 1st semester of the 1st year, which was notified to the applicant. The Admission Committee received an invoice from accounting department for the payment of studies and sent it to the candidate X. Candidate X made the payment for the 1st study period. After receiving the payment, based on the decision of the Admission Committee, a study contract was concluded with candidate X.

The BIA developed system and implemented procedures for admitting students, recognition of the study period, professional experience, previously attained formal and information education and assessment of students' accomplishments and study results are logical and effective. Admission requirements stipulated in Admission Regulations and the corresponding selection of applicants conform to the procedures stipulated in laws and regulations and are adequate and suitable for each and every admitted student to be able to achieve the expected results of the study

programme.

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

During the study process, diverse methods of learning and evaluation of study results that meet the needs of students are provided. The accomplishments of students and study results are assessed through practical classes, seminars, tests, independent study work and other assessments.

When starting the teaching of the specific discipline, the lecturer informs the students about the requirements for passing the exam/test, naming the specific examination/testing methods, evaluation criteria, etc. The evaluation criterion must match the information on the requirements for the discipline specified in the course description. The evaluation system must be understandable, objective and fair. In case of ambiguities, the student can contact the particular lecturer during the consultation (in person), using the chat room option in the moodle system (do.bsa.edu.lv) or other channels offered by the particular lecturer.

The completion of the study course is evaluated on a 10-point system in accordance with Cabinet Regulation of the Republic of Latvia No. 305 "[Regulations on the State Standard of Professional Higher Education](#)" (LV only), Cabinet Regulation of the Republic of Latvia No. 240 "[Regulations on the State Standard of academic Higher Education](#)" (LV only) and [Regulations on Assessment of Study Outcomes at the Baltic International Academy](#).

After completion of a course, the final grade serves as an assessment of student's performance during the entire course, including participation and activity during classes, results of tests and independent projects, as well as the final exam. A course is considered to have been successfully completed, if all requirements of the programme are met before the end of the examination period, except cases when the examination deadline has been extended.

Internship is a specific form of testing the skills of future specialists. Internship reports are thoroughly analysed and evaluated in accordance with the BIA "[Regulations on Internships at the Baltic International Academy](#)".

An important element of student examination is the pre-defence and defence of the final thesis. The procedure for the assessment of final theses was approved in the BIA "[Regulations on the Development and Defence of Final Theses at the Baltic International Academy](#)".

It should be noted that before the final thesis pre-defense and defense, each student's work undergoes a plagiarism check, which in turn excludes signs of dishonesty (e.g. works written by other authors).

The BIA assesses study results according the indicators:

- qualitative assessment – with a grade on a 10-point scale;
- quantitative assessment - the number of credits according to the scope and relevance of the course. The assessment of study achievements is carried out on a 10-point scale, based on the following criteria:
  - extent and quality of the knowledge acquired;
  - skills and competences acquired;

- attitudes to study;
- dynamics of study achievements.

### **Basic principles for the assessment of the completion of study programmes:**

***The principle of openness and clarity of assessment*** - course descriptions set out the basic content of a study course, including basic requirements for student achievements and learning outcomes;

#### ***Principle of mandatory assessment:***

- students must achieve a grade in all courses of the study programme;
- students must achieve a grade in all term papers, internship and thesis in their study programme. A student may only defend his/her thesis once he/she has mastered all the content of the programme.

***Principle of variety of methods used to determine the assessment*** - the assessment of study achievements is based on written, oral, practical and combined tests, individual and group achievement assessments, and a variety of testing methods - tests, presentations, defences, assignments, project work, examinations, group work, case studies, etc. The mastering of a study course is successful if the requirements set in the programme are fulfilled by the end of the examination period, except in cases where an extension of the examination period has been received.

***The principle of assessment compliance*** - the final thesis gives students the opportunity to demonstrate their knowledge, skills and abilities in tasks, questions, examples and study situations appropriate to all levels of assessment. The organisation of the final thesis ensures adequate and objective assessment.

***The principle of the possibility of revision of the assessment*** - the Academy determined the procedure for reviewing the grades obtained. The [BIA Regulations of Studies](#), which are approved by the Senate, state that if a student wishes to improve his/her final grade, he/she must agree with the relevant academic staff and the study programme director on the time, obtain from the secretary of the relevant study programme a referral of a certain form in accordance with the price list for additional services.

The process of training qualified professionals in the field of management is impossible without extensive and rigorous control over the knowledge and skills acquired by students. It is not just the knowledge gained in study disciplines that is the object of control. The ability and logical reasoning to express one's views through public speaking, the ability to independently find and analyse relevant information is assessed too. The professional knowledge, skills and attitudes and competences specified in each course of study are assessed by a variety of tests in accordance with the principles of student-centred education. BIA's methods of assessing study and knowledge are objective and consistently followed. The scope of each assessment is consistent with the content of the course program and the skills and knowledge requirements of the respective Professional Standards. Considering the above, it must be concluded that the BIA had systematic control over the implementation of study programmes. The applied control system enables to prepare qualified specialists in the field of management. Students not only acquire necessary knowledge, but also learn to expand their knowledge independently.

### **2.1.6. Description and assessment of the academic integrity principles, the mechanisms for compliance with these principles, and the way in which the stakeholders are informed.**



## **Specify the plagiarism detection tools used by providing examples of the use of these tools and mechanisms.**

Compliance with the principle of academic integrity is regulated by the [Code of Academic Integrity and Ethics](#) and [Regulations on Plagiarism Control](#) developed by the BIA. They are intended for use by students, academic and general staff. The principles of academic integrity are objectivity, responsibility, mutual respect and trust, and they exclude deception and fraud. Plagiarism is one of the most typical forms of breach of academic integrity.

The purpose of the Code of Academic Integrity and Ethics of the Baltic International Academy is to strengthen the academic culture and honesty in the academic environment of the BIA, to explain the concept of academic integrity and related actions, to define the main procedures for examining violations of academic integrity.

The BIA introduces students to the principles of academic honesty, compliance requirements during studies, and sanctions in case of non-compliance at the beginning of the study process. These principles are also explained to the students at the beginning of study courses by teaching staff. Academic integrity and methods of violation detection are also taught to teaching staff, researchers and general staff.

One of the tools for discovering plagiarism, the origin and the lawful use of which is unquestionable, is the unified computerized plagiarism control system (VDPKS) which was created jointly by Latvian higher education institutions and wherein it is possible to compare the works of students of many Latvian higher education institutions as well as documents therein. BIA has joined this system on February 27, 2020, and examines every thesis submitted. According to [Regulation on the preparation and defense of diploma works](#) BIA conducts a plagiarism check twice a semester (before the pre-defense and before the defense), if necessary, term papers and internship reports are also checked. The examination of works in the anti-plagiarism system is carried out by a responsible person approved by order of the Rector. The responsible person carries out the examination within the time limits specified in the Regulations and informs the head of the field and programme director. The programme director informs the scientific advisors about the results. After receiving the results, scientific advisor fills out the final thesis check protocol (if the existence of plagiarism is detected in the thesis), which is given to the study programme director for signature. In the protocol, the scientific advisor provides information on whether the detected plagiarism falls within the limits (white plagiarism) or exceeds it (diploma theses must contain at least 60% of the original text, master's theses must contain at least 70% of the original text).

One case of plagiarism was detected for the field in the period from 2020 to 2023. In 2022, student X submitted his master's thesis for pre-defense. After checking the work, a 96% plagiarism rate was found. This information was sent to the head of the study field, the master's thesis supervisor, as well as the student. The head of the study field created a plagiarism evaluation commission. The commission included the rector of the BIA, the head of the study field, the scientific supervisor, and a student was also invited. The commission evaluated the thesis, the result of plagiarism, as well as the student's explanation (the student admitted that he plagiarized the thesis) and made a decision on the student's exmatriculation. The results of the commission session were recorded in the protocol.

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

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

In order to ensure the quality of the Academy's activities, the management has taken a number of measures, contributing to the development of a common quality policy for the Academy as well as to the development of more relevant policies and objectives for individual processes. The normative acts of the BIA external quality assurance system, such as the BIA "[Quality Policy](#)", "[BIA Study Quality Assurance System](#)", which formulate both the policy objectives and quality assurance principles, as well as internal quality assurance measures and their description, have been developed and duly approved.

The BIA study quality assurance system is a central component of the Academy Management System (AMS). This is one whole system for all the study fields and programmes, all the departments, including branches. The general management system of the Academy includes:

- Quality policy and other (privacy, personnel, internationalisation) policies, values and excellence approach defined in the internationally recognised British standard Investors in Excellence.
- Management, educational management (core activities) and resource management processes.

The educational management processes or core activities refer to the branches, and they are introduced to the staff.

There are a number of procedures used for quality assurance, which are aimed at ensuring the compliance of the study process, the study programmes, research and creative activities as well as the higher education institution's activity in general with the requirements of the laws and regulations while meeting the needs of students and the market.

For example, students noted in surveys that they need quick access to information about progress, changes in the schedule, academic and financial debts. The following steps were taken when analyzing the students' answers in the survey questionnaires:

- Nexus system with "My BIA" personal office for students and lecturers was created. In the "My BIA" personal office, the student can follow current changes in the schedule, academic and financial information, as well as current announcements are published there
- A "Student's guide" was created, which contains information about the entire study process, including the procedures for settling academic debts, transferring to the next study courses, a description of the student's actions in case of academic debts, etc. Freshmen are introduced to the "Student's Guide" during the Orientation Week, after which they can find it in the Moodle system.

The Academy's management system is founded on a continuous improvement process based on the quality guru Edward Deming's cycle PLAN – DO – CHECK – ACT. But Academy is going a step further into excellence direction. After successfully made self-assessment done by 23 representatives of the management staff, including branches, BIA got Committed to Excellence certificate (UK) (in the attachment).



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

Process of development and revision of the study programmes is regulated by the Rules [“Development, approval and amendment of the study programmes at the Baltic International Academy”](#) which define the BIA procedure as a whole:

- Development of the study programmes;
- Development of the study plans;
- Development of the basic documents for study courses;
- Maintaining the basic study documents.

New study programmes and their amendments are approved by the BIA Senate. Programmes are reviewed on the basis of recommendations from the parties involved: students, graduates, teaching staff, practice supervisors, international and national experts and auditors, as well as employers and professional organizations always in consideration of the current industry needs.

In order to make the process transparent, regulated and deliberative, the BIA has established a Direction Council. The functions of the Council are to coordinate and supervise the development of the relevant study programme in accordance with the modern requirements of the specific field of science, the formalisation of the programme and its preparation for licensing, accreditation and re-accreditation in accordance with the requirements laid down by law. The Direction Council includes directors of the study field or programmes, senior academic staff, student representatives and representatives of employers or professional associations. Student representatives are delegated by the Student Parliament. The composition of the Direction council is approved by the BIA Senate. The forms of work of the Direction council are meetings, which include consideration of agenda items, exchange of views and voting.

The objectives of the review of the study programmes:

1. To ensure qualitative study content of higher education that complies with the laws and regulations of the Republic of Latvia;
2. To provide students and teaching staff with a convenient, comprehensible and accessible learning process;
3. To improve the pedagogical competences of teaching staff for successful work, including in e-environment;
4. To contribute to the long-term financial sustainability of the programme.

The revision of the study programme takes place throughout the academic year, but the final changes for the next academic year are approved by the end of the academic year. Programme reviews are carried out on the basis of recommendations from BIA students and staff, international and national experts, employers and professional organisations, always taking into account the current needs of the sector. Study programme directors cooperate with employers in the sector, as well as with Latvian and foreign universities / colleges, on coordination of study programme content and exchange of experience.

The new study programmes in the accredited study field were not licensed. When development of a

new study programme takes place, its suitability in the context of the BIA development strategy and available resources is evaluated. The project of the new study programme is prepared by a person appointed by the BIA Senate after the decision on the establishment of the programme has been taken, in accordance with the provisions of the regulatory enactments. Accordingly, a draft programme is prepared, discussed at the Methodological Council for Studies, the Direction Council and approved by the Senate. In accordance with the Senate's approval, the course descriptions are drawn up by the supervising specialists and approved by the Direction Council. Study programmes are designed in accordance with the requirements of the standards – taking into account the proportion of compulsory and optional study courses and their CP volume. Study programmes at all levels are designed in such a way to create continuity.

Since the previous accreditation, it was decided to transform the professional master's study program into an academic master's study program. Various interested groups participated in decision-making: BIA administration, study direction and program management, lecturers and students. Taking into account the high demand from applicants who could not enroll in the professional study program because they did not have the appropriate prior education, the head of the study direction made a proposal to reform the study programs.

The second factor that contributed to the transformation of the program is the graduates of the master's program, who willingly entered the doctoral program. In-depth knowledge in conducting research will positively influence their knowledge and skills when conducting research work at the doctoral level.

After the decision was made, goals were set for the modification of study programs according to the requirements of the labor market. A working group was set up, which carried out the transformation of the study programs: taking into account the feedback received, a new academic master's study program was developed, which includes theoretical knowledge, research and academic analysis. The study program must meet national and international quality standards. A new program was reviewed in the study direction council and approved in the Senate.

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

The need for a complaint and suggestion consideration procedure is established by the BIA study quality management system based on the excellence model of the *British standards Investors in Excellence* which helps the BIA to constantly improve all key areas of its activities.

The BIA quality policy defines that the BIA develops and implements the study programmes and research work actively cooperating with the interested parties and taking into account their wishes and needs. In order to implement the quality policy, the BIA is constantly working on the improvement of the study quality management system, study process and research work.

The need for introduction of complaint and suggestion consideration procedure is established by the excellence model of the European Foundation for Quality Management:

- to maintain the quality management system and its compliance with the requirements of the international standards, to ensure the continuous improvement process;
- to ensure the continuous improvement of the level of satisfaction of all interested parties. Each structural unit of the BIA has to contribute to achievement of the BIA study quality management system objectives.

*Complaint and suggestion consideration procedure is relating to:*

- quality of the study process;
- quality of infrastructure and material and technical provision;
- quality of methodological and information provision;
- quality of service (functional).

*Complaint consideration procedure does not refer to the student's complaint about:*

- evaluation of Examination or Final Thesis,
- organization and conduct of the study process,
- tuition fees,
- exmatriculation.

*Complaint and suggestion procedure does not foresee the consideration of suggestions and complaints which:*

- have already been considered and a decision has already been taken;
- are anonymous;
- are not supported with arguments and are misleading;
- are not explicit;
- are directed to a request for compensation;
- refer to the overall operation, inactivity, process or order of the BIA.

*Complaints and suggestions may be submitted to the BIA by:*

- the student,
- the student group,
- the academic and administrative staff,
- the staff group or structural unit.

Complaints and suggestions may be submitted: in a paper form personally from the recipient of the complaint / suggestion, at the BIA Study Information Centre (SIC), the BIA branches or by sending by email to [info.md@bsa.edu.lv](mailto:info.md@bsa.edu.lv).

Upon receipt of a written Complaint and/or suggestion, a member of staff at the BIA Student Information Centre identifies the respondent by subject, registers it and forwards it to the responsible unit for response. Responses to complaints and suggestions are provided within twenty working days from the moment of receipt of the application. The time limit for consideration of an application may be extended if objective necessity requires it.

#### **Units responsible for handling student proposals and complaints**

<b>Topic</b>	<b>Responsible Unit</b>
Study process	Vice-Rector for Studies, Head of the Study field, Programme Director of the Study field

Research process	Vice-Rector for Science
Student mobility	Erasmus centre, Vice-Rector for International Relations
Library	BIA Scientific Library
Matters related to international students	Vice-Rector for International Relations, Head of the Study field, Programme Director of the Study field
IT issues	IT Department

On the BIA website, students have access to the [Procedure for submission and consideration of student applications, proposals and complaints](#), where they can get acquainted with the procedure for submitting complaints and proposals.

No complaints have been received since the previous accreditation procedure. All problems were promptly resolved at the level of study program administration. Most of the students' complaints were related to the misunderstanding of the use of Moodle and Nexus systems and communication problems with some lecturers. These problems were solved by creating a manual on the use of internal systems. As for the teachers, each situation was resolved individually.

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

The statistical data collected by the BIA are regularly summarized according to the needs of the study process (development and compilation of self-assessment of study fields and study programmes, preparation of the rector's report, preparation of financial documents, etc.) and prepared for submission to the external institutions and internal departments.

***Types of the BIA statistical data, deadlines and institutions is in Appendix***

Information is collected by the following departments of the BIA:

- Study Department
- Admission Committee
- Vice-Rector for Science
- Vice-Rector for International Relations
- Accounting Department
- BIA braches

Having received the information on the number of students of the study programmes, dynamics of enrollment, material and technical resources of the study field and library stock, student, graduate and employer survey results, directors of the study field and study programmes analyze the information provided, prepare the study year self-assessment reports and take the other measures to improve the study quality.

Submission of the statistical data on the BIA activities to the external institutions (Ministry of Education and Science, Central Statistical Bureau, State Education Information System, State Security Service, etc.) gives the BIA the opportunity upon collecting and analyzing these data by the above mentioned external institutions to collect the statistical data on the higher education system in general and its development trends in dynamics.

Regarding the analysis of internal information and statistics, it can be concluded that this information, including the questionnaires of students, graduates and employers is processed by the BIA computing centre and provided to the BIA Board, BIA management, and programme heads at operational meetings or sent to the interested parties (heads of the BIA departments).

For the improvement of the study field, the main statistical data used are the number of students, i.e. enrolled students, expelled students, analysing separately each reason for expulsion, e.g. tuition fee debt, non-completion of the study programme, voluntary withdrawals, etc. Receiving information on the number of students in study programmes, enrolment dynamics, material and technical base of the programme and library stocks, results of student, alumni and employer surveys, study field and programme heads analyse the information provided, revise and adjust annual plans and take other measures to improve the quality of studies.

To assess satisfaction with the educational process, learning outcomes, conditions and educational resources of students and graduates, and the opinions of employers, as well as to take the necessary measures to improve educational programmes, BIA conducts the following surveys:

- *Survey of student satisfaction with the educational process.* It is aimed at obtaining a comprehensive assessment of the educational programme and overall educational experience with the subsequent goal of improving the training programme, improving the quality of education, and creating a more comfortable learning environment. Based on the survey results, recommendations are developed, and corrective measures are taken.
- *Survey of BIA graduates' opinion on the educational programme.* It is aimed at finding out the opinions of graduates about the curriculum, as well as assessing the compliance of the acquired knowledge, skills, and competencies with the requirements of professional activity. In addition, the survey reveals graduates' plans to continue their studies.
- *Survey of employers' opinion on the level of training of BIA graduates.* It is aimed at finding out how employers assess the level of knowledge, skills, and competencies of graduates in accordance with the requirements of the modern labour market. In addition, the survey explores the employability of BIA graduates and identifies employers' expectations and requirements for today's workforce.

Integrated analysis of data from all three groups provides a holistic understanding of the educational process. The results obtained are then used to develop recommendations aimed at improving training programmes, adapting students to the demands of the labour market, and maintaining a high level of education quality.

Survey results are used by:

- *Lecturers* - to assess their own professional qualifications and improve their training courses.
- *Directors of programmes and study fields* - to improve the content of educational programmes, compile annual self-assessment reports for programmes and develop programme development plans.
- *Academic office* - to assess the organisation of the educational process, including the preparation and optimisation of the class timetables.
- *Student self-government* - to formulate proposals for improving student life, including various aspects of the educational process. It is also used for dialogue with the BIA administration to

jointly improve learning conditions.

- *Vice-rectors and Heads of Departments* - to assess the work of lecturers and plan activities to improve the qualifications of academic staff.
- *Rector* - to determine the remuneration of lecturers and improve the quality of training throughout the BIA.

In general, the survey results provide the ground for making informed decisions regarding changes in the educational process, adjusting the content of training courses, improving study fields and programmes, determining the tuition fee, and resolving other important issues.

After the surveys, students receive information about the results and decisions made, as well as planned activities.

Feedback from students and graduates and employers' opinions confirm that the organisation of the educational process meets the requirements of the modern labour market and the expectations of students.

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

All information on the study field and the corresponding study programmes is published on the BIA website: In [Latvian](#) and [English](#).

### **Information about websites that publish information about the field of study**

Information	Web site	Type of access	The person responsible for
About accredited programmes	AIKA: <a href="https://eplatforma.aika.lv/index.php">https://eplatforma.aika.lv/index.php</a>	For authorized users	Vice-Rector for Studies
About BIA study programmes	<a href="https://bsa.edu.lv/index.php/en/admission/programmes.html">https://bsa.edu.lv/index.php/en/admission/programmes.html</a>	Free access	The head of each study field
About admission	<a href="https://bsa.edu.lv/index.php/en/admission/admission-process.html">https://bsa.edu.lv/index.php/en/admission/admission-process.html</a>	Free access	The head of the admission committee
About the study field	first cycle study programme "Entrepreneurship Management": <a href="https://bsa.edu.lv/index.php/en/bachelor-study-programmes/entrepreneurship-management.html">https://bsa.edu.lv/index.php/en/bachelor-study-programmes/entrepreneurship-management.html</a> second cycle study programme "Business Management and Administration": <a href="https://bsa.edu.lv/index.php/en/master-study-programmes/business-management-and-administration.html">https://bsa.edu.lv/index.php/en/master-study-programmes/business-management-and-administration.html</a>	Free access	The head of study field The director of the study programme
About study plans	MS NEXUS	For authorized users	The director of the study programme head of the study department
About the student portal	MS NEXUS: <a href="https://bsa.edu.lv/index.php/en/studies/my-bia.html">https://bsa.edu.lv/index.php/en/studies/my-bia.html</a>	For authorized users	The director of the study programme head of the study department
Programme and student registers	VIIS: <a href="https://www.viis.gov.lv/">https://www.viis.gov.lv/</a>	For authorized users	An IT specialist
About ERASMUS+	<a href="https://bsa.edu.lv/index.php/en/international/erasmus.html">https://bsa.edu.lv/index.php/en/international/erasmus.html</a>	Free access	ERASMUS coordinator

## 2.3. Resources and Provision of the Study Field

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

BIA is a higher education establishment funded by its founders. In accordance with Article 77 of the "[Law on Higher Education Institutions](#)" of the Republic of Latvia, a founder provides the necessary financial resources and control over their use for the continuous operation of the higher education establishment, for the performance of tasks set by the founder.

BIA has a unified budget. The principles of budget formation and the overall distribution of funding for the performance of higher education institution functions are approved by the founders of the BIA. The Rector provides an annual report on the execution of the budget to the Senate or the founder of the higher education institution. The BIA budget contributes to:

- Development of the higher education institution as a unified institution, cooperation of structural units and responsibility for the results of academic work.
- Creating an optimal study programme structure (lectures, seminars, practical lessons, group or individual lessons).
- Harmonious distribution of work assignments for the staff, in which the methodological, research and organisational study work is represented in certain proportions.

The purpose of higher education institution's financial strategy is to ensure the stability of its financial system, to adapt it to changing market conditions and to organise the training of quality specialists in accordance with the requirements of international programmes.

As of 30 June 2022, BIA's total assets amounted to 6.4 million EUR, incl. funds - 2.4 million EUR, which allows the founders to quickly solve the financing issues of study programmes and study fields, as well as to do it in small groups within the framework of strategic specialisations. The financial position of the higher education institution is stable, which is characterised by high indicators of liquidity, solvency and profitability (see the Appendix "BIA financial stability indicators")

The budget of the BIA Study Field "Management, Administration and Management of Real Property" is developed in a dialogue between the founders, BIA management and heads of study fields. The respective representatives of the administration are personally responsible for the execution of the budget and the tasks planned in it.

The income of the BIA Study Field "Management, Administration and Management of Real Property" is made up of the following major funding sources:

- Income for studies (student tuition fees and other services related to the learning process).
- Income for scientific activity (project financing from the state budget, income from scientific works, EU structural funds and other incomes).
- Other income (funds from Latvian and international projects, income from renting, selling books, organising various courses, etc.).

The amount of tuition fees and the payment procedure for each academic year are determined by

the BIA Board and approved by the Senate. Before the beginning of studies, individual study agreements are concluded with all students, which are valid for the entire study period.

Types of discounts are available on the BIA website - <https://bsa.edu.lv/index.php/en/tuition-fee/tuition-fee-discounts.html>

The main goal is to create a system of student support and motivation. While studying at BIA, students may apply for study and student loans. Every academic year, the number of BIA-financed budget places in full-time studies is determined by the order of the Board; the competition for budget places is regulated by the “[Regulations on the competition for budget places](#)” (LV only).

The income of the BIA Study Field “Management, Administration and Management of Real Property” from tuition fees is reflected in **Appendix "Income of the BIA Study Field from tuition fees"**.

The tuition fee depends on the place of study:

**Annual tuition fees at the Study Field “Management, Administration and Management of Real Property” for the 2021/2022 academic year (EUR)**

Branch	Professional Bachelor Study Programme “Entrepreneurship Management”	Professional Master Study Programme “Business Management and Administration”
Full time, LV / English		
Riga	1700 / 3000	1800 / 3000
Branches	x	1300
Part time		
Riga	1500	x
Branches	1000	x

It can be noted as a benefit that until the 2022/2023 academic year, tuition fees were not increased.

**Annual tuition fees at the Study Field “Management, Administration and Management of Real Property” for the 2022/2023 academic year (EUR)**

Branch	Professional Bachelor Study Programme “Entrepreneurship Management”	Professional Master Study Programme “Business Management and Administration”
Full time, LV / English		
Riga	2050 / 2200 (3000*)	2150 / 2300 (3000*)
Branches	x	1550
Part time		



Riga	1700	x
Branches	1300	x

\* 2200 EUR – CIS/Central Asian countries, Georgia and Ukraine, 3000 EUR – other countries

Study fees in branches are lower than in Riga. Thus, accessibility to studies in the regions of Latvia is ensured.

Expenses of the BIA Study Field “Management, Administration and Management of Real Property” are divided into five categories:

1. expenses for wages,
2. expenses for social insurance contributions,
3. expenses for goods and services (utilities, inventory, periodicals, etc.),
4. expenses for fixed capital formation,
5. other expenses.

The main use of financial resources of the BIA is reflected in the Appendix “BIA expenses”. The classification of BIA expenses:

#### **Classification of expenses of the Baltic International Academy**

Type	Title of the article	Transcript
Wages	Labour expenses	Academic staff wages, general personnel wages; benefits, health insurance, royalties for authors
Employer's mandatory state social insurance contributions, benefits and compensations of a social nature	Social insurance contributions and business risk state fee	Mandatory social contributions according to the norms established by the legalisation of the Republic of Latvia

Goods and services	Expenses related to the learning process organization	Education expenses; purchase of literature and library fund formation; expenses related to publishing activities; expenses related to the repair and maintenance of office equipment; seminars and training; other expenses (membership fees, permits and others); services of external organizations; business trip expenses, expenses related to the organization of exhibitions, summer schools, conferences, research expenses, student self-government expenses
	Maintenance of classrooms, service apartments	Utility expenses; property and building insurance, rent; economic expenses, expenses related to building repairs, transport services, other economic expenses
	Advertising expenses	Advertising expenses, production of advertising brochures, advertising in mass media, social networks, etc.
	Administrative costs	Payment of postal and communication services, stationery expenses, expenses for various accounting forms and reports. Legal services related to the preparation and audit of the annual report, as well as bank, transport and security expenses
Share capital formation	Depreciation of fixed assets and inventory write-off expenses	Depreciation expenses of intangible investment and fixed assets, inventory write-off expenses

Other expenses and services	Expenses not related to core activities	Representation expenses, corporate events
	Target funding	Expenses within projects

A significant part of expenses is made up of wages, which together with employer's mandatory social insurance contributions make up 67.2% of expenses. The second important expense item is utility payments and expenses for maintaining the material and technical base, which make up half of the total amount of goods and services. It should be noted that BIA owns private real estate (Riga, 4 Lomonosova Street; Riga, 1/4 Lomonosova Street; Daugavpils, Dzelzceļu 3; Liepāja, Liedaga 3), which are used for organising the learning process. In general, the expense structure of the Study Field "Management, Administration and Management of Real Property" corresponds to average indicators in Latvian higher education institutions. According to the statistical data of the Ministry of Education and Culture of the Republic of Latvia, a significant part of the expenses of higher education institutions is made up of wages, which, together with employer's mandatory social insurance contributions, make up 55% of the expenses.

In the **Appendix "Expenses of the Study Field per student"**, you can see the costs (Euros) per student for the study field "Management, Administration and Management of Real Property".

Even though the tuition fees differ in Riga and in the branches, the accounting of expenses is carried out in general for the study field. During the analysed period, the Study Field "Management, Administration and Management of Real Property" managed to maintain a positive balance between incomes and expenses. The expenses of the Study Field "Management, Administration and Management of Real Property" per student is EUR 1140 (for bachelors) and EUR 1628 (for masters). Thus, study expenses are completely covered by income per student.

The financing system is organised in such a way that every student, regardless of the number of students in the group, meets all the conditions for quality education. That means ensuring the necessary number of contact hours, availability of library resources, e-study environment, research activities. The BIA founders use their right to control expenses and set the minimum number of students in the study programme, thus giving the right to learn for students from small groups.

Funding for science is created mainly from own resources and from EU structural funds. Expenses include wages for researchers, professors and associate professors. Expenses also include the organisation of annual conferences, the costs of business trips and participation fees for participation in international conferences, "Baltic Journal of Legal and Social Sciences" publishing and expenses for the editorial board.

#### **BIA expenses for carrying out scientific activities, thousand EUR**

	2019	2020	2021	2022
Incomes from the state budget and funding from EU structural funds	30.6	17.6	26.6	13.8
Self-financing	394.6	395.8	372.7	392.3
<b>BIA Total</b>	<b>425.2</b>	<b>413.4</b>	<b>399.3</b>	<b>406.1</b>

<b><i>Incl. Study Field “Management, Administration and Management of Real Property”</i></b>	102.0	102.2	96.8	98.7
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BIA's budget priorities outside academic and scientific core activities are as follows:

- Co-financing in EU-supported projects, as these projects make a significant contribution to the implementation of BIA's common goals,
- Increasing safety (personnel health insurance, work and environmental safety),
- Strengthening interaction with social partners and society,
- Building a social support network for BIA personnel,
- BIA image-building.

Considering the above, it is concluded that the financial resources for the Study Field “Management, Administration and Management of Real Property” are sufficient and ensure the sustainability of the study field and study programmes. The financial position of the study field is stable, which serves as a “safety cushion” in case the number of students suddenly drops.

Abbreviations used in attachments:

RI – Rīga,

DA –Daugavpils,

JK – Jēkabpils,

JL - Jelgava

LI – Liepāja,

VE – Ventspils,

RE – Rēzekne.

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

*In September 2023, the total area of BIA premises was 10391 m<sup>2</sup>.*

***Premises at the Baltic International Academy***

Address	Grounds	Total area in BIA branches (m <sup>2</sup> )		
		Rīga	Daugavpils	Liepāja
Total area of study and scientific work premises		7135	2146	1110

Lomonosova iela 4, Rīga	BIA property	3408		
Lomonosova iela 1/4, Rīga	BIA property	3727		
Dzelzceļu iela 3, Daugavpils	BIA property		2146	
Liedaga iela 3, Liepāja	BIA property			1110
Ares of student hotels	BIA property	70.4	193.6	57.1

In Riga and in the branches there are enough rooms of different area both for carrying out the study process (auditoriums, computer classrooms, halls and cultural centres, where classes are also held) and for ensuring the quality of the study process (libraries and reading rooms, lecturers' room and other administrative premises):

### Types of premises and number of places (workplaces) in Riga and branches

Type of premises	Area of premises (sq.m.)			Number of places (workplaces)	Total
	Up to 30	From 30 till 60	Over 60		
Rīga, Lomonosova Str. 4					
Auditoriums	3	9	3	370	15
Computer classrooms		5		95	5
Halls (conference, discussion)	1		2	332	3
Laboratory, resource centre	1	1		20	2
Administrative premises	24	7		42	31
<b>Total</b>	29	22	5	859	56
Rīga, Lomonosova Str. 1/4					
Auditoriums	1	12	1		14
Computer classrooms		1		24	1
Halls (conference, discussion)			3	320	3
Cultural centres			7	190	7
Library and reading room, Ancient book depository, Book kiosk	1	1	1	42	3

Student Parliament, Hall	1		1		2
Administrative premises	6			8	6
Total	9	14	13	584	36

*Daugavpils, Dzelzceļu Str. 3*

Auditoriums	7	15		545	22
Computer classrooms	1	2		48	3
Halls (conference, discussion), large gathering hall		1	2	295	3
Library Reading room, Book kiosk	2	1		14	3
Administrative premises	3			4	3
Auxiliary premises (lecturer room, server room, archive)	3			11	3
Service apartments		1	2	12	3
<b>Total</b>	16	20	4	929	40

*Liepāja, Liedaga iela 3*

Auditoriums		4	3	392	7
Computer classrooms		3		52	3
Conference hall		1		16	1
Library and reading room		1			1
Administrative premises	4	1			5
<b>Total</b>	4	10	3	460	1

BIA auditoriums are equipped with visual display equipment. Auditoriums have microphones, video projectors installed, additional monitors installed for better visibility from the far rows. The realization of the study field takes place in almost all auditoriums, computer classrooms and, in some cases, cultural centres.

### **Description of BIA computer systems as of 01.10.2023**

Title	Total	Including:	
		Rīga	Daugavpils
Computers (total)	279	215	64
- students	215	160	55
- administration	64	55	9
Printers, copying machines, scanners	59	47	12
Multimedia projectors, TVs	45	39	6

This process is supported by 279 computers, of which 215 are available directly to students. Computers are based on Intel Core processors with MS Windows and MS Office software installed, or Apple MacOS X software. Computer hardware is regularly surveyed and gradually updated. All BIA computers are connected to a local university computer network and the Internet. A wireless Internet connection (WiFi) is provided in the premises of the institution of higher education.

The library has a copy centre available to staff and students for printing out materials, binding, etc.

Most of the infrastructure, material and technical and digital provision of the higher education institution is used in the implementation of the field of management studies.

E-environment is available for the study process: BIA website, Moodle and BigBlueButton, Zoom, Nexus, "My BIA". Information on programmes of the field, up-to-date news, book catalogue, etc. is available on the website. "My BIA" system provides information about the study process, schedule, important announcements and financial data. Moodle is used as a website where study course materials, independent work, various information resources, etc. are available. The BigBlueButton is a video conferencing system used to provide videolectures of visiting lecturers to students. Nexus is a database of teaching staff that also provides information on the research work (publications) of teaching staff.

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

The [scientific library](#) of the Baltic International Academy (from 15 January 2004 included in the Library Register of the Ministry of Culture of the Republic of Latvia with No. BLB0530, [BIA Library](#)

[Registration Certificate](#)) (LV only) is a member of the Association of Latvian Academic Libraries (LATABA), which gives the opportunity to use the library funds of all 25 LATABA members (see the list of members here: [LATABA - Latvijas Akadēmisko bibliotēku asociācija](#)).

The BIA Scientific Library cooperates with the library of the European Union Information Agency (ESIA - [ES Māja \(esmaja.lv\)](#)).

Library activity is regulated by the [Library Law](#).

At the beginning of the 2022/2023 academic year, the Scientific Library of the Baltic International Academy consists of the Central Library in Riga and 5 Information and Service Points (ISP) (libraries) in Daugavpils, Liepāja, Jelgava, Smiltene, and Jēkabpils. Until 2022/2023, ISP were also in Rēzekne and Ventspils. Educational literature, periodicals, electronic databases, as well as other resources necessary for students and academic staff are available in each ISP (library). The entire collection of the BIA library is included in the electronic catalogue. You can also order a book or a scan of necessary chapters from it, or a necessary article from a scientific journal from the BIA Central Library in Riga at any Information and Service Point. Information and Service Points (ISP) have been created to facilitate access to information for BIA students living far away and are also available to students of other LATABA member universities.

The BIA Central Library is located in Riga at 1/4 Lomonosova Street. SL ISPs are located according to branch addresses.

The library is open **55.5** hours a week, including Saturdays, with extended hours during the session. **Opening hours:**

Monday : 11.00 - 18.00.

Tuesday, Wednesday, Thursday : 9. 00 – 18.30

Friday : 9.00 - 20.00

Saturday 9.00 - 17.00

Last Wednesday of each month - methodical day. The library does not serve readers.

Users have the opportunity to contact the library and any ISP by phone and e-mail, order books to branches, use any of the 10 reading rooms, use a “quiet” reading room, work with a library or personal computer, use free Internet and Wi-Fi, copy, print, and scan necessary documents. ALL library facilities are accessible to people with mobility impairments.

In the library, it is possible to prepare literature according to the topic of the term paper, Bachelor's or Master's thesis upon request.

The library staff works with EVERY student individually, helps to find the necessary source of information in the electronic catalogue, on the shelf, and in databases.

Library employees actively participate in events that contribute to raising professional qualifications: they study in methodical courses, follow changes in the library industry, participate in professional scientific conferences, visit the libraries of other universities both in Latvia and abroad, using the offers of the Erasmus programme, follow the publication of new books, and both students and teaching staff are informed about them.

There are also 5 Information and Culture Centres (ICC) within the scope of the library:

- German-Speaking Countries Language and Culture Centre
- Slavic Culture, Literature and Language Centre (Polish, Ukrainian, Russian)
- Latvian Culture and Latvian Language Information Centre
- European Union Information Centre
- Nordic Information Centre



## Assessment of informational resources (library and available databases)

The **aim** of library's activity is to provide the study and research process with the necessary information resources, improving and facilitating the availability of library services and using information technologies to achieve the aim.

The Baltic International Academy has an appropriate material base, a modern library, which has available literature, periodicals, electronic databases, as well as other resources needed by students and academic staff.

Members of the library staff regularly participate in professional development events both in Latvia (National Library of Latvia, LATABA) and abroad (Erasmus+, Poland).

The BIA always followed the rapid pace of information technology development by modernising computer classrooms (in Riga – 6, in branches – 8), libraries, auditoriums. The BIA was the first higher education institution to establish a TV bridge system between Riga and branches. The years of the Covid-19 pandemic contributed to an even greater digitisation of the process and a rapid reorientation of work in higher education institutions as a whole, including libraries. The library provides the study and reference literature necessary for the study process, access to databases and press releases, provides services to the students and academic staff of the academy: computerised workplaces in the daily study process, copying, printing, and other services. The library offers students, lecturers and academy employees consultations on the use of e-services, training for improving information search skills, provides bibliographic references, compiles lists of theses and Master's theses and stores the best ones. At the beginning of the BIA study period, every new student has practical classes that introduce the library's collection, the possibilities of using electronic resources, the rules of library use. Since such an introductory course is compulsory for all admitted students, it is equated to the student's research activity (scientific internship). The library offers Interlibrary subscription services, which are actively used both within the BIA library system and between state libraries.

There were a total of 25,131 library visits in the 2022 academic year. There were 12,747 users in Rīga, 3,828 in Daugavpils, 2,956 in Liepāja, 3,498 in Jelgava, 855 in Smiltene, 1,247 in Jēkabpils.

The website of the BIA [Library](#) contains information about the library, a link to its electronic catalogue and terms of use, as well as information about library's new acquisitions.

## Methodological and informative provision

**The collection of the library is replenished according to the study programmes of the Academy.** A wide collection of methodical and scientific information sources, which is regularly supplemented with the latest literature, contributes to the successful course of the study process.

Publications in the **Latvian language** relevant to the implemented programmes are purchased **in full** both in the Central Library and at all Information and Service Points in proportion to the number of students. Fundamental classical textbooks **in English** by respected authors are procured obligatory for the Central Library and, if possible, for ISP. To a lesser extent, the collection is supplemented with valuable publications in Russian.

The **replenishment** of the BIA library collection is carried out in close cooperation with study programme directors and lecturers, according to lecturers' compulsory literature lists and book supply and demand in the market. The number of books purchased is proportional to the number of students. Donations from other universities and donations from private individuals also become an integral part of the collection. Recently, the collection of educational literature has been significantly updated. The number of books in English was significantly increased, while editions that had lost their relevance were excluded from the collection.

As of 2018, 1,808 books have been purchased (in Riga and branches) for a total amount of EUR 28,587.23, of which 802 books are in Latvian and 435 in English.

During the reporting period, a total of 1035 books were received as donations, of which 257 are in Latvian, 348 in English and 430 in other languages.

#### **BIA library space capacity and fund assessment**

<b>Branch</b>	<b>Area</b>	<b>Number of workplaces</b>	<b>Computers</b>	<b>Number of employees</b>
<b>Rīga</b>	Reading rooms - 5, <b>379 sq.m</b> Cultural Centres - 6, <b>358,3 sq.m</b>	For students - <b>82</b> For employees - <b>6</b> In Cultural Centres - <b>152</b>	For students - <b>24</b> For employees - <b>6</b>	6
<b>Daugavpils</b>	Reading rooms - 3, <b>136 sq.m</b>	For students - <b>24</b> For employees - <b>3</b>	For students - <b>14</b> For employees - <b>2</b>	1
<b>Liepāja</b>	Reading rooms - 2, <b>64 sq.m</b>	For students - <b>25</b> For employees - <b>1</b>	For students - <b>4</b> For employees - <b>1</b>	1
<b>Total</b>	Reading rooms - 10, <b>579 sq.m</b> Cultural Centres - 6, <b>358,3 sq.m</b>	<b>141</b>	<b>51</b>	8

#### **Library collection dynamics, books by language in Riga + ISPs**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>1-st half of 2023</b>
<b>Latvian</b>	31624	31698	31712	31816
<b>English</b>	4229	4609	4997	5077

Subscribed databases are available to students and academic staff for research and studies (*In Appendix*)

Database subscription takes place at the Culture Information Systems Centre and Business Information Office and is ensured by participation in EU Projects that offer subscription to SCOPUS and Science Direct databases. In turn, the databases and electronic platforms subscribed to by the National Library of Latvia (LNB) are available to all LATABA members for use at work and at home (It is necessary to fill in the questionnaire and receive an individual username and password for LNB)

BIA management follows the development of new information technologies, innovative processes in higher education, finances their implementation in the Academy as much as possible, continuing to purchase books in traditional paper format.

During the reporting period, books have been purchased for the collection of books of the study field "Management, Administration and Management of Real Property" for a total amount of EUR

1443.37. Also, books were purchased for the amount of EUR 522.20 for the library collection on topics related to the programme. 49 books were received as donations from students and lecturers, the most of which were electronic publications in English language.

In order to supplement the collection of books with the necessary literature, the lecturers of the study field prepare an application for the purchase of the necessary literature and submit it to the head of the BIA library. The head of the library compiles received applications and coordinates the procurement budget with the Board. After the budget is agreed, the necessary books are purchased.

A summary of the collection of books for the study field "Management, Administration and Management of Real Property" is available in the **Appendix Summary of the book collection**.

In the library, it is possible to get acquainted with the best samples of bachelor's, master's and doctoral theses, as well as there is opportunity to get acquainted with the scientific publications of students and teaching staff, including those published in cited scientific periodicals.

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

In the BIA study process, several platforms are used to ensure studies: Moodle, Nexus, Zoom and other programmes.

Moodle e-learning platform (hereafter - Moodle) is used as a modern complementary solution in the study process. The use of Moodle environment is topical due to the rapid development of the use of information technologies in society and the need to introduce new educational technologies in the learning process, which enable students to connect to the study processes at any time and from any place. Therefore, the effective use of Moodle helps to improve student achievement, the quality of education, the openness of the evaluation system for monitoring the learning process, self-monitoring, diagnostics, as well as mutual exchange of information.

Using Moodle system allows to ensure: differentiated presentation of information and interactivity of learning; revision of learning material; independent learning and methodological support; learner's self-control; creation and implementation of individual learning plans; confidentiality of learning; a more successful learning process through objective feedback.

For each study course, the lecturer develops a course description, study course materials, which include theoretical material, student self-examination tasks, independent work tasks, criteria for assessing learning outcomes. The lecturer uploads the course materials to his Moodle classroom. Video recordings of lectures are available in basic study subjects, which the student can watch in case the teaching material is not clear and in the course of studies it is necessary to study repeatedly specific materials. Student can watch recordings of lectures and seminars of the course without limits; use the materials in the course room (presentations, books, etc. files), view the test results.

In case the students have additional questions or the existing materials are not clear, the student can use the chat option in the system by writing to specific teaching staff in order to receive explanations.

Moodle system provides for the use of a wide range of methods in the study process: presentations, demonstration of video and audio files, performance of practical work in small groups (breakout rooms), role management of participants during the session, loading of various forms of control (tests with open and closed questions - the lecturer enters the evaluation conditions, correct answers and the system independently checks the tests). Moodle is suitable for use both in groups and in individual lessons and has positively shown itself and justified its meaningful use not only in practical lessons and seminars, but also in project activities, which are relevant in the current stage of digitalization of education. Systematic use of Moodle and adherence to the sequence of modules and activities in conducting the course contribute to the discovery of the pedagogical potential of teaching by maintaining feedback. Moodle allows the lecturer to interact more effectively with the students. However, the successful use of Moodle requires further training of lecturers, good collaboration opportunities and access to this educational technology, technical and administrative support, as Moodle develops new tools that can be used to improve the study process.

During the COVID-19 pandemic, Moodle and integrated BigBlue Button was the primary platform on which learning for full-time and part-time programme students took place. In March 2020, along with the restrictions of COVID-19, BIA realized the study process for all study groups in remote mode. Remote training in using Moodle was organized for BIA students, teaching staff and administration staff. From April 1 to 7, 2020, BIA students and teaching staff were offered to participate in a survey on the quality of online studies at BIA, its shortcomings and necessary improvements. 94 students of the field of study participated in the survey. 72 students had marked Moodle as the best platform for the realization of remote studies in their opinion, noting its advantages - ease of use, variety of options, communication possibilities, etc. Considering that the 1st wave of Covid-19 was followed by the second wave, the Moodle system was modernized.

During the pandemic, teaching staff could also choose alternative options, e.g. ZOOM platform, but only a few lecturers used it. BIA uses the Moodle e-learning platform in the study process, thus providing:

- diverse presentation of information,
- Interactivity
- Availability of the study material
- Student self-control
- Study confidentiality
- Feedback

The IT Service Centre ensures constant monitoring of the information and communication technology infrastructure and timely resolution of user support issues.

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

The mission of BIA is ensured by the highest qualified academic staff, which consists of professors and associate professors, as well as other qualified teaching staff and scientists (docents, lecturers). Administrative staff, as well as technical and service personnel, serve to achieve academic objectives.

The aim of the BIA staff policy is to provide qualified, professional and motivated employees to

achieve high operational efficiency of the Academy. The BIA uses the elected academic staff in the implementation of the study field, as well as attracts teaching staff - foreign lecturers, as well as practitioners who are specialists in the field.

BIA promotes a flexible and attractive recruitment policy. The work of experienced practitioners not having a scientific degree is also used. In order to improve and diversify the study process, first of all for the teaching of applied knowledge, the use of teaching staff and guest lecturers on short-term contracts is supported. BIA uses opportunities to attract foreign specialists.

Uniform, special approach criteria for academic staff elections are reflected in the "[Regulations on the Academic Positions of the BIA](#)". The selection of academic positions is based on an open competition taking into account the requirements of the person's academic qualifications and professional competence. In the election of the academic staff, uniform criteria are set, the most important of which are the achievements of the scientific and pedagogical activity, as well as the coherence of the respective field with the mission of the BIA. With the elected person, the BIA rector concludes an employment contract with a salary corresponding to the person's academic position. Vacancies are advertised in an open competition by following regulatory enactments.

In the case that the BIA requires a lecturer trainee, the BIA may refer the matter to the partners working in the field concerned to recommend the specialist concerned.

Both elected and invited personnel are required to comply with the conditions of study programme implementation and the requirements of laws and regulations, including qualifications, higher education, language skills, pedagogical and practical work experience.

### **Differences between elected teaching staff (academic staff) and guest teaching staff**

	<b>Academic staff</b>	<b>Guest teaching staff</b>
1	Recommendation of the Study Field Council	Announcement without tenders
2	Announcement of the competition for recruitment with the advertisement in the <u>Latvijas Vēstnesis</u> newspaper and on cvmarket.lv and BIA website.	
3	The results of the competition are approved by the Senate (up to and including the position of docent) or the Departmental Council of Professors (for professors and associate professors)	At the discretion of the Head of Study Field, according to the decision of the Study Field Council
4	An employment contract for a period of 6 years is concluded with approved persons	An employment contract is concluded for no longer than 2 years (for the duration of the semester, according to the scope of the study course)
5	Vacation (8 calendar weeks)	In proportion to the time worked
6	May participate in the elections of BSA representative and management institutions and be elected in them	May not participate
7	May work in one position only, including as a senior researcher or researcher	May work in various institutions as visiting teaching staff
8	Registration in the list of higher education institution academic staff (State Education Information System (VIIS) Register)	Without the registration in the list of higher education institution academic staff (State Education Information System (VIIS) Register)

In general, the involvement of the academic staff shows a highly positive dynamics. The changes in the structure of positions in the study direction are controlled and systematic staff development is underway.

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

The qualification of BIA academic staff has the most direct impact on the quality of study and research work and covers all activities of the Academy: provision of necessary infrastructure, development of international cooperation, education field and study programmes, a vision of development of the scientific activity, etc. Improvement of the academic staff's qualification is both a means to improve the quality of study and research activities and a process that includes both the identification of the necessary competencies of the academic staff and the organization of the

qualification improvement, the motivation of the academic staff and performance evaluation.

*The BIA academic staff policy includes events of improvement of professional skills, that is:*

- participation in scientific conferences, scientific research, methodical seminars, development of methodical materials, experience exchange events in Latvia and abroad;
- The qualification of the BIA academic staff is monitored based on the academic staff policy developed by the Academy;
- It provides for careful selection of personnel, regular training and professional development.

The BIA has developed and implemented the following policy for the composition of academic staff:

- to ensure that all study courses are delivered by qualified, scientifically and methodologically trained lecturers with well-developed pedagogical and organisational skills, who use modern teaching methods in their work;
- the academic staff consists of highly qualified scientific and professional staff, most of them have a doctoral degree (BIA strategic goal is to reach 65%);
- to attract foreign specialists and lecturers from other higher education institutions for teaching according to the specifics of the programme/field;
- to attract representatives of the sector, expert specialists for teaching according to the specifics of the programmes/fields;
- teaching staff can work in an international environment by communicating and delivering lectures in different languages;
- the teaching staff are experts in the field in Latvia and in international environment;
- The Academy has a favourable and creative atmosphere for the professional development of the teaching staff.

As part of its academic staff policy, BIA encourages teaching staff to deepen their knowledge in various training or to improve their qualifications through doctoral studies. The Academy provides financial support to doctoral students by covering the costs of participation in scientific conferences and by supporting the inclusion of scientific papers in internationally recognised and cited publications.

To promote the improvement of the qualification of the teaching staff, the BIA also holds elections of academic positions of the teaching staff, evaluating the results of scientific research work, pedagogical and organizational achievements of the teaching staff by following the requirements of regulatory enactments. The academic staff is elected for a term of six years. Elections provide a strong incentive for academic staff to maintain high performance. In its turn, the management of the higher education institution has an opportunity to evaluate, improve and renew the quality of the academic staff, opening new perspectives for development.

Lecturers' work is evaluated according to the level of knowledge and skills acquired by students. Student surveys are used to find out students' opinion on the work of the lecturer, the content and implementation of the study course.

BIA promotes the professional development of its teaching staff in several ways:

1. by participating in the inter-university methodological seminars, which are led by both Latvian and foreign experts;
2. by participating in the guest lectures of foreign lecturers organized by the BIA (information is regularly published on the BIA website);
3. by participating in the scientific and business conferences organized by the BIA (BIA conference plan is posted on the BIA website <https://bsa.edu.lv/index.php/en/conferences/plan-of-conferences.html>)

4. by raising the level of knowledge of foreign languages by attending the English language courses organized at the BIA;
5. by raising the digital skills by attending the training courses organized by the BIA for work in the BIA MOODLE system;
6. by participating in the development and implementation of research projects;
7. by participating in exchange activities, including in the framework of the Erasmus mobility programme.

*In order to promote the professional development of the teaching staff, they are provided with the following support:*

- free attending of the inter-university methodological seminars and training courses for work in the BIA MOODLE system;
- co-financing of the English language courses;
- co-financing of participation in the scientific and business conferences organized by the BIA and the conferences organized by the other universities;
- co-financing of publication of scientific articles in the internationally recognized databases and scientific journals;
- attracting financial resources for the mobility of teaching staff and their participation in the international visits, involving the financial opportunities which were insufficiently used before or not used at all.

These opportunities have already added value to the implementation of the study process and the quality of studies: the number of internationally recognized publications, including WOS and Skopus databases, practically all lecturers are able to work remotely using e-environment (BIA MOODLE system and BigBlueButton system).

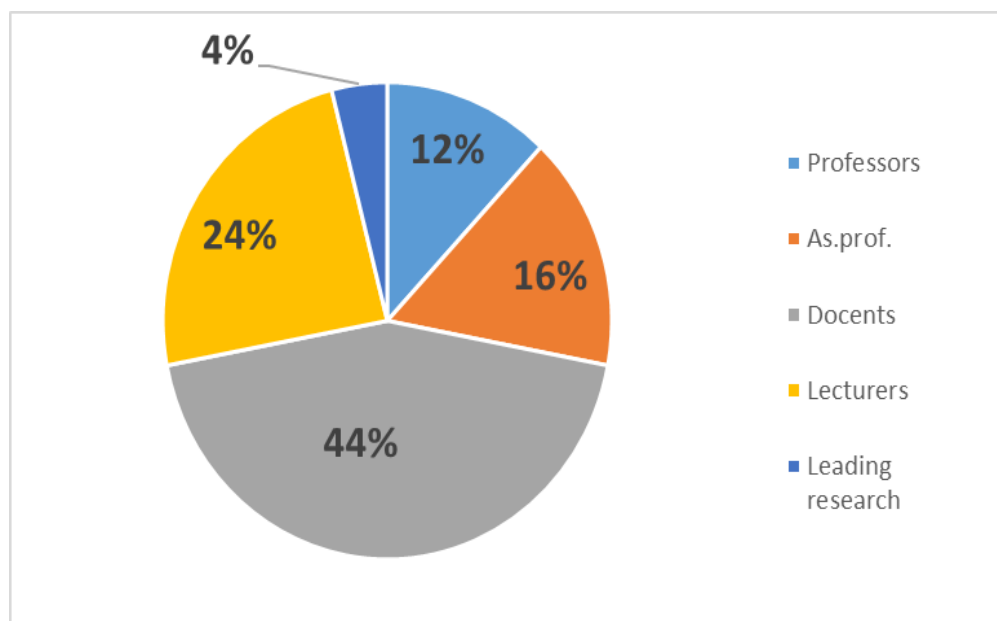
### **2.3.7. Provide information on the number of the teaching staff members involved in the implementation of the relevant study programmes of the study field, as well as the analysis and assessment of the academic, administrative (if applicable) and research workload.**

In the study field "**Management, Administration and Management of Real Property**", studies are provided by 50 lecturers, incl. 6 international lecturers, of which 27 (54%) people are elected at the BIA; doctors of science – 34 (68%), masters – 16 (32%). Academic staff have academic degrees and positions that correspond to the realisation of the goals and objectives of the study programmes of the field.

The academic staff involved in the study field is highly qualified and competent, and ensures the acquisition of the necessary research skills, theoretical knowledge, abilities and competences for students.

#### ***Teaching staff of the field of study "Management, Administration and Management of Real Property"***





The analysis of the academic and research workload of the BIA teaching staff is carried out both in the planning of the study process, in the development of self-assessments of the study fields and study programmes, and in the evaluation of the self-assessment questionnaire of the teaching staff prior to their election to an academic position. The procedure for determining the remuneration of BIA teaching staff, the amount of remuneration and the size of the workload is determined by the "Regulations on the organisation of remuneration and types of teaching load at BIA" approved by the BIA Senate on 25.08.2016. Teaching staff are paid with a salary of €/month or an hourly rate of €/acad. hour.

The remuneration of the BIA teaching staff depends on the type of teaching load: classroom load (lectures, seminars, consultations, semester and final examinations) and non-classroom load (participation in various events, organisation and management of conferences; publications; writing, editing and reviewing of scientific, teaching and methodological materials). Load volume - 1000 academic hours a year. If the academic staff is simultaneously involved in administrative work (rector, vice-rectors), the volume of their load is limited to 50% or 70% (heads of study fields and study programmes, directors of branches and other members of the administrative staff).

The implementation of study programmes of the field **"Management, Administration and Management of Real Property"** is carried out in Latvian and English languages. The foreign language proficiency of the teaching staff involved in the programme is attested by a higher education document with the acquired specialty and the qualification awarded, as well as a self-assessment of teaching staff in the Europass document of the European level, regardless of whether the language was acquired in formal education or outside it, determining the level of proficiency in accordance with the Common European Framework of Reference for Languages.

Foreign language proficiency certification is carried out by the BIA Foreign Language Learning and ECL Certification Centre, which is a part of the European Certification Consortium for the Level of Modern Language Skills. The Centre implements certification of English, German and Spanish. [Cabinet of Ministers Regulation of 20.12.2022 No. 795](#) (LV only) determines the international foreign language testing institutions, among them ECL (English, German and Spanish).

**2.3.8. Assessment of the support available for the students, including the support provided during the study process, as well as career and psychological support by specifying the support to be provided to specific student groups (for instance, students**

**from abroad, part-time students, distance-learning students, students with special needs, etc.).**

The support system available to students at the BIA is being developed in several directions.

BIA starts working with applicants before choosing a programme to start their studies, organising open days at the Academy or providing various types of individual consultations to applicants.

For first-year students in September, familiarisation with the study process at BIA begins during the freshman's week, where meetings with the BIA and study programme administration, testing in Latvian, foreign languages and informatics are planned in order to find out the level of knowledge of students, acquaintance with the resources of the BIA Library and culture centres is organised, etc. One of the most important tasks for the heads of study fields and programmes is the formation of a common understanding of students about career development issues, therefore, during the freshman's week, new students are introduced to the opportunities and topicalities of their career growth. First-year students are expected to communicate with the staff of the BIA Admission Committee on all issues related to the commencement of the study process at the Academy. In this case, the staff of the BIA Admissions Committee perform functions of curators of first-year students also for foreign students..

Lecturers work individually with the students and, to the extent possible, provide advice to help them in the learning process. Lecturers, if necessary, offer individual consultations, tasks for completion at home, the use of additional literature and study materials. The BIA has developed a set of measures that includes a student-centred individual approach, finding out the knowledge deficits of a particular student and providing individual support to reduce these deficits. Every BIA student is a personality whose development and growth is taken care of by all academy staff, incl. teaching staff, technical staff and administration. Employees of the Academy take into account the individual features, characteristics, skills and abilities of students in their daily work, as well as take care of the diverse development of students, contribute to the formation of personal growth and tolerance. Great attention by the BIA administration and lecturers is given to students with various problems in both studies and communication. Students who enrol and study in the BIA have different levels of knowledge from different regions of Latvia, as well as from abroad, of different nationalities and with different levels of knowledge of Latvian. There are also students who have different health, social and material problems.

There is a study information centre (SIC) in the BIA aimed at providing students with advisory assistance on all matters related to the organisation of the study process, as well as the formation of communication with the administration and lecturers.

The BIA always strives for taking care not only of students' good educational opportunities but also their social needs and psychological support, to the extent possible it supports students in different life situations, particularly in problem situations. The primary support for students is programme directors who can be addressed in any life situation for tackling current matters.

Each study group has a group elder, who is nominated by the students, who ensures communication with the teaching staff, the director of studies and the BIA administration, creating a continuous study process.

BIA does not have a separate educational programme available to learners with special needs. All enrolled learners are integrated into higher professional education programmes. The Academy is accordingly equipped and suitable for the admission of such students. In order for students with

reduced mobility to move around the premises of the Academy, elevators are available and easy to use. The premises are all suitable and conveniently accessible to people with special needs. BIA has the necessary facilities for the qualitative provision for special needs of students.

A Organization Week is organized for foreign students, during which foreign students meet with the head of study programs, the Erasmus coordinator, and the staff of the admission commission, who deal with the documents of foreign students. Foreign students are introduced to BIA buildings, rules of procedure, as well as basic aspects of Latvia (health care, public transport, functions of state institutions, etc.). During their studies, foreign students can contact the program manager for questions.

In cooperation with the BIA Student Council, international students are also involved in BIA student extracurricular activities (e.g. Erasmus + Member High School Presentation Dinners, Excursions, Christmas and other events organized by the Student Council).

The available support is sufficient. The BIA always strives not only to provide good educational opportunities for students, but also to meet social needs and give psychological support, to support students in various life situations, especially in problem situations. The programme directors who can be addressed to solve current issues, are the primary student support. Students take advantage of this opportunity and approach program leaders both electronically and in person. The frequency of support depends on the study process, more often students ask questions at the beginning of the semester and during exams.

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

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

Scientific research is an integral part of BIA's activities, it involves academic staff and students. Research activities of academic staff are one of the main activities of the BIA. The Scientific and Science Council, the Scientific Research Institute for Social and Humanitarian Problems are functioning to ensure the successful research process. The research process at the BIA is coordinated by the Vice-Rector of Science, who chairs the Scientific Council of the BIA and is responsible for the strategy of the Academy's scientific research work, the implementation of the set objectives and the quality of the achieved results. The academic staff of the field of study "Management, Administration and Management of Real Property" has the opportunity to conduct research at the BIA Research Institute for Social and Humanitarian Problems, where OECD disciplines such as Social Sciences and Humanities are represented. The tasks of the research activities of the BIA are:

- to provide science, research and innovation in line with the research directions defined in the BIA's operational and development strategy;
- develop scientific research capacity;

- increase the number of people employed in science by renewing and developing human resources for science, technology and innovation, promoting international excellence and quality;
- maintain and improve the scientific infrastructure. Research ethics is defined as the guiding principle of the BIA;
- the indivisibility of teaching and research work;
- knowledge transfer;
- collaboration, interdisciplinarity, integrity.

A total of 50 teaching staff, incl. 6 international lecturers, are involved in the implementation of the study field, of which 27 teaching staff have an elected academic position at the BIA and include 4 professors, 5 associate professors, 2 leading researchers, 14 docents, and 2 lecturers. Since a total of 50 teaching staff are involved in the implementation of the study process, this means that 54% of the teaching staff are elected by BIA, which testifies to the high academic capacity of the BIA academic staff. It should also be noted that during the reporting period, foreign teaching staff from Estonia, Germany, Ukraine, Bulgaria and Turkey were attracted to the study programmes of the field.

**List of professors and associate professors of the study field "Management, Administration and Management of Real Property" (01.09.2023)**

Nr.	Name, Surname	Position	Scientific degree
1	Žanna Caurkubule	Professor	Dr.sc.ing.
2	Aleksandrs Mašarskis	Professor	Dr.oec.
3	Irina Plotka	Professor	Dr.psyh.
4	Gaļina Rešina	Professor	Dr.oec
5	Tatjana Jurkeviča	Assoc.professor	Dr.iur.
6	Viktors Morohins	Assoc.professor	Dr.oec.
7	Nadežda Novožilova	Asoc.professor	Dr. sc. ing.
8	Vladislavs Volkovs	Assoc.professor	Dr.sc.soc.
9	Jurijs Baltgailis	Assoc.professor	Dr.oec.

**List of LCS experts of the study field "Management, Administration and Management of Real Property" (01.09.2023)**

Name, surname	Branch of science	A subfield of science	Date
Žanna Caurkubule	Social Sciences	Economy and entrepreneurship	06.07.2025
Sergejs Ignatjevs	Social Sciences	Economy and entrepreneurship	05.04.2026

Tatjana Jurkeviča	Social Sciences	Law Sciences	06.09.2026
Aleksandrs Mašarskis	Social Sciences	Economy and entrepreneurship	07.09.2025
Inese Mavļutova	Social Sciences	Economy and entrepreneurship	02.11.2025
Irina Plotka	Social Sciences	Psychology	02.11.2025
Galina Rešina	Social Sciences	Economy and entrepreneurship	03.11.2024
Vladislavs Volkovs	Social Sciences	Sociology and social work	02.02.2025
Jurijs Baltgailis	Social Sciences	Economy and entrepreneurship	02.06.2024

Pursuant to **Long-term Strategy for Activities and Development of Baltic International Academy 2022 - 2025**, the main directions of research activities of the BIA are:

- to promote research activities of lecturers and students, especially in areas that are important for the further development of the Latvian economy and culture;
- collaborate with business entities, developing applied research;
- develop and expand scientific and methodological cooperation with Latvian and foreign universities for joint scientific research;
- promote the development of shared scientific infrastructure (development of research laboratories, analytical and competence centre, psychological support centre, etc.);
- attract EU structural and social funding for research by academic staff of the BIA;
- involve students in the development of EU structural and social projects.

The staff of the field of study “Management, Administration and Management of Real Property” has also actively participated in several international cooperation projects. For example, Associate professor Vladislavs Volkovs participated in the national research project (2018 - 2021) “Interaction of the Individual, Society and State in the Common Historical Process of Latvia: Value Conflicts and the Formation of Shared Values at Historical Turning Points” and led the working group “The Role, Place and Self-Cognition of Ethnic Groups in Latvia: 20th Century Discourse”.

During the reporting period, the participation of academic staff in research projects in collaboration with representatives of other disciplines and the public sector has played a major role. For example, Ksenia Doronina and Inese Ratanova participated in the project "Enhancing Green Economy in 3 countries of Asia (EGEA)" (2020-2022).

According to its priority research directions and commercialisation opportunities, the BIA:

- promotes the development of Master studies in the corresponding field of science;
- forms an efficient system for the usage of infrastructure resources and intellectual property;
- ensures the development of new researches formed by its own staff or with its participation;
- promotes the practical usage of their activities and science achievements;
- prepares the publishing of internationally recognised collection of scientific works and journals.

Scientific topics are concerned with regional development, economic and financial field researches and correspond with the objectives of the academy and study field. The basis of the research is primarily related to Latvia's economic development. For the staff representing a different field of study and conducting study courses of the corresponding science field, the topics correspond with the activity objectives and tasks of the respective field.

The research activities carried out by the teaching staff in the framework of the studies correspond with the objectives of the study field. Taking into account the specific features of the economic field, the involvement of academic staff occurs mostly in projects related to economics, finances and business activities, in the implementation of which students are also involved.

Currently, BIA works closely with existing partner universities within the framework of holding joint conferences, seminars, and summer schools. Currently, the activities are mainly focused on the EU, Baltic Sea region and Eastern European countries, as well as Ukraine.

The following universities can be mentioned as some examples of cooperation:

Sedlice University of Natural Sciences and Humanities (Poland)

The mutual cooperation of higher education institutions is aimed at promoting science, promoting the mobility of students and teaching staff, publishing the results of the scientific activity of the teaching staff of the partner higher education institution, raising the qualifications of teaching staff and organizing lectures. Ukrainian educational institutions / institutions with which BSA actively cooperates at the moment:

- N. Karazin Kharkiv National University,
- Kyiv National University of Technology and Design,
- Semyon Kuznets Kharkiv National University of Economics,
- National Technical University "Kharkov Polytechnic Institute",
- Research Center of Problems of Industrial Development of the National Academy of Sciences of Ukraine.

Cooperation within the field of study is related to mutual guest lectures of remote teaching staff, holding joint conferences, mutual publication of articles in scientific journals and joint participation in projects in the fields of entrepreneurship, innovation and security, which will promote the internalization of study programs.

Daugavpils University can be mentioned as one of the local cooperation partners.

In the summer of 2020, the Professional Development Center of Daugavpils University has provided BSA teaching staff with the professional development program for education pedagogues "Innovations in higher education" (160 academic hours). The lecturers of the direction will continue to cooperate with the university in the field of qualification improvement.

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

During the reporting period, the following general objectives and detailed objectives were set for linking scientific research with the study process to the BIA Scientific Council:

##### **General objectives:**

- To coordinate scientific research work at BIA and its integration into the study process and programme acquisition (respons. Vice-Rector for Scientific Work of the BIA, heads of study fields and study programmes);
- To develop and coordinate the research activities of the BIA students (resp. heads of study fields and study programmes).

### Detailed **objectives:**

- to participate regularly in the approval of the topics and supervisors of the Master and Bachelor theses of the Master and Bachelor study programmes.
- to participate in the evaluation of the development process of the final theses, in the pre-defence of the Bachelor and Master theses, in the recommendation of the final theses for defence and their reviewing (study programme directors, teaching staff).
- to participate in the development of the BIA's research directions and academy's progress strategy (management of the study field).
- to participate in the organisation and provision of the process of the BIA student scientific conference, to participate as experts in the conference (study programme directors, teaching staff).
- to clarify the standpoints of both internal and external stakeholders on the operations of the BIA SC by carrying out surveys (oral or written) (analytical department of the BIA).

Scientific research activity is an integral part of the study process. Research work carried out by academic staff is used in the preparation of study course programmes and in the training of students, and it has a direct impact on the study work. The research activities of the academic staff have a direct and positive effect on the study work. Participation in conferences and project development offers an opportunity to provide an insight into the latest research directions, current problems of scientific and practical work and their solution. All leading lecturers of the programmes, who actively participate in scientific research, widely apply the obtained scientific results in the study process: preparing for classes, developing a practical example teaching methodology, seminar classes, project works, and topics of final theses. The improvement of the content of study courses is also directly related to the research work and scientific activities of the lecturer. Students are actively involved in various research activities, acquiring the skills, abilities and competences necessary for carrying out research work. Students of all levels participate in both Latvian and international conferences with reports. For master's students, participation in conferences is a mandatory condition.

The linkage of scientific research with the study process is realised in several ways:

- Students are involved in research work during the development of term papers, bachelor's theses, master's theses, as well as by providing an opportunity to work in research projects in case of availability of appropriate funding. In cooperation with employers, students have the opportunity to study and develop research that is important and useful for the industry. The model topics of the final papers are developed by the lecturers of the relevant study programme, and by 1 December they are approved by the Direction Council. The directors of study programmes review and approve or ask for clarification of each application for the topics of the final thesis.
- In cooperation with the supervisor, students acquire the skills to plan and conduct research; to learn or develop research methodologies for the appropriate topic of paper. Also, in cooperation with the supervisor, students are attracted to the process of developing a scientific article, as a result of which students develop a culture of scientific research work. Students participate in scientific conferences where they present their research.
- Students (especially students of the professional master's study programme "Management, Administration and Management of Real Property") have the opportunity to participate in the research conducted by the academic staff of the field both as research participants and voluntarily, thus getting to know the research process better. Master's students are involved in the research work throughout the studies except for the preparatory semester, the following measures are implemented: conversations and consultations with students on the choice of the topic of the master's thesis are started already from the introductory week.

- Lecturers of the study field "Management, Administration and Management of Real Property" use the results of both their own and colleagues' research and insights in teaching courses, referring to them in parallel and in addition to the description of research and insights carried out elsewhere in the world.

Articles by teaching staff are actively published in scientific publications within the framework of two research areas approved by the Senate of the Baltic International Academy (Economics, finance, accounting and management: analysis of modern development trends and perspectives and Studies on the implementation problem of information business technologies in small and medium-sized enterprises). Their scientific publications contribute to the improvement of the content of the study courses.

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

BIA has a wide-ranging international cooperation that has developed at several levels, which is based on the participation of both study fields and study programmes in internationally funded educational or scientific projects, including student exchange projects, as well as on the personal scientific contacts of lecturers involved in study programmes and scientific cooperation, in which students are also successfully involved.

Lecturers of the field regularly participate in various projects of international scale. Being aware of the importance of the internship gained in the course of such projects, the lecturers involve academy students from different programmes in the implementation of projects. BIA has successfully implemented EU fund projects, which has developed experience in the implementation of funds, as well as skills to advise learners and provide information to the general public.

A number of lecturers are involved in projects related to their field of scientific interest. Detailed information about scientific work of lecturers in research projects can be found in lecturers' CVs (Study direction 2.3.2.).

Already for 12 years, the Academy has been organising the annual international scientific-practical conference of young researchers "Time of Challenges and Opportunities: Challenges, Solutions, Prospects", one of the tasks of which is to draw students to scientific activities. The co-organisers of the conference in 2023 are V.N. Karazin Kharkiv National University (Ukraine), Uniwersytet Przyrodniczo-Humanistyczny w Siedlcach (Poland), Šiauliai State College (Lithuania), College of Accounting and Finance (Latvia). The conference is also attended by participants from other higher education institutions of Latvia and other countries. Conferences are usually organised in May, i.e. at the end of the study year, so they have the opportunity to present research that has been created during the entire study year.

For the twelfth year, the annual international scientific-practical conference "Society Transformations in Social and Human Sciences" is organised (until 2019 the name of the conference was "The Process of Transformation in Law, Regional Economy and Economic Policy: Current Problems of Economically Political and Legal Relations". The co-organisers of the conference are Daugavpils University (Latvia), College of Accounting and Finance (Latvia), V.N. Karazin Kharkiv



National University (Ukraine), Kyiv National University of Technologies and Design (Ukraine), Research Centre of Industrial Problems of Development of NAS of Ukraine, Simon Kuznets Kharkiv National University of Economics (Ukraine), Panevezys University of Applied Sciences (Lithuania), Lithuanian Sports University, University of Oradea (Romania) and Uniwersytet Przyrodniczo-Humanistyczny w Siedlcach (Poland).

The work of these conferences results in the publication on the Academy's website (<https://bsa.edu.lv/index.php/en/conferences/main-publications.html>). BIA prepares and publishes the scientific journal "Baltic Journal of Legal and Social Sciences", which publishes scientific and analytical articles on current issues of social science and practice both in the Baltic region and beyond (<https://bsa.edu.lv/index.php/en/journals.html>).

Cooperation within the framework of the ERASMUS+ programme: academic staff of the study field undergo internships in foreign universities and other institutions in order to objectively understand student exchange trips and study opportunities, opportunities for exchange of lecturers and a new form of cooperation, as well as signing new cooperation agreements.

In accordance with BIA's strategic goals, the study direction plans to continue to be involved in international projects, develop the mobility of students and lecturers, promote scientific activity, develop and promote joint research programs between countries. Organize international conferences to promote scientific dialogue and exchange between researchers from different countries. It could help generate new ideas and solutions to global problems.

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

The staff involved in the implementation of the BIA study field „Management, Administration and Management of Real Property” ensures sufficient scientific capacity for the performance of the scientific activities in the economic science, the assistant professors involved in the field have published the results of the researches in a variety of journals and scientific publications. Each year, the academy organises international scientific research conferences, in which the academic staff is actively participating.

The full list of the BIA conferences planned can be viewed on the BIA website in the section “[Conferences](#)”.

The academic staff of the BIA publishes the research results in the scientific publications and journals of Latvian and foreign universities, which are included in WEB OF SCIENCE, SCOPUS, EBSCO and other databases.

The main scientific publications of the academic staff involved in the implementation of the study field and a list of the study literature prepared during the reference period is shown in the **Annex**.

The academic staff involved in the study direction regularly presents the results of their research to the scientific community by participating in scientific conferences, in projects, congresses in Latvia and abroad, as well as by publishing their research and monographs. Lecturers of the field publish articles and participate in the organisation of the international scientific-practical conference

"Society Transformations in Social and Human Sciences".

The Baltic International Academy has developed a [system for stimulating and supporting the scientific activities](#) of academic staff, doctoral students and other students. This system corresponds to the main objectives of scientific activity, which are reflected in the Law on Scientific Activity: «to strengthen ... taking care of science as a particularly important factor in the development of society» (Article 2 of the [Law on Scientific Activity](#)), promotes the motivation of teaching staff to write publications and raises their level of qualification, also increasing the quality and academic depth of the content of classes.

In accordance with the "Regulations on the Organisation of Work Remuneration and Types of Pedagogical Workload for Academic Staff and Visiting Lecturers at the Baltic International Academy" (***In Appendix Pedagogu darba samaksa, LV only***), stimulation of scientific activity includes:

- Organisation and management of international conferences
- Publication of scientific papers in Web of Science, SCOPUS and ERIH+ databases.
- Writing, editing and reviewing scientific, teaching and methodological materials from 2 to 5 academic hours

Stimulation of scientific activity of BIA's academic staff also includes:

- the opportunity to use the Erasmus Programme resource to deliver lectures in European countries at universities;
- to handle the costs of participation in international scientific conferences.

The system of stimulation and support of scientific activity is open to suggestions for improvement for academic staff, doctoral students and other students of the Baltic International Academy.

The staff involved in the implementation of the BIA study direction ensures sufficient scientific capacity for the performance of the scientific activities in science, the assistant professors involved in the course have published the results of the researches in a variety of journals and scientific publications. Each year, the academy organises international scientific research conferences, in which the academic staff is actively participating. The academic staff of the BIA publishes the research results in the scientific publications and journals of Latvian and foreign universities, that are included in WEB OF SCIENCE, SCOPUS, EBSCO and other data bases. The full list of the BIA conferences planned can be viewed on the BIA website in the section "Conferences" <https://bsa.edu.lv/index.php/en/conferences/plan-of-conferences.html>.

Some teachers of the study direction were involved in large international projects. An example of such project is "Enhancing Green Economy in 3 countries of Asia" (EGEA), which was implemented over two years (2019-2021). In frame of this international project (Erasmus Plus (K2) program), two teachers of the study direction participated - Inese Ratanova and Ksenija Doronina. Within the framework of the project, the teaching staff (project researchers) made a researches of the current problems affecting India, Nepal and Kyrgyzstan in the field of green economy and entrepreneurship. As a result study courses were developed, this materials can be included within the Master's programs of the above-mentioned countries. The course "Carbon management" created by Inese Ratanova, the course "Utility management" created by Ksenija Doronina. Within the framework of the project, with the aim of understanding the existing problems of the population in the existing spheres, the lecturers visited a number of countries and universities, presented materials, participated in discussions and created practical materials based on the information obtained. The results of this project were presented at the university to students of the field of study during conferences and seminars. Currently, the teachers of the course also conduct international research, which affects current problems not only in Latvia, but also on a global scale.

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

The study research work is being planned in terms of content and organisationally in accordance with the requirements of the study programme and targeted in a way that future professionals would gradually acquire the necessary knowledge and abilities. The development and defence of 3 term papers and diploma thesis is foreseen in Bachelor study programmes, for Master students – mandatory participation in the conference and preparation of a scientific article, Master thesis development and defence.

Within the framework of the programme, special attention is paid to the conduction of research work. The research activity of students is related to the implementation of various projects both within the framework of BIA activities and outside it. In the course of various study courses, research or creative projects are implemented that contribute to strengthening the competitiveness of students. Students must independently conduct micro-studies in relation to the problems to be studied in the course, developing skills of both empirical and theoretical work. By collecting, compiling and analysing all the information to be learned on a particular issue, students form an experience of empirical work, while interpreting the material in accordance with the theoretical knowledge of specialists in the field and presenting their conclusions in a paper, report, article, they develop the skills of scientific work.

The research work of students carried out within the framework of studies corresponds to the objectives of the study direction. The final (bachelor's, master's) thesis in the study programmes of the field "Management, Administration and Management of Real Property" is a project independently developed and implemented by the student with a practical implementation part in the problem chosen by the student. The project is independently developed, implemented and presented. In order to successfully qualify, it is necessary to acquire competences in one's professional and research work, to be able to justify and realise creative idea, to understand and be able to apply various knowledge, skills and competences related to the future profession. Throughout the study process, these competences are integrated and promoted, starting with small creative tasks, and later - practical projects and scientifically based research. Students acquire basic knowledge of research in the study course "Theory and Methodologies of Scientific Work" and their involvement in scientific activity basically takes place within the framework of the study process, theoretical knowledge is tested in practical works and creative projects, developing term papers and final (bachelor's, master's) theses.

Writing term papers and final (bachelor's, master's) theses is considered to be the most significant contribution to the improvement of students' research-creative activity. The development and defence of the final thesis is a confirmation of the student's professional competence in order to be able to obtain the appropriate qualification. Other forms of research work of students are reports, research within the framework of specific study courses. Students present the results of their research at conferences and actively participate in both Latvian and international conferences with reports. Students also actively participate in scientific conferences, since participation in conferences and publications of scientific articles is part of the practical training that is included in the master's study programme. For example, during the reporting period students of the study

direction participated in several international and scientific-practical conferences of students organised by BIA. For example, in 2022, on May 13-14, **BIA's annual XII International Scientific-Practical Conference of Young Scientists and Students "Time of Challenges and Opportunities: Problems, Solutions, Prospects"**, was held, where 14 students of the direction, both master's and bachelor's level students, submitted their scientific papers. On 10 December 2022, the annual BIA **XI International Scientific-Practical Conference "Transformation of Society in the Field of Social Sciences and Humanities"** was held, where **master's students of the study direction participated**. On May 12-13, 2023, BIA's annual XIII International Scientific-Practical Conference **"Time of Challenges and Opportunities: Problems, Solutions, Prospects"** was held, where students of 27 directions - both master's programmes and bachelor's level students - presented their papers. The best papers presented at the conference were recommended for publication together with the scientific supervisors of the student papers.

Involvement of students in scientific research has improved comparatively to the previous reporting period and more students are getting involved, but despite this increase, most students are not motivated to participate in scientific research. Students are given the opportunity to develop scientific papers, competent supervisors and partially sufficient equipment are also provided.

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

BIA has developed and brought into the study process the Academy's e-learning platform BIA MOODLE and BigBlueButton (BBB) platform, which provided an opportunity to improve the quality of the content of study programmes, providing students with a better opportunity to increase their competences and skills. Work continued on the improvement of the BIA database by introducing the NEXUS programme, which made it possible to interconnect an integrated e-solutions platform with the processes of study programme content, personnel and student file management, financial resources and document flows. By improving the organisational structure of the BIA and performing the support available to students in the study process, the Student Information Centre was created, where students and academic staff can receive informational support. BIA continues to optimise its management by organising the Quality Management Department in order to improve the quality of studies and provide the Latvian economy with a competitive workforce, moving closer to the current demand of the labour market.

In the Psychology study field, The Laboratory of Neurocognitive Implicit Processes gives the opportunity to attract students and lecturers of different study fields to acquire different programmes – psychologists, economists, marketing specialists, entrepreneurs for prospective and topical research areas. The opportunities for the Academy to cooperate with Latvian and European researchers and to participate in joint international, scientific and research programmes increase significantly. There is a real opportunity to conduct fundamental research on the cognitive mechanisms of implicit social cognition, as well as contemporary applied research focused on the study of implicit attitudes in various professional fields.

The aim of the laboratory is to provide a scientific-technical basis for carrying out scientific research for students of master's, bachelor and doctoral study programmes.

*The laboratory performs the following functions:*

1. Scientific-methodological and equipment provision for the development of practical work, bachelor and master papers;
2. Scientific-methodological and equipment provision for teachers engaged in scientific-research work in implicit social cognition.
3. Conducting business research (in the field of the market) on behalf of companies and organizations (transport, communications, industry, trade, advertising, marketing, etc.);
4. Development and improvement of the content of Master study courses.

In order to perform the above functions, the laboratory is equipped with computer hardware and software allowing to conduct group lectures, practical classes in psychology and provides the ability to carry out all four above-mentioned lab functions.

At this moment study direction`s “Management, Administration and Management of Real Property” and “Psychology” researchers and lecturers are working in creating new activities in scientific practical research.

## **2.5. Cooperation and Internationalisation**

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

In order to ensure the quality of education, the aim of the BIA cooperation and internationalization is primarily to promote the sustainability of study directions. BIA cooperates with many organizations in Latvia in order to achieve the goals and study results: companies, governmental and non-governmental organizations, professional associations, universities, colleges, secondary schools, etc. (**Appendix**).

Cooperation with employers and professional organizations developed in the following directions:

- Participation in the development of study fields and study programmes - inviting professionals to work in the field or programme council;
- Participation in the implementation of study programmes as guest lecturers teaching one or more study courses or a part thereof;
- Participation in science, research and creative activities;
- Provision and management of internships;
- Organization of guest lectures and creative workshops;
- Developing, discussing and approving the topics for term papers and final papers;
- Supervising and reviewing of final papers;
- Participation in defence committees for final papers and internship overviews.

Study field students are offered opportunities to participate in lectures, seminars and excursions.

For example:

- On November 26, 2021, the Bank of Latvia's guest lecture "Eurozone monetary policy response to the pandemic" was held, Lecturer: **Krista Kalnbērziņa**, Chief Economist of the Monetary Policy Analysis Department of the Bank of Latvia
- On January 20, 2022, the Bank of Latvia's guest lecture "Modern payments - how they are affected by innovations, technological development and daily digital transformation", Lecturer: **Emīls Dārziņš**, chief payment and financial market analyst of the Payment Systems Department of the Payment Systems Administration
- On April 22, 2022, a guest lecture "Corporate tax planning" was held, Lecturer: **Kārlis Ketners**, Dr. oec., Director of the Budget Development Policy Department of the Ministry of Finance
- On October 18, 2022, a guest lecture "Fintech as sign of new Industry 4.0" was held, Lecturer: **Oļegs Cherniševs**, Chief Technical Officer - BlackCatCard project (Malta), Founder and CEO of Fintech Company - SIA StarBridge (Latvia)
- In November 2022, the students of the field were on an excursion to the "World of Money" Knowledge Center of the Bank of Latvia
- On November 29, 2022, a lecture on sustainability for a green lifestyle was held: "What's the point of sorting if you throw everything in one car?", Lecturer - Latvian green point eco coach - **Jelena Zemņicka**
- On May 22, 2023, an open lecture "Emotional intelligence" was held, Lecturer: Mg. psych. **Oksana Meishele**, certified psychologist and psychologist-supervisor in the field of organizational psychology, certified coach in the D. Goulman programme in emotional intelligence
- On May 30, 2023, the master class "**Silence-management**" was held, Lecturer: Assoc. Prof. Miguel Rivas, External Quality Consultant and Quality&Performance Auditor for the United Nations World Tourism Organization (UNWTO)

In order to integrate students from 3rd countries more quickly and successfully into Latvian society, to learn the cultural, historical and other aspects of the country, the BIA has a long-standing experience with the association "Platform for Co-operation" in various integration activities (Plan of events in the **Appendix**).

Attending events, attending integration courses, simulations have been an integral part of directional foreign students between 2020 and 2022.

**The most essential mechanisms** for securing cooperation with partners are:

- joint participation in scientific conferences, research activities and projects;
- participation in other events, such as summer schools, international weeks, intensive programmes;
- attending meetings with university representatives during their visits to Latvia, both individual and those organised by such organisations as the Investment and Development Agency of Latvia, the State Education Development Agency, the Employers' Confederation of Latvia, foreign embassies and the Ministry of Foreign Affairs of the Republic of Latvia;
- international visits within the boundaries of marketing activities;
- direct contacts between university representatives and international departments with the Academy's International Department.

BIA staff of the study field "Management, administration and real estate management" is actively involved in projects that are not directly related to science, but are related to education in Latvia and integration into it's environment. One of such projects is the Latvian state budget-funded programme "Latvian language teaching for Ukrainian civilians" 2023.LV/LVUKR, which is

implemented by the BIA in the period from March 1 to December 31, 2023. The event is financially supported by the Society Integration Foundation Republic of Latvia from the allocated Latvian state budget funds.

During the project, 22 groups have been completed, which acquired Latvian Language A-1, A-2 and B-1 categories face-to-face and remotely in different Latvian cities: Riga, Ventspils, Mālpils. In total, more than 300 Ukrainian civilians were taught.

The staff of the study field was actively involved in the project: Guest lecturer Līga Šilova and Daugavpils branch director Valentīna Rumjanceva (teaching staff within the project), lec. Ksenija Doroņina (project coordinator), as.prof. Tatjana Jurkeviča (legal support of the project), doc. Žanna Černoštana (management of financial processes related to the project).

Factors to consider the study direction and study programs when *choosing* cooperation partners:

- the existence of identical study directions and educational cycles in the partner university;
- willingness to cooperate in the field of science; in the field of exchange of students, administrative staff and teaching staff; in the field of development of inter-university programs and modules;
- the existence of English stream (realization of studies in English), as well as teachers and administrative staff with knowledge of the English language;
- geographical location taking into account the existing recommendations of the Ministry of Foreign Affairs and the Ministry of Education and Science; geopolitical interests of the Republic of Latvia; inclusion of the specific countries in the list that allows the right to pay scholarships of the Republic of Latvia and with which the Republic of Latvia has signed international agreements in the fields of education, science and / or culture.

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

International cooperation should be one of the key elements of the institutional strategy. The international cooperation activities of the BIA mainly focus on the EU, the Baltic Sea region and Eastern Europe.

BIA promotes:

- Mobility of students and teaching staff with the aim of improving the quality of studies and improving the qualifications of staff;
- Participation in international academic and professional organizations (including associations);
- Attracting foreign students by increasing the proportion of courses taught in foreign languages;
- Active participation in international scientific and educational exhibitions, conferences, seminars, refresher courses, and other activities;
- developing and implementing summer school and International Week programmes with

international study courses;

- development of transnational higher education study programmes;
- participation in international education and research programmes and projects.
- BIA seeks to expand teaching and student exchanges and develop exchanges between BIA and foreign higher education institutions (through EU programmes and bilateral agreements).

Cooperation is based on mutually agreed cooperation agreements, as well as on long-term collegial and friendly relations. BIA has been actively developing cooperation with foreign higher education institutions during the last years. Its cooperation with foreign and EU higher education institutions under the ERASMUS programme allows not only the implementation of the student exchange programme, but also the exchange of lecturers. Lectures, open seminars, international conferences have strengthened the place of BIA in the European Higher Education Area. The higher education establishment has successfully entered the Erasmus programme, which is certified by more than 150 cooperation agreements. The collaboration is used by students, academic staff and the administration of the higher education establishment. Within the framework of international cooperation, the higher education establishment is regularly visited by delegations of related foreign universities and other institutions, who share their work experience and are interested in getting acquainted with the work of the higher education establishment. Discussions provide insights that allow the higher education establishment to improve its work.

For developing a multi-faceted experience in cooperation with Ukrainian universities, in July 2023, BIA organized Ukrainian Science Days, in which professors and assistant professors of five Ukrainian scientific institutions participated. Scientific days were held in Riga within the framework of Erasmus+ programme grant KA-107. Objectives of the event:

- Exchange of experience;
- Innovative study methods;
- Joint scientific research activity;
- The possibility of exchange of teaching staff for teaching professional and research modules;
- Publication of scientific articles in the partner university of the second country.

Participants:

- V.N. Karazin Kharkiv National University,
- Kyiv National University of Technology and Design,
- Semyon Kuznets Kharkiv National Economic University,
- Kharkiv Polytechnic Institute National Technical University,
- Research Center for Industrial Development Problems of the National Academy of Sciences of Ukraine

According to the programme of the Days of Ukrainian Science, roundtables, discussions and seminars were held at the Baltic International Academy. They were attended by Professor, Vice-Rector of the V.N. Karazin Kharkiv National University Boris Samorodov, Head of the Department of Sociology and Public Administration of the National Technical University "Kharkiv Polytechnic Institute" Professor Volodymyr Moroz, Head of the Design Department of the Kiev National University of Technology and Design Kalina Pashkevich, Head of the Department of International Economics of Semyon Kuznets Kharkiv National Economic University Nadiya Proskurnina, Deputy Director for Science of the Research Center of the Academy of Sciences of Ukraine Irina Gubareva, and their colleagues.

From the field "Management, Administration and Management of Real Property" (BIA) the following administrative and teaching staff participated in the event: as.prof. Vladislavs Volkovs, as.prof. T. Jurkeviča, doc. B. Heimanis, lect. K. Doronina, guest lecturer I. Novikova, programme director J.



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

In the field of study "Management, Administration and Management of Real Property" both in the bachelor's study programme and in the master's study programme there are students from different countries: Azerbaijan, Belarus, India, Cameroon, Kazakhstan, Pakistan, Ukraine, Uzbekistan and others. In general, since 2019/2020 the number of foreign students enrolled in bachelor's and master's study programmes has grown every year, and 134 foreign students studied in 2022/2023 study year.

Currently, BIA mostly achieves that by participating in foreign exhibitions and fairs or by relying on a network of agents. Potential foreign students also apply themselves.

Several communication channels are used to approach potential foreign students:

- International education shows in specific target countries
- Student scouting agents
- Current students and alumni

In addition, social media accounts of the university in Facebook, Instagram, Youtube, and on other platforms are actively used.

Students also acquire international experience during guest lectures, practical classes and seminars, where they can meet foreign experts. These experts are invited by relying on personal contacts, as well as within the Erasmus+ programme. There are six representatives of the academic staff from foreign countries: Estonia, Germany, Ukraine, Bulgaria, Turkey.

Students can get acquainted with the experience of foreign teaching staff in guest lectures organized throughout the study year. 2023/2024 study year guest lectures at the beginning of the study year:

- professor **Katja Kerin Rozman** (GEA College, Slovenia) - *Consumer wisdom - is there a hope for future consumption society?*
- professor **Katja Kerin Rozman** (GEA College, Slovenia) - *Become unstressable*
- professor **Hasan Gül** (Adana Alparslan Turkes Science and Technology University, Turcija) - *Circular Economy in the Tourism sector*
- as.professor **Maria Isabel Borges** (Polytechnic Institute of Portalegre, Portugal) - *Sampling and data analysis in business sciences*
- **Joanna Omieciuch** (Uniwersytet Przyrodniczo-Humanistyczny w Siedlcach, Polija) - *Ecotourism in Poland*
- dr. Bartosz Ziemblicki (Wroclaw University of Economics and Business, Poland) - **Multinational Corporations as Subjects of International Law**

It is planned to continue to invite foreign faculty from various countries for the Management field.

Management students studying in Latvian can attend optional courses of the BIA study programmes

in English.

From spring 2021 to fall 2023, the direction failed to restore the pre-Covid level of outgoing student mobility. Total 7 students (*Statistics on student mobility in the appendix*) from the study direction took part in the ERASMUS+ program. Outgoing student mobility is mainly focused on professional practices, which is associated with the active development of online technologies in the period 2020-2023, the preference for remote and mixed, short-term forms of mobility by students in the direction "Management, administration and real estate management", allowing them to save time and money, as well as combining work in Latvia leading to the impossibility of leaving the country for a long period of time with international activities.

Outgoing student and teaching mobility was also affected by the inflation rate in 2020-2023. in the EU, leading to insufficient funding allocated under the ERASMUS+ program to reimburse the costs of housing, food and transport.

Despite this, the direction managed to achieve the pre-Covid level of incoming student mobility under the ERASMUS+ program, which indicates the demand for the direction's programs, especially the 1st cycle among students of partner universities.

Until 2025/26, it is planned to further popularize foreign practices under the ERASMUS+ program among students of the direction, as the most acceptable form of mobility for this direction, as well as to increase the number of guest lectures in mixed and remote formats, allowing one to get acquainted with foreign experience without leaving Latvia for stimulating internationalization at home.

**Language barriers** are one of the obstacles: Students (especially those studying in Latvian language) feel fear or discomfort in connection with language barriers. The following measures are planned for BIA students to improve their English language skills: Introductory test for 1st year students with the aim of dividing students into small groups according to the level of English language proficiency, in order to apply the requirements of the course "Professional English" according to the level of English proficiency to achieve the objective of the study course; Students with a low level of English language proficiency are offered opportunities to improve their knowledge by organising additional English language courses. Another barrier is **Family and work**: Evening students and especially branch students mostly work and it is difficult for them to go away to study for a long time. Full-time students also start working (to pay for their education) and are also not always able to leave a job. BIA inform students about the possibilities of using a form of short-term mobility.

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

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

BSA appreciates the recommendations given in the previous accreditation process and tried to take

them into account when improving the quality of the study process and study programs.

In previous accreditation accredited study programmes in the field "Management, Administration and Management of Real Property":

<i>Name of the study programme</i>	<i>Code of study programme</i>	<i>Scope of study programme CP</i>	<i>Type and form of implementation</i>	<i>Place of implementation of studies</i>	<i>Degree/professional qualification to be awarded</i>	<i>Language of implementation of study programme</i>
Professional Bachelor's Study Programme <b>"Entrepreneurship Management"</b>	42 345	160 CP 240 ECTS	full-time; part-time	Riga, Daugavpils, Liepaja	Professional Bachelor's Degree in Business Management, professional qualification – manager of an enterprise	Latvian, English
Professional Master's Study programme <b>"Business Management and Administration"</b>	47 345	60 or 80 CP 90 or 120 ECTS	full-time	Riga, Daugavpils	Professional Master's Degree in Business Management and Administration	Latvian, English

By summarising the recommendations provided by experts in the previous accreditation, which happened in 2020, of the study direction, a plan for the implementation of expert recommendations had been developed, the implementation of which had already been started in the 2020/2021 academic year. The main activities of the Academy for the implementation of the plan were related both to the improvement of study programmes and the study process, as well as to the improvement of the material and technical base in the study process.

In general, it can be concluded that in the previous evaluation the recommendations provided by the experts had a impact on the quality of studies and helped to improve the study process in the study direction and its corresponding study programmes.

The previous recommendations of accreditation experts are taken into account for promoting the development of BSA study directions and programs. Taking into account the instructions and recommendations of experts, the following aspects were improved:

- has been improved communication and cooperation between Riga and Daugavpils branch in the fields of science and project implementation. At the same time, the Daugavpils branch has a degree of freedom related to the provision of the learning process, the involvement of local instructors in the study process;
- Encouraging the development of the knowledge and qualifications of study area teaching staff by regularly offering training in the IT sphere and English language learning. In the summer of 2021, 44 BSA lecturers participated and studied the professional education program for higher education pedagogues "Innovations in higher education" (160 credits) and received the relevant certificate.
- Business representatives are actively involved in the study process, who lead trainings, seminars and willingly share their experience and shed light on existing problems and challenges in today's entrepreneurial activity;
- Foreign students are more closely involved in outgoing ERASMUS+ program mobility and existing projects (Integration courses, Latvian language clubs), etc.
- The BSA website, Moodle and Nexus internal systems have been modernized, it allows us to make quickly publishing of important information about the study process and events outside the study process, providing feedback;
- New equipment was purchased: microphones, touch-sensitive boards, etc., which ensure quality in remote or hybrid lectures and other events.
- The internal quality system has been improved;
- Teaching staff of the direction conducts scientific research both by reflecting it in publications and by participating in international projects.
- Library stocks were replenished by purchasing textbooks, modern e-databases - New cooperation agreements were concluded with partner universities, incl. 33 new contracts after previous accreditation with partners from 16 countries.

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

***(Not applicable)***

# Annexes

I - Information on the Higher Education Institution/ College		
Information on the implementation of the study field in the branches of the higher education institution/ college (if applicable)	BIA Branch.pdf	BSA filiāles.pdf
List of the governing regulatory enactments and regulations of the higher education institution/ college	List of the main internal regulatory documents of the Academy.docx	Saraksts ar galvenajiem akadēmijas iekšējiem normatīvajiem dokumentiem.docx
The management structure of the higher education institution/ college	Organizational chart.pdf	BSA struktūra.pdf
II - Description of the Study Field - 2.1. Management of the Study Field		
Plan for the development of the study field (if applicable)	Development Plan of Study Direction.pdf	Studiju virziena attīstības plāns LV.pdf
The management structure of the study field	Academy Management System.docx	Akadēmijas pārvaldības sistēma.docx
A document certifying that the higher education institution or college will provide students with opportunities to continue their education in another study programme or another higher education institution/ college (agreement with another accredited higher education institution or college) if the implementation of the study programme is terminated.	COOPERATION AGREEMENT_Work translate_EN (1).docx	Līgums par pārnemšanu.pdf
A document certifying that the higher education institution or college guarantees compensation for losses to students if the study programme is not accredited or the study programme license is revoked due to actions (actions or omissions) of the higher education institution or college and the student does not wish to continue studies in another study programme.	Obligation_Management_2_programs.pdf	Saistības Vadība_2_programmas.pdf
Standard sample of study agreement	Study agreement.docx	Līgums__BAK_UDV_pl.docx
II - Description of the Study Field - 2.2. Efficiency of the Internal Quality Assurance System		
Analysis of the results of surveys of students, graduates and employers	Student survey.pdf	Aptaujas rezultāti.pdf
II - Description of the Study Field - 2.3. Resources and Provision of the Study Field		
Basic information on the teaching staff involved in the implementation of the study field	3. List of teaching staff involved in the field_ENG.xlsx	3. Pamatinformācija par studiju virziena īstenošanā iesaistītajiem mācībspēkiem.xlsx
Biographies of the teaching staff members (Curriculum Vitae in Europass format)	CV management_eng.7z	CV Vadība_lv.7z
A statement signed by the rector, director, head of the study programme or field that the knowledge of the state language of the teaching staff involved in the implementation of the study programmes within the study field complies with the regulations on the state language knowledge and state language proficiency test for professional and official duties.	Knowledge of the state language.pdf	Par valsts valoda zināšanas UD_virziens_lv.pdf
A statement of the higher education institution/ college on the respective foreign language skills of the teaching staff involved in the implementation of the study programme at least at B2 level according to the European Language Proficiency Assessment levels (level distribution is available on the website www.europass.lv, if the study programme or part thereof is implemented)	Direction for English language skills.edoc	Virziens par angļu valodas zināšanas.edoc
II - Description of the Study Field - 2.4. Scientific Research and Artistic Creation		
Summary of quantitative data on scientific and/ or applied research and / or artistic creation activities corresponding to the study field in the reporting period.	Summary of quantitative data on scientific research.pdf	Kvantitatīvo datu apkopojums.pdf
List of the publications, patents, and artistic creations of the teaching staff over the reporting period.	List of UDV Scientific Publications_2023.docx	UDV Zinātnisko publikāciju saraksts_2023.docx
II - Description of the Study Field - 2.5. Cooperation and Internationalisation		
List of cooperation agreements, including the agreements for providing internship	List of cooperation agreements.pdf	Sadarbības līgumu saraksts.pdf
Statistical data on the teaching staff and the students from abroad	Statistical data on foreign students and teaching staff.pdf	Statistikas dati par ārvalstu studējošajiem un mācībspēkiem.pdf
Statistical data on the incoming and outgoing mobility of students (by specifying the study programmes)	Statistics on student mobility.pdf	Statistikas dati par studējošo mobilitāti.pdf
Statistical data on the incoming and outgoing mobility of the teaching staff	Teachers Mobility.pdf	Studiju virziena pasniedzēju mobilitāte.pdf
II - Description of the Study Field - 2.6. Implementation of the Recommendations Received During the Previous Assessment Procedures		
Report on the implementation of the recommendations received both in the previous accreditation and in the licensing and/ or change assessment procedures and/ or the procedures for the inclusion of the study programme on the accreditation form of the study field.	Recommendation_Eng.pdf	Studiju virziena rekomendāciju izpilde_LV.pdf
An application for the evaluation of the study field signed with a secure electronic signature	BIA APPLICATION_Management_11.01.2024.edoc	Iesniegums akreditācijas UD_11.01.2024.edoc
III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme		
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period		
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard		
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme		

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

## Other annexes

Name of document	Document
Pielikums Nr.1 Komersanata apliecība	Pielikums Nr. 1 Komersanata aplieciba.pdf
Pielikums Nr.2 izglitības iestādes reg.kods no 29.11.21.	Pielikums Nr.2 izglitības iestādes reg.kods no 29.11.21.pdf
Pielikums Nr.3 BSA zin.institūcija apliecība	Pielikums Nr.3 BSA zin.institūcija aplieciba.jpg
Pielikums Nr.4 BSA akkred.lapa	Pielikums Nr.4 BSA_akkred.lapa (1).jpg
Pielikums Nr.5 Stud_program. uz 01.12.2022	Pielikums Nr.5 Stud_program. uz 01.12.2022.docx
Pielikums Nr.6 BSA ieņēmumi 2016-2022	Pielikums Nr.6 BSA ieņēmumi 2016-2022.docx
Pielikums Nr.7 BSA izdevumi zinātnē 2016-2022	Pielikums Nr.7 BSA izdevumi zinātnē 2016-2022.docx
Pielikums Nr.8 BSA izdevumi 2016-2022	Pielikums Nr.8 BSA izdevumi 2016-2022.docx
Pielikums Nr.9 Finanšu stabilitātes rādītāji 01.07.2022	Pielikums Nr.9 Finanšu stabilitātes rādītāji 01.07.2022.docx
BSA statistikas datu veidi, sniegšanas termiņi un institūcijas.docx	BSA statistikas datu veidi, sniegšanas termiņi un institūcijas.docx
Types of the BIA statistical data, deadlines and institutions.docx	Types of the BIA statistical data, deadlines and institutions.docx
BSA elektroniskās datu bāzes.docx	BSA elektroniskās datu bāzes.docx
BIA electronic databases.docx	BIA electronic databases.docx
Studiju virziena ieņēmumi no studiju maksas.pdf	Studiju virziena ieņēmumi no studiju maksas.pdf
Studiju virziena izmaksas uz vienu studentu.pdf	Studiju virziena izmaksas uz vienu studentu.pdf
Income of the BIA Study Field from tuition fees.pdf	Income of the BIA Study Field from tuition fees.pdf
Expenses of the Study Field per student.pdf	Expenses of the Study Field per student.pdf
Grāmatu krājuma kopsavilkums.pdf	Grāmatu kolekcijas kopsavilkums.pdf

Summary of the book collection.pdf	Summary of the book collection.pdf
Pasākumu plāns sadarbībā ar biedrību "Sadarbības platforma".docx	Pasākumu plāns sadarbībā ar biedrību "Sadarbības platforma".docx
20230801-BIA_COMMITMENT.pdf	20230801-BIA_COMMITMENT.pdf
Plan of events.pdf	Plan of events.pdf
Studiju virziena SVID analīze.pdf	Studiju virziena SVID analīze.pdf
Study field SWOT analysis.pdf	Study field SWOT analysis.pdf
Pārvaldības sistēma.docx	Pārvaldības sistēma.docx
Academy Management System (1).docx	Academy Management System (1).docx
Pedagogu darba samaksa 11012024.pdf	Pedagogu darba samaksa 11012024.pdf
Plan of events.pdf	Plan of events.pdf
Studiju virziena SVID analīze.pdf	Studiju virziena SVID analīze.pdf
Study field SWOT analysis.pdf	Study field SWOT analysis.pdf
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BSA,Vadība, St.slodze_eng.docx_pēc ekspertu komandas lūguma vizītes laikā 7-9.feb 2024 iesniegtā informācija ( epastā 16.feb)	BSA,Vadība, St.slodze_eng.docx
Partneru sadarbības līgums tika noslēgts 2023_anglu.docx_pēc ekspertu komandas lūguma vizītes laikā 7-9.feb 2024 iesniegtā informācija ( saņemts epastā 14.feb)	Partneru sadarbības līgums tika noslēgts 2023_anglu.docx

# Business Management and Administration (45345)

Study field	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Business Management and Administration</i>
Education classification code	<i>45345</i>
Type of the study programme	<i>Academic master study programme</i>
Name of the study programme director	<i>Ksenija</i>
Surname of the study programme director	<i>Doroņina</i>
E-mail of the study programme director	<i>ksenija.doronina@bsa.edu.lv</i>
Title of the study programme director	<i>Mg.personālvadība</i>
Phone of the study programme director	<i>+37167100626</i>
Goal of the study programme	<i>The aim of the academic master's study program "Business Management and Administration" is to provide students with academic education, the highest level of professional knowledge and the skills necessary for the labor market, competences in management and administration, to develop research skills in the field of management, to prepare management specialists whose knowledge and skills enable them to manage companies or organizations, to give direction to doctoral studies.</i>
Tasks of the study programme	<ol style="list-style-type: none"> <li><i>1. Provide the opportunity to learn the academic master's study program in accordance with the requirements of the regulatory acts of the Republic of Latvia;</i></li> <li><i>2. To prepare competitive and highly qualified specialists in the economic and business sector with in-depth and/or expanded knowledge in the field of management science for the Latvian and foreign labor market and research: marketing management, strategic management and leadership;</i></li> <li><i>3. to develop in students the ability to independently use theory, methods and problem-solving skills and the ability to do business, innovations in the field of management sciences;</i></li> <li><i>4. To prepare competitive managers for the labor market at regional, national and international levels.</i></li> </ol>

Results of the study programme	<p><b>Knowledges</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate knowledge of management processes in enterprises used in analysis and research;</li> <li>2. Demonstrate in-depth knowledge in research, know research methods in management science.</li> </ol> <p><b>Skills</b></p> <ol style="list-style-type: none"> <li>1. Be able to independently formulate, analyse, present, forecast and present scientific and professional problems, both individually and in teams;</li> <li>2. analyse and interpret management processes, theories, policies, using research resources, methods, technologies and experience and examples of other organizations in the management science;</li> <li>3. compare and evaluate alternative solutions to management processes, select the most appropriate alternative, shows understanding of the professional ethics of a manager.</li> <li>4. Be able to independently conduct scientific research and projects in the field of business management and administration</li> </ol> <p><b>Competences</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate awareness of digitization, social responsibility, ethics and the potential impact of scientific results and professional activity on society and the environment;</li> <li>2. Is able to practically apply and diversity the knowledge acquired during studies in accordance with the changing situations in labour markets in Latvia and abroad, is able to perform business, innovations in the field of management sciences;</li> <li>3. Is able to create sustainable and competitive corporate business model, to develop efficient proposals for corporate development, to develop and implement marketing communication strategy and to implement media planning, to develop and implement business risk management action programme;</li> <li>4. Is able to conduct scientific studies in internationally funded projects and contract works, as well as within the framework of development of doctoral theses, upon continued studies in Doctoral programme.</li> </ol>
Final examination upon the completion of the study programme	Master's Thesis

## Study programme forms

### Full time studies - 2 years - latvian

Study type and form	Full time studies
Duration in full years	2
Duration in month	0
Language	latvian
Amount (CP)	120
Admission requirements (in English)	Academic bachelor's degree in economics and management, a professional bachelor's degree or professional qualification in business, management, marketing, finance and / or economics

Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Master's Degree in Social Sciences in Business Management and Administration</i>
Qualification to be obtained (in english)	—

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003
Daugavpils branch of the Baltic International Academy	DAUGAVPILS	DZELZCEĻU IELA 3, DAUGAVPILS, LV-5401

#### Full time studies - 2 years - english

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	0
Language	<i>english</i>
Amount (CP)	120
Admission requirements (in English)	<i>Academic bachelor's degree in economics and management, a professional bachelor's degree or professional qualification in business, management, marketing, finance and / or economics and English at least at B2 level</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Master's Degree in Social Sciences in Business Management and Administration</i>
Qualification to be obtained (in english)	—

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003

#### Full time studies - 2 years, 6 months - latvian

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	6
Language	<i>latvian</i>
Amount (CP)	150
Admission requirements (in English)	<i>Academic bachelor's degree or professional qualification in other fields of education. At the time of submitting the documents, the candidate must submit a report on the research topic of the planned master's thesis and participate in discussions with the head of the study direction.</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Master's Degree in Social Sciences in Business Management and Administration</i>
Qualification to be obtained (in english)	—

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003
Daugavpils branch of the Baltic International Academy	DAUGAVPILS	DZELZCEĻU IELA 3, DAUGAVPILS, LV-5401

### Full time studies - 2 years, 6 months - english

Study type and form	<i>Full time studies</i>
Duration in full years	2
Duration in month	6
Language	<i>english</i>
Amount (CP)	150
Admission requirements (in English)	<i>Academic bachelor's degree or professional qualification in other fields of education and English at least at B2 level. At the time of submitting the documents, the candidate must submit a report on the research topic of the planned master's thesis and participate in discussions with the head of the department.</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Master's Degree in Social Sciences in Business Management and Administration</i>
Qualification to be obtained (in english)	—

### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003

## 3.1. Indicators Describing the Study Programme

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

### **Significant changes have been made to the study programme:**

- Changes have been made in the wording of study results, taking into account the new requirements, dividing out knowledge, skills and competences.
- Changes to study programmes have been made during the reporting period. A decision has been taken to recast the professional programme into an academic study programme.

### **Statement of reasons**

Academic programmes can provide a wider range of knowledge and skills than professional programmes. Changes have been made in the wording of the objective, tasks and study results to be achieved by the study programme during the reporting period. These changes have been made due to changes in the content of the study programme and the implementation of the study process. Such a decision was taken on the basis of the reception results and the offer of other similar programmes. The academic study programme is intended to be implemented in full-time face-to-face during 4 and 5 semesters. Each of these forms of study has a different duration of study, but the same number of credits.

The **aim** of the academic master's study programme "Business Management and Administration" is to provide students with academic education, the highest level of professional knowledge and the skills necessary for the labor market, competences in management and administration, to develop research skills in the field of management, to prepare management specialists whose knowledge and skills enable them to manage companies or organizations, to give direction to doctoral studies.

### *Program tasks:*

1. Provide the opportunity to acquire the academic master's study programme in accordance with the requirements of the regulatory acts of the Republic of Latvia;
2. To prepare competitive and highly qualified specialists in the economic and business sector with in-depth and/or expanded knowledge in the field of management science for the Latvian and foreign labor market and research: marketing management, strategic management and leadership
3. to develop in students the ability to independently use theory, methods and problem-solving skills and the ability to do business, innovations in the field of management science
4. To prepare competitive managers for the labor market at regional, national and international levels

Compared to the time when the previous accreditation page for the study field was issued, the programme "Business Management and Administration" has been supplemented with study courses, which are currently up-to-date and are in line with industry demand, for example: General quality management, Logics and argumentation, Academic writing, Digital marketing strategies, Business psychology and communication. Additional lecturers joined the academic staff – Dr. Ļevs

Fainglozs, Dr. Jurijs Baltgailis, Dr. Helena Šimkuva, Mg. Agrita Lujāne, Mg. Žanna Jeļisejeva, Mg. Ludmila Šilova, including from abroad – Dr. Innola Novykova, Dr. Nadiia Proskurnina.

In part A of the programme, the amount of 36 CP remains unchanged. In Part B of the programme, the amount of courses from prior accreditation has increased from 21 CP to 45 CP. The name of several subjects was changed due to a course combination. A study programme with 150 credits includes additional mandatory courses that provide basic knowledge of management science.

An academic master's programme with 120 CP is for students with an academic bachelor's degree in economics and management, a professional bachelor's degree or professional qualifications in business, management, marketing, finance and/or economics.

An academic master's programme with 150 CP is for students who have an academic bachelor's degree or professional qualification in other areas of education. At the time of submitting the documents, the candidate must submit a report on the research topic of the planned master's thesis and participate in discussions with the head of the study direction.

In accordance to paragraph 8 of Section 1 of the [Law on Higher Education Institutions](#), higher education in Latvia uses credit points (CP) that are equated to European Credit Transfer System (ECTS) credit points. When converting into ECTS, the number of Latvian credit points is multiplied by 1.5. Also, credit points are expressed as whole numbers.

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

The academic master's study programme "Business Management and Administration" has been developed on the basis of the following regulatory documents:

1. [Law on Higher Education Institutions](#) of the Republic of Latvia
2. Cabinet of Ministers Regulation No. 240 "[Regulations on the standard of state academic higher education](#)" (13.05.2014, with amendments on 03.10.2023);
3. Regulations of the Cabinet of Ministers No. 322 "[Rules on Latvian education classification](#)" (13.06.2017);
4. [European Qualifications Framework](#);
5. [Guidelines for the development of the self-evaluation report of the field of study](#) (20.08.2021)
6. [Standards and guidelines for quality assurance in the European higher education space \(ESG\)](#) (15.05.2019).

The name of the academic master's study programme, the degree to be obtained, goals and tasks, as well as admission requirements are interconnected and appropriate, as it is a full-time academic master's study program, which is realized in 2 and 2.5 years, in Latvian and English language, obtaining a master's degree of social sciences in business management and administration. The purpose and tasks of the study program, as well as the knowledge, skills and competences acquired during the studies, show that the master's study program meets the state standard and market requirements. The study programme was developed taking into account the strategic goals of BIA.

The name of the programme also indicates that the programme is oriented towards management and research processes in the organization. The tasks defined by the study programme are aimed at achieving the defined objectives and ensuring study results.

The implementation of the academic master's study programme "Business Management and Administration" ends with the awarding of the master's degree in social sciences in business management and administration.

The programme is implemented in two languages - Latvian and English, full-time in person. The implementation, content and expected study results of the programme are reviewed at the meetings of the study direction council, in which the programme administration, representatives of the academic staff, students and representatives of the field participate.

Enrollment requirements:

- For 120 CP study programme: Academic bachelor's degree in the fields of economics and management, professional bachelor's degree or professional qualification in the fields of business, management, marketing, finance and/or economics. Those studying in the English stream (teaching in English language) must demonstrate knowledge of the English language at least at the B2 level.

<https://bsa.edu.lv/index.php/en/admission/english-language-requirements-for-applicants.html>

At the time of submitting the documents, the candidate must submit a report on the research topic of the planned master's thesis and participate in discussions with the head of the study direction.

- For 150 CP study programme: Academic bachelor's degree or professional qualification in other fields of education. Those studying in the English stream (teaching in English language) must demonstrate knowledge of the English language at least at the B2 level.

<https://bsa.edu.lv/index.php/en/admission/english-language-requirements-for-applicants.html>

At the time of submitting the documents, the candidate must submit a report on the research topic of the planned master's thesis and participate in discussions with the head of the study direction.

Admission requirements are regulated by the Admission Rules <https://bsa.edu.lv/index.php/en/admission/admission-process.html>, which are approved annually at the BIA Senate meeting. The admission rules have been developed in accordance with articles 45, 46, 47, 83, 84, 85 of the [Law on Higher Education Institutions of the Republic of Latvia](#), Cabinet of Ministers regulations No. 846 "[Regulations on requirements, criteria and procedures for admission to study programmes](#)" ,(available only in Latvian), Cabinet of Ministers regulations No. 932 "[Procedure for starting studies in later study stages](#)"(available only in Latvian), Cabinet of Ministers regulations No. 112 "[Procedure in which learners are exempted from the prescribed state examinations](#)" (available only in Latvian), Cabinet of Ministers regulations No. 505 "[Rules for recognition of competences acquired outside the formal education or professional experience and study results achieved in previous education](#)" (available only in Latvian),, Cabinet of Ministers regulations No. 543 "[Rules for replacing the foreign language centralized exam in the general secondary education programme with a foreign language test of an international testing institution](#)" (available only in Latvian).

Objectives, tasks, knowledge, skills and competences of the academic master's study programme "Business management and administration"



The **objective** of the programme is to provide students with academic education, the highest level of professional knowledge and the skills necessary for the labor market, competences in management and administration, to develop research skills in the field of management, to prepare specialists in management whose knowledge and skills enable them to manage companies or organizations, to prepare them for doctoral studies.

Tasks of the programme:

1. To provide the opportunity to acquire the academic master's study programme in accordance with the requirements of the regulatory acts of the Republic of Latvia;
2. To prepare competitive and highly qualified specialists in the economic and business sector with in-depth and/or expanded knowledge in the field of management science for the Latvian and foreign labour market and research: marketing management, strategic management and leadership
3. To develop in students the ability to independently use theory, methods and problem-solving skills and the ability to do business, innovations in the field of management science
4. To prepare competitive managers for the labour market at regional, national and international levels

Knowledge:

1. Demonstrates knowledge of business management processes used in analysis and research
2. Demonstrates in-depth knowledge in research, knows research methods in management science

Skills:

1. Is able to formulate, analyze, outline, forecast and present scientific and professional problems independently, working both individually and in teams
2. Is able to analyze and interpret management processes, theories, policies, using research resources, methods, technologies and experience and examples of other organizations in management science
3. Can compare and evaluate alternative management process solutions, select the most suitable alternative, shows understanding of the manager's professional ethics
4. Is able to independently conduct scientific research and projects in the field of business management and administration

Competencies:

1. Demonstrates an understanding of digitization, social responsibility, ethics and the potential impact of scientific results and professional activity on society and the environment
2. Is able to practically apply and diversify the knowledge acquired during studies in accordance with the changing situations in the labor markets in Latvia and abroad, is able to conduct business, innovations in the field of management science
3. Is able to create a sustainable and competitive company business model, make effective proposals for the development of the company, develop and implement a marketing communication strategy, develop and implement a business risk management action programme
4. Is able to conduct scientific research in internationally funded projects and contractual works, as well as within the framework of the development of doctoral theses, while continuing studies at the doctoral programme.

There is demand for the both 120 CP program and the 150 CP study program. This is due to the fact that graduates of bachelor study programs have been graduates various universities and fields and they would like to continue their studies in master's program enrolling it. As for the language of study - applicants in the Daugavpils branch prefer to study in Latvian, but in Riga, taking into account the native countries and languages - in English. Therefore, it is important to realize the

study program in both Latvian and English languages, and the amount of credit points is 120 KP and 150 KP.

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

The results of the study courses of the academic master's study programme "Business Management and Administration" are planned and improved in mutual connection and in connection with the objective of the study programme and the achievable results. Study results are formulated at the level of study programme, study course and classes.

In the course of their studies, master's students are taught various study courses related to company management: human resource management, marketing, quality management, business ethics, etc. Special importance is given to the current aspects of today's world - digitization, innovations, etc.

The research block, which has a very serious proportion within the study programme, helps to interpret and analyze statistical data, to make forecasts.

Informative reports on mid- and long-term forecasts of the labor market predict that the demand for specialists with higher education will increase. On the other hand, the demand for highly qualified staff in the group of personnel will also increase.

#### Forecasting the demand for specialists in the field of business

			2021	2022	2030	2040
Specialists of high level	Managers	Administrative managers and commercial directors	19.9	20.2	21.9	23.1
		Managers in the field of production and specialized services	25.2	25.6	28.6	31.1
		Managers of hospitality, catering, sales and other services	7.6	7.9	9.2	10.0
	Senior specialists	Senior specialists in commercial activities and management (administration).	44.0	44.4	44.3	43.1
	Specialists	Commercial and management (administration) specialists	70.5	71.0	72.7	72.7

Forecasts predict that in the medium term, the most significant labor shortage could also occur in managerial professions at various levels (ICT, construction, manufacturing, transport services, hospitality and catering services, as well as trade). In such a context, the education of specialists prepared to start a business in study programmes corresponding to the field of study, which provides for planned, high-quality and comprehensive preparation of human resources for the development of the national economy of Latvia in directions such as economics and business management, acquires special importance.

Based on the guidelines of Latvia's sustainable development strategy until 2030 (<https://www.mk.gov.lv/lv/media/15132/download?attachment>), there should be cooperation between scientists and companies in the field of research. The scientific work of students within the framework of scientific-practical conferences, practical classes and guest lectures with industry practitioners and foreign guest lecturers help provide a broader assessment, promote the exchange of experience in various management sectors. The topics of the master's theses are connected with management problems, challenges and opportunities in various industries on the one hand, and on the other hand, offer real proposals that can be implemented in a given company.

The study programme is important and very popular among foreign students. Within the study programme, specialists are prepared not only for the Latvian, but also for the foreign labour market, not only in the private sector, but also in the public sector. Foreign students integrate the knowledge and skills acquired during their studies in their home countries or develop their own business in Latvia, as a result of which the economic growth of not only the specific region, but also of Latvia is promoted. Students are given the opportunity to acquire diverse study courses, thus providing a complete picture of modern technologies and their solutions in business, communication skills, teamwork and project management skills.

The "Business Management and Administration" study programme conducts a survey of graduates every two years in order to improve the quality of studies and compliance with labor market requirements with the participation of graduates.

In September 2023, a survey was conducted among the graduates of the 2021-2023 Riga and Daugavpils branches.

The competitiveness of the study programme is confirmed by the fact that all graduates are in demand on the labour market and are employed within their specialty immediately after graduation. Graduates of the master's programme work in various fields: IT, logistics, education, catering, as well as in charitable and municipal organizations. Graduates occupy senior and middle-ranking positions: board members, company managers, managers, purchasing specialists, regional managers of the company, stevedores, project managers, etc. It means that the study program provides not only theoretical, but also practical knowledge, skills and competences, which help program graduates to be competitive in the Latvian and foreign labor markets.

50% of respondents rate their prospects in the labour market as excellent, 37.5 as good and 12% as mediocre. Also, the results of the survey show that when summarizing all the information provided by the graduates about the importance of the education they received during the study process, 98% of the graduates noted that their professional work is in one way or another related to the education they received at the BIA. After graduating from the study programme, 25% received a promotion at the place of work. 62.5% of the graduates believe that the acquired education has sufficiently prepared them for work in the position they hold. Graduates have the opportunity to continue their studies in doctoral study programs and develop an academic career. Graduates of study programs also use the following opportunity: currently, there are 6 graduates of master's studies working in the doctoral study program.

Conclusion: The results of the graduate survey show that the content of BIA study programmes provides the specialist with the necessary level of knowledge and skills. In general, graduates rate their preparation for the labor market positively.

#### **3.1.4. Statistical data on the students of the respective study programme, the dynamics of the number of the students, and the factors affecting the changes to the number of the**

**students. The analysis shall be broken down into different study forms, types, and languages.**

The Master's study programme "Business Management and Administration" has been implemented for 17 years.

From 2021 until the 2023 study year, a professional master's programme was implemented in Latvian and English languages. Studies are held for private funding, there are discounts for study fees for co-operation partners, programmes of the year, achievement and relative discounts are also available. State scholarships for students are not available.

The students' dynamics in Riga and Daugavpils for the 2019/20 study year to 2023/2024 can be seen in the Annex.

Studies at Riga and Daugavpils branch are carried out in Latvian and English languages.

At this moment, in Daugavpils only Latvian language groups have been enrolled and studying, in Riga - English groups.

DAUGAVPILS. Most of the students' homes and working places are located in Daugavpils, Rezekne, Jekabpils towns and their districts. The opportunity to study in Daugavpils is an advantage for those studying in regions mentioned above, as they can study without travelling far from their homes and working places.

After evaluating the number of students in the master's programme at the branch of Daugavpils, it can be concluded that the number of students has been relatively adjusted since 2020/2021, despite restrictions related to THE COVID-19 pandemic, demographic situation and rapid emigration of youth from the region.

The number of students enrolled in the Master's Programme has been balanced over the period from the study year 2020/2021 to 2022/2023, despite the restrictions in the course of studies – the remote form of the study due to the existing COVID-19 restrictions. Masters were employed in a wide range of fields – entrepreneurship, social work, etc.

Speaking about student drop-off, it can be concluded that some students were unable to continue studies due to the plans that had changed after the COVID-19 pandemic ended (jobs were lost, family composition changed, living conditions, state of residence, etc.), which fell to 2022/2023. Some students wanted to return to their studies at the moment of withdrawal when the private problems would be resolved.

IN RIGA, the master's programme welcomes students from many countries of the world: Uzbekistan, Cameroon, India, etc. A more detailed breakdown of the countries of origin of the students admitted over the last 2 years of study can be seen in Table 3 (attached).

Both graduates of the bachelor's programmes and graduates of other Latvian and foreign institutions of higher education enroll in the Master's study programme.

The number of students in the study programme in Riga varies from 63 to 76 people in the abovementioned period. The highest number of masters has been in the year 2021/2022. The same year of study has seen the highest number of graduates. Despite COVID - 19 restrictions and a ban on face-to-face attendance, study activity in remote mode has been high.

But throughout the above-mentioned periods, student drop-off remained high, which is due to many factors:

- Refusal of the embassy to issue a visa;
- Poor provision of internet communications in home town when according to limitations foreign students returned home
- Lack of opportunity to return to studying in face-to-face after COVID-19 pandemy
- Deterioration of financial situation during and after the COVID-19 pandemic
- Academic and financial debts

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

Not applicable

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

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

According to the Regulations on the State Academic Education Standard (<https://likumi.lv/ta/id/266187-noteikumi-par-valsts-akademiskas-izglitiba-standartu>, available only in Latvian), the following blocks are included in the academic master's study programme:

A – Compulsory study courses in the amount of 36 CP, which are intended for the study of theoretical knowledge and the approbation of theoretical knowledge in the aspect of the current problems of the chosen field of the science sub-sector.

Two study disciplines: "Civil defense and environmental protection" are taught in Latvian and English streams, as well as "Latvian language" - in the English stream are included in block A of the study plan as additional subjects.

The course "Civil defense and environmental protection" (3 CP) is intended for students who have not studied this subject at previous study levels. On the other hand, "Latvian language" is intended for foreign students studying in the English stream.

B – limited choice study courses. In the block B section of the study plan, study subjects in the amount of 55 CP are included, but 45 CP are required for compulsory acquisition.

Within the framework of the master's study programme, scientific research practice is planned. The scope of practice – 9 CP. Internship is a form of acquiring a study course that contributes to the development and strengthening of theoretical knowledge, professional skills and competences, by consolidating the acquired knowledge in practice, researching and analyzing the institution's or community's resources, opportunities, development trends and developing proposals using alternative and innovative methods. Internship is organized in accordance with the internship programme and is implemented in accordance with the tripartite agreement on the provision of an internship. The purpose of scientific research practice is to systematize, strengthen and expand theoretical and practical knowledge and skills in the chosen field of study, to prepare for the formulation of the master's research problem.

The writing of the Master's thesis and its defense takes place during the last semester of studies (in the 4th or 5th semester of studies).

Within the framework of the study courses, current affairs of the area, as well as scientific trends, challenges, problems and possible solutions are examined. The teaching staff offers students to perform various types of research, practical and independent tasks, which are related to the current affairs of the area and science. Employers are currently also demanding such skills as the ability to analyze, think critically and reasonedly discuss. Several study courses, as well as studies and thesis development, are aimed at the development of these skills. Mandatory participation in at least one scientific conference with a presentation and at least one publication in the collection of articles of the conference helps to practically apply acquired knowledge in research disciplines, academic English, etc.

Before the beginning of the semester, each lecturer must update the course description, evaluating the current course aims and expected study results, and review the offered teaching materials and literature sources, making sure that the literature is current and the latest research in the field is presented. The economic growth of the Republic of Latvia is unthinkable without highly qualified specialists who know how to manage companies in the commercial sector, provide recommendations to business owners for solving problem situations, as well as predict the development trends of the company's economic indicators and create the company's development strategy.

T aking into account the "Informative report on medium and long-term forecasts of the labour market" <https://www.em.gov.lv/en/media/15434/download?attachment> prepared by the Informative report Ministry of Economy in 2022, it can be concluded that the demand for highly qualified specialists (managers, senior specialists, specialists) will only increase in the future, which is related to the development of modern technologies and the need for their efficient transmission.

The content of the study courses is regularly updated according to the current affairs of the area. The relevance of the content of the study programme for the labour market and the general quality are ensured by the Direction Council. The council consists of diverse specialists - teaching staff who teach study courses in the given programme and who have regular contact with students. Administrators of the study process also participate in order to provide feedback on work with students, the implementation of a student-centered approach and the university's opportunities to improve the study process. Employers and specialists of the field who are able to reflect on current trends and labour market requirements are also included. Students of the programme, students' self-government and graduates are also invited to give an evaluation based on their experience at the programme. Current trends in the labour market, the latest scientific and research trends, the possibilities of the university to implement them in the study programme, the content of the study programme and the teaching methods used to achieve the results of the study courses and the programme are discussed in the study direction council. As a result of the meeting of the direction

council, creative proposals are made for improving the content and teaching methods of the study programme, scientific activity, promoting student satisfaction, as well as improving knowledge, skills and competences in accordance with the current requirements and opportunities of the higher education establishment.

In case of revision of the content of the study courses, the balance between the topicality of the topic and the objectives, tasks, skills and competences of the study programme should be maintained.

The academic master's study program with 120 CP is intended for applicants who have an academic bachelor's degree in the fields of economics and management, a professional bachelor's degree or a professional qualification in the fields of business, management, marketing, finance and/or economics.

The academic master's study program with 150 CP is intended for applicants who have an academic bachelor's degree or professional qualification in other fields of education.

In order to ensure equal educational quality results, and that the master's students without prior knowledge in the field of economics and business can also achieve the specified knowledge, skills and competences, in the first semester of study basic disciplines are presented in depth, which provide the basic knowledge of the direction: Marketing, business economics and management, fundamentals of economic theory, accounting and taxation and commercial and labor law. The amount of each discipline is 6 ECTS. It is important to acquire this knowledge in the first semester of study, in order to later learn the profile disciplines related to research work in the field of business without obstacles.

Thus, the master's students of both program options, upon graduating from the master's study program, equally achieve the aims, tasks, and competences.

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

Important general development goals such as the UN [Sustainable Development Goals](#) are taken into account in the development of the content of the study programme, [Latvia sustainable development strategy until 2030](#) (Latvija 2030), as well as current reports on the transformation of the field. The study programme meets challenges of the future and is based on emphasising students' independent work, the synergy of study research work, preparing specialists who are competitive in the international labor market, developing their abilities and motivating lifelong learning. The [Latvian National Development Plan 2021-2027](#) stipulates mutual synergy of the emphasised priorities "Knowledge and skills for personal and national growth" and "Competitiveness and material well-being of enterprises" and directions of action provided for in them confirm importance and impact of the study programme on the socio-economic development of the country.

Scientific trends show that topical issues related to management (business administration) are connected to the increasing importance of intellectual capital in the company, process and change management, corporate social responsibility, as well as digitization. These trends are included in

the programme and the content of the study courses, e.g., the study courses "Corporate social responsibility and business ethics", "Digital marketing strategies", "Modern scientific research methodology and data analysis". In order to complete the study courses, the students are offered the latest books, as well as the current scientific publications.

The conferment of the master's degree is based on the achievements and knowledge of the field of economics and business science. The master's program is designed so that students develop specific knowledge and skills in the field of science, and at the end of it, students are required to perform and defend a master's thesis related to the field of business management science. Before conducting their research, students conduct a thorough literature review that summarizes existing knowledge of the field and identifies current themes and findings. After performing data mining, students perform data analysis and interpretation to draw conclusions and provide insight into the field of science. During the defense of the final thesis, the state examination commission evaluates the master's thesis and assesses the student's ability to apply scientific methodological principles, analyze and critically evaluate the literature, as well as to make an original contribution in the chosen field. The awarding of a master's degree usually takes place if the work is recognized as of sufficiently high quality and meets the established scientific and methodological standards.

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

Study programme acquisition is planned for 4 (120 CP) semesters and 5 (150 CP) semesters. Credit points are counted for each completed study course (including internship) if the assessment of the test is positive. Acquisition of the study programme is planned in the form of contact hours and independent work. The importance and responsibility of students' independent work in acquiring the study content has been increased.

Analyzing the connection of the planned results of the study courses with the results achievable in the academic master's study programme "Business Management and Administration", a mapping of the study courses included in the programme was carried out. Upon obtaining the mapping results, it was concluded that the planned results of the courses included in the study programme correspond to all the achievable results of the study programme.

The majority of study courses require the ability to demonstrate a critical understanding of knowledge in scientific branches, an understanding of the most important concepts and regularities both within the boundaries of management science and in cross-disciplinary aspects, e.g. in economics and business; ability to independently obtain, select, analyze and critically evaluate information from various sources, analytically describe information, problems and solutions. Within the framework of the study programme, emphasis is placed on carrying out research activities.

Also, the main focus of most courses is on the ability to realize successful contact building and effective communication skills; the ability to formulate and analytically describe information relevant to management science, as well as problems relevant to the field of management science



and their solutions, explain and present them; the ability to communicate and defend one's ideas and research both orally and in writing, in discussions with colleagues and lecturers. Relatively less, but all specific research methodology-oriented courses require the ability to understand and apply scientific principles in one's research and the ability to independently and correctly develop research in management science in accordance with the basic principles of business management research and ethical principles. Therefore, it can be concluded that, upon completion of the study programme, the student will have achieved all study results provided for in the study programme. The study results are defined for each study course, which forms a unified study programme and forms the common study results.

Contact hours are implemented in the form of lectures, seminars, practical work, project development and consultations. The ratio of lectures and practical work in the study course is determined by the lecturer. A student needs to study information, test new ideas, solve current professional problems, find new answers in solving social cases. While learning to solve problems, students study, modulate problem situations, which develop thinking and motivate for studies. Students work cooperatively, discuss, argue in order to reach a common conclusion.

For each type of study implementation, feedback measures are defined - how and when students are informed about the assessment of study results.

Quality control and analysis of the implementation of the study process, teaching and learning of the study content is regularly carried out by the responsible structural units.

BIA study and knowledge assessment methods are objective and are consistently followed. The scope of each check corresponds to the content of the relevant study course programme and the skills and knowledge requirements specified in the Professional Standard. Study results are evaluated by the BIA according to two indicators:

- qualitative assessment - grade in a 10-point system;
- quantitative assessment - the number of credit points according to the scope and importance of the study course.

The amount of credit points to be obtained is specified in the study plan. In order to assess the conformity of the amount of work performed by students to the plan, its quantitative assessment in credit points is performed every semester and study year.

The study programme is created in such a way that it is possible to achieve the set aims of the study programme, which is achieved by achieving the results of individual courses, observing the principles of student-centered education. When implementing the study programme, diverse teaching methods are used:

- lectures - of a theoretical nature with elements of active learning methods;
- seminar classes with discussions on current affairs in economics and business science (theory and research activity),
- independent works - reports, essays, analysis of scientific articles, preparation of presentations,
- observation and analysis, interview collection and analysis, self-analysis,
- internships that allow to test the acquired knowledge in practical work. Internships are included within study courses, special study courses of various internships of the study programme,
- tests are used as an ongoing check of knowledge, they allow to check the students' skills in analyzing the material to be learned, allow to check the acquired knowledge,
- the development and defense of scientific research works.

Teaching methods are chosen according to the goals, specifics and planned study results of each study course. Lecturers of study courses use the lecture not only as a pre-reading, but also integrate active study methods into it, stimulating discussions and organizing work in small groups, presenting independent works. Active study methods are widely used in seminar classes. With the help of these methods, lecturers create a democratic and free atmosphere in the study process, which in turn stimulates students' personal and professional growth. Moreover, it is possible to use these methods more and more frequently, as a wider range of study literature becomes available to students that they can read on their own.

Teaching staff involved in the implementation of the programme use the electronic learning environment - e-studies, which provide ample opportunities for both publishing study materials and organizing the submission of independent works. In the study process, the latest technologies are used more and more, the material and technical equipment fully provides instructors and students with the opportunity to use IT and interactive learning methods.

Considering that the programme is implemented in different languages, there are no differences between them.

At the start of studies, an official orientation week is organized, where students are introduced to the academy and programme administration, Erasmus+ opportunities and other activities. Internal rules, academic information, connection to Moodle and Nexus and security briefing are explained to students.

The evaluation system used in the programme is based on a 10-point system and corresponds to the regulations for evaluation of study results at the Baltic International Academy ([https://bsa.edu.lv/docs/nolikums/Regulations\\_Evaluation\\_Study.pdf](https://bsa.edu.lv/docs/nolikums/Regulations_Evaluation_Study.pdf)). The process of training qualified specialists in the field of business is impossible without extensive and strict control of the knowledge and skills acquired by students. The object of control is not only the knowledge acquired within the study courses. The skill and ability to logically justify one's views when speaking in public, the ability to independently find the necessary information and analyze it are also evaluated.

During the course of studies, each master's student must participate in at least one scientific-practical conference, write at least one scientific publication and present the work during the conference section. BIA teaching staff supervises the master's student in the preparation stage of the article within the study discipline "Scientific research work".

In order to evaluate the knowledge of the students, during the semester, the assessment of tests and independent works is used. Oral/written exams are used at the end of the course, which make up no less than 30% of the total grade. Therefore, the assessment of students' knowledge and control of independent work is carried out during the semester in parallel with the study work. First of all, it provides feedback between the student and the teaching staff in a certain study course, allowing the teaching staff to assess the level of acquisition of the course sections that have already been realised, thus also the quality of teaching. Secondly, it ensures the improvement of real, continuous study work.

At the end of the study course, students take an exam or a differential test. Currently, 70%-80% of exams are of a written form - knowledge tests are used, as well as problem situation analysis, which allows to assess the practical application of the acquired knowledge. Oral tests remain only in certain study courses. An important element of the student examination is the pre-defense of the master's thesis. Students who have not passed the pre-defense are not allowed to defend the master's thesis. Defending a master's thesis is not only formal by nature. Such an evaluation system allows to follow the gradual process of development of the final thesis in order to achieve

the student's ability to independently and correctly develop research in business and management in accordance with the basic principles of research.

By summing up information on how the implementation of the study process complies with the principles of student-centered education, it can be concluded:

- 1) the diversity of students' needs is taken into account and respected in the study process (care for adaptation at the beginning of studies, individual approach to the study process, involvement of academic and support staff in solving students' problems, opportunities to study according to an individual plan);
- 2) diverse study methods are used according to the circumstances;
- 3) based on the opinions expressed in the student survey, study methods are regularly evaluated in order to find the most optimal way to achieve the goals of study courses and study programmes;
- 4) the tendency of students to be independent is encouraged, while providing the guidance and support of lecturers and support staff;
- 5) mutual respect is promoted in the relationship between students and lecturers, involving the director of the study programme in case of problem situations and conflict situations.

*Conclusions about the evaluation system:*

- 1) lecturers are familiar with test and examination methods, focus not only on referencing knowledge, but use various problem situation analysis methods that allow to assess the ability to use the acquired knowledge;
- 2) students receive individual feedback in independent work, homework and control assignments submitted in all study courses, if necessary, giving advice related to the study process;
- 3) the lecturers of the study programme strove for the evaluation to be consistent, fairly applied to all students and implemented in accordance with approved BIA procedures.

In accordance to paragraph 8 of Section 1 of the [Law on Higher Education Institutions](#), higher education in Latvia uses credit points (CP) that are equated to European Credit Transfer System (ECTS) credit points. When converting into ECTS, the number of Latvian credit points is multiplied by 1.5. Also, credit points are expressed as whole numbers.

During implementing each study discipline at least 30% of the expected CP volume is devoted to lectures, 70% to independent works, seminars, practical lessons.

The study program in Riga and Daugavpils is implemented based on the existing study plan.

Bianually in Baltic International Academy are held International Scientific Practical Conferences, where in the frame of common section master students from Riga and Daugavpils present their scientific articles.

BIA Daugavpils branch is actively involved in projects. It was concluded in September 2023

international cooperation agreement between Cehanov municipality (Poland) - Upper

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international cooperation agreement between Cehanov municipality (Poland) , Augšdaugava municipal district and Baltic International Academy daugavpils branch. Cooperation is planned within the framework of this project in various sectors, incl.Social Entrepreneurship. The teaching staff of the Daugavpils branch participated together with Riga teaching staff in the project "Latvian language for Ukrainian civilians" (2023.LV/LVUKR) (The event has been financially supported by the Society Integration Fund from the allocated funds of the Latvian State budget).

Lecturers from Riga and local teaching staff are involved in the study process of the daugavpils branch.

The study department of the Daugavpils branch performs all necessary activities related to the creation of study schedule, entering information into local internal systems etc.

In case of need students, teachers and administrative staff of the branch may keep in touch with Riga administrative staff and teachers for receiving explanations, getting the algorithm of activities in some special situations etc.

**3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).**

Scientific research practice is foreseen within the framework of the academic second cycle study programme "Business Management and Administration". Practice is organized in accordance with the "Regulations on the practice at the Baltic International Academy" .

Practice is a form of study course learning that contributes to the development and strengthening of theoretical knowledge, professional skills and competences, by strengthening the acquired knowledge in practice, exploring and analysing the resources, capacities, developments and developing proposals of the institution or Community using alternative and innovative methods. The practice shall be organised in accordance with the programme of practice. The practice is implemented under the tripartite contract for the provision of a place of practice.

Scope of practice – 9 CP

Time of practice:

- within the framework of 120 CP - 3rd semester
- within the framework of 150 CP - 4th semester

Objective of study practice:

The purpose of the **scientific research practice** is to systematise, strengthen and expand theoretical and practical knowledge and skills in the selected study field, prepare for the formulation of the problem of the Master's research.

In Moodle System students have access to all necessary document forms, such as practice requirements, practice contract forms in Latvian and English, practice diary, practice report cover page and formatting requirements, trainee's assessment form (from the place of practice – company).

Defence of the practice report shall take place in accordance with the requirements specified in the study programme conventions. The director of the study programme shall appoint a Commission for evaluation of the practice report (hereinafter - Commission) in the composition of at least three persons. The Commission shall include representatives of the academic staff of the BIA. It is recommended that one of the representatives of the companies is included in the Commission. In defending the practice, the student defends the programme tasks performed during the practice within 5-7 minutes, the problems reflected, emphasising the most important findings, and the solutions offered according to the qualification to be granted. The achievements of the student in fulfilling the objectives and tasks of the practice, as well as the report of the practice shall be evaluated with a mark on the scale of 10 (ten) points.

BIA does not undertake any obligation to provide an internship place for students, because when searching for an internship place, students develop their communicative skills and competencies. Sometimes BIA helps students to find an internship by providing them with internships at their graduates. As many branches and representative offices of foreign companies work in Latvia, English language students have the opportunity to find internships both in Latvia and in their home company, and to apply for internships within the ERASMUS student exchange programme.

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

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

At the end of their studies the students have to develop and defend the Master thesis. In order to successfully complete the full range of courses and obtain a degree, Master programme students have to demonstrate both academic knowledge acquired during the study process and practical work skills acquired in accordance with their qualifications.

Master thesis is developed and defended in accordance with a strictly regulated procedure which is detailed in the "[Regulations on the development and defense of the final thesis at the Baltic International Academy](#)". Master students choose the topic of their Master thesis from the study topics offered by the lecturers conducting the study programme which are available in the BIA Moodle system.

A student has the opportunity to propose his own Master thesis topic based on his knowledge and professional skills and/or the interests of a specific organization. If necessary, the student can consult with the programme director or the teaching staff of the relevant field about the topicality

of the master thesis topic or compliance with the requirements of the study programme and the choice of the scientific supervisor. According to the requirements of the programme, the final thesis is to be related to entrepreneurship and management. Every year the Field council evaluates the relevance of the topics to the programme. It is to be noted that students choose the topics which are socially and practically relevant and are broadening the research knowledge and providing in-depth understanding of specific issues in Latvia and other countries.

During the period from 2020./2021. academic year till spring of 2022/2023 academic year, 104 Master theses were defended in Master study programme "Business Management and Administration". The topics of the defended diploma theses are listed in the *Appendix*. Division of theses by research directions is shown in the Table.

#### **Division of theses by research directions**

<b>Nr.</b>	<b>Research directions</b>	<b>Thesis, number</b>	<b>Thesis, %</b>
1	Management of the company	2	2
2	Establishment of new company	1	1
3	Marketing management	25	24
4	Financial management	14	13
5	Strategy development and management	31	30
6	Innovation management	2	2
7	Human resource management	18	17
8	Project management	2	2
9	Investment management	3	3
10	E - commerce	1	1
11	Social entrepreneurship	1	1
12	Data safety	1	1
13	Controlling	1	1
14	IT	1	1
15	Business planning	1	1
	Total	104	100

The analysis shows that students mostly choose to write diploma theses on the topics of strategy management, staff management, financial management and marketing management, which underlines that the topics of students' theses are closely related to their further professional and scientific activities. All masters' diplomas had been positively evaluated (marks: 4-10)

The composition of the state examination commission traditionally includes representatives from

organizations (business environment or public sector), which allows to evaluate students' works objectively and from a practical point of view.

Evaluating the distribution of master diploma thesis evaluations, it can be concluded that more than half of graduates receive the most frequent evaluations of 7 (good) and 8 (very good).

Mark 9 – 4%;

Mark 8 – 23%

Mark 7 – 47%

Mark 6 – 14%

Mark 5 – 9%

Mark 4 – 3%

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

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

Methodological and informative resources provided by the BIA are sufficient to ensure the qualitative study process in the study programme “Business Management and Administration”. Since 2015 the Moodle study e-environment has been used. Study programme lecturers have created the Moodle study courses in which the students can access the study materials, study course descriptions and study course requirements. In most study courses the students take exams, submit homework and communicate with the lecturer in the Moodle environment. The lecturers provide feedback on the students' work. Moodle and BigBlueButton systems have been created with the aim to expand the opportunities for lecturers to contact as larger audience as possible (incl. branches) and to provide an opportunity to communicate with the audience during the lectures in two directions: lecturer - audience; audience - lecturer.

The BigBlueButton programme provides

- lectures and seminars, discussions in the virtual environment;
- virtual consultations in live mode before the exam or test;
- students can attend lectures, seminars and practical classes in a virtual environment, ask the lecturer questions of their interest, present homework and group work, as well as have discussions with groupmates and the lecturer;
- to listen to guest lecturers or practitioners;
- to take part in scientific conferences, etc.

Information system NEXUS and "My BIA" plays an important role in informing students and lecturers. In "My BIA" system, students and lecturers can get acquainted with the schedule of classes and auditoriums, as well as consultation times. All important information and notifications

are placed in the "My BIA" system in the "Notifications" section. In the "My BIA" system, students can view their academic progress, as well as information about financial payments and debts.

Complete information on the study programmes, their volume and content is available on the BIA websites as an important source of information for the students and potential students.

The study process in the branches is provided by both Riga and local lecturers of the region, as well as guest lecturers. Practically all lecturers from Riga involved in the implementation of the professional study programme use electronic learning environment - e-studies: video lectures, video seminars and video consultations on MOODLe platform, Web meetings, SKYPE consultations, ZOOM, Whatsapp group information platform, video calls, sms, e-mail, etc. Thus, the branch coordinates the schedule of internships, term paper, diploma theses, master's theses defense with Riga study department.

In order to ensure academic honesty and prevent cases of plagiarism, on February 21, 2020, BIA signed an agreement with the University of Latvia *on the educational institution joining the plagiarism control system*.

Students of the BIA and other interested parties have the opportunity to use the resources of the BIA library. The BIA library is aimed to provide the students of the study programme "Business Management and Administration" with the qualitative study process and scientific work and information services to the students, lecturers and other visitors. Library consists of the subscription section and the reading room. Reading room is equipped with 11 computers with the Internet access, printing and copying facilities for students' convenience. It is also possible to work with laptops there. The library regularly receives periodicals published in Latvia and abroad. Library provides the access to the electronic databases to the students and academic staff. It is also rendering the copying, printing and scanning services. ***Compliance of the library collection with the content of the disciplines implemented in the program is in Appendix***

Study process at the study programme "Business Management and Administration" takes place in the premises of two buildings in Riga at Lomonosova Street 4 and Lomonosova Street 1/4, as well as in a building belonging to the Academy in Daugavpils. These buildings have classrooms equipped with modern technical aids - whiteboards, TV sets, VCRs, camcorders, multimedia projectors. Many classrooms are equipped with a stationary multimedia projector, screen, computer with internet connection and other technical means. Free Wi-Fi is available in all buildings. Cafes are located on the ground floors of the buildings for the needs of the students and staff of the BIA, there are also vending machines with various drinks.

More information on the evaluation of the informational base (including the library) and the material and technical base is available in the Study Field p. 2.3.2. and p. 2.3.3.

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

### **3.3.3. Indicate data on the available funding for the corresponding study programme, its funding sources and their use for the development of the study programme. Provide information on the costs per one student within this study programme, indicating the**



**items included in the cost calculation and the percentage distribution of funding between the specified items. The minimum number of students in the study programme in order to ensure the profitability of the study programme (indicating separately the information on each language, type and form of the study programme implementation).**

The main source of funding for the study process of the study programme "Business Management and Administration" is tuition fee. The amount of study fees and the payment procedure for each study year are determined and approved by the BIA Senate. BIA has established the following options for paying tuition fees for students:

- for the entire programme;
- for the entire study year;
- for one semester;
- per month, in accordance with the payment schedule provided for in the contract, strictly observing the payment terms and the amounts to be paid.
- <https://bsa.edu.lv/index.php/en/tuition-fee.html>

#### **Costs per student in the study programme, EUR**

	Professional Master Study Programme "Business Management and Administration"	
	Euros	%
Wages	876	53.85
Academic staff	510	
Administrative and general personell	366	
Employer`s mandatory state social insurance contributions, benefits and compensations of social nature	184	11.35
Goods and services	365	22.44
Share capital formation	134	8.24
Other expenses	69	4.12
Amount of expenses, Total	1628	100

The cost of a study place in the study programme "Business Management and Administration" is 1628 EUR. In the 2022/2023 school year, tuition fees in the master's study programme: full-time in Latvian language - 2150 EUR per year, full-time in a foreign language (depending on the country) - 2300 EUR for citizens from the EU/EEA/CIS, Switzerland, Georgia and Ukraine, 3000 EUR for citizens from countries outside the EU/EEA/CIS, Switzerland, Georgia and Ukraine and 2150 EUR per year for citizens from EU countries. Tuition fees in branches - 1550 EUR per year. Considering the number of students in the study programme, the financial support for the study programme is sufficient.

Despite the decrease in the number of students in recent years, the study programme "Business Management and Administration" has managed to maintain a positive balance between income and expenses. As an important positive point, it should be noted that even though the BIA increased the tuition fee tariffs in the 2022/2023 academic year, the tuition fee remains competitive, maintaining the policy of social support for students using a discount system (Study fee discounts <https://bsa.edu.lv/index.php/en/tuition-fee/tuition-fee-discounts.html>). The main goal is to create a student support and motivation system at the BIA, there is an opportunity to apply for study and student loans.

The BIA founders use their right to control expenses and set the minimum number of students in the study programme, thus giving the right to learn for students from minority groups. In order to ensure the effectiveness of the program, if the number of students is small, similar study courses are implemented in streams for students of several study programs. Thus, there is no difference between study program types, forms, languages and locations.

### 3.4. Teaching Staff

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

All teaching staff meet the requirements set out in the laws and regulations of the Republic of Latvia, and the working conditions are discussed with the teaching staff before the start of cooperation. Before teaching the study course, the content of the taught study course and the expected study results are agreed with the teaching staff. The course descriptions prepared by the teaching staff are examined and approved by the programme director, discussing both the topics to be taught in the study course and the expected study results.

BIA has the necessary academic staff to ensure the implementation of study programmes in Latvian and English: lectures, seminars, practical lessons and other pedagogical and scientific activities. The realization of the study programme is planned with the attraction of guest lecturers - business professionals from the business environment. Total in programme - 31 members of teaching staff (among them 4 international lecturers).

	Doctors		Masters		Total	
	Number	%	Number	%	Number	%
<b>Elected in the BIA</b>	15	48	4	13	19	61

<b>Not elected in the BIA</b>	4	13	4	13	8	26
<b>International lecturer</b>	4	13	0	0	4	13
<b>Total</b>	23	74	8	26	31	100

The academic positions of the staff which ensures the quality of studies: 4 professors (13%), 5 associate professors (16%), 11 docents (35%), 4 visiting docents (13%), 1 lecturer (3%), 5 guest lecturers (16%) and one leading researcher (3%).

	Professors		As.prof.		Docents		Lecturers		Lead.res.		Total	
Ac. positions	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Elected in BIA	2	6	4	13	11	35	1	3	1	3	19	61
Not elected in BIA	2	6	0	0	3	10	3	10	0	0	8	26
Foreign lecturer	0	0	1	3	1	3	2	6	0	0	4	13
Total	4	13	5	16	15	48	6	19	1	3	31	100

In general, the involvement of the academic staff is evaluated very positively. Changes in the structure of positions within the programme are monitored and systematic staff development is currently underway.

Academic personnel involved in the implementation of the study programme who have the right of an expert of the Latvian Science Council.

#### Teaching staff involved in the programme - LSC experts

<b>Name, surname</b>	<b>Branch of science</b>	<b>A subfield of science</b>	<b>Date</b>
Žanna Caurkubule	Social Sciences	Economy and entrepreneurship	06.07.2025
Tatjana Jurkeviča	Social Sciences	Law Sciences	06.09.2026
Irina Plotka	Social Sciences	Psychology	02.11.2025
Vladislavs Volkovs	Social Sciences	Sociology and social work	02.02.2025
Jurijs Baltgailis	Social Sciences	Economy and entrepreneurship	02.06.2024

The teaching staff regularly improves their qualifications. For example, during the reporting period, teaching staff have increased their knowledge of the English language by attending ECL courses and passing an exam certifying their knowledge of the English language at least at the B2 level. The teaching staff also attended the professional development programme for higher education pedagogues "Innovations in Higher Education", obtaining a certificate.

The teaching staff participates in the meeting of the study programme council, where the expected results of the programme, the interconnection of study courses, the necessary changes, as well as the possible overlap between study courses, are discussed.

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

In the period from 2020/2021 academic year autumn till 2023/2024 academic year autumn teaching staff increased from 27 to 31 people.

On October 1, 2023 in the study programme there are involved 23 teachers with doctor's degree (74%), of which there are 4 professors (13%) and 5 associate professors (16%).

Four members of teaching staff are experts of Latvian Sciences Council in the directions "Economics and business", "Law science", "Psychology" and "Sociology and social work".

6 study programme graduates enrolled in the doctoral programme "Regional Economy and Economic Policy" (study direction "Economy") and continue studies, actively participate in the international conferences, carry out research and work on a development of doctoral thesis. Doctoral students make discussions within the framework of round tables with the aim of sharing the results obtained during the research.

The increase in the number of teaching staff and their international experience make it possible to present the study materials in a more versatile way, several lecturers teach in the framework of different subjects (marketing, innovation management, research methods, etc.), each one explaining his own block. This aspect gives an opportunity to explain current topic more deeply, including the experience of other countries.

BIA Daugavpils branch involves local qualified teaching staff and practitioners in the study process.

The quality of studies in the master's programme depends on many factors, among them the qualification and scientific activity of the academic staff, the ability to learn and apply the latest teaching methods, the connection with field research and innovations.

In the period from autumn of the 2020/2021 academic year until the autumn of the 2023/2024 academic year, the number of guest lecturers from various countries of the world was increased. The following guest lecturers are involved in the realization of the study programme: *G. Fainštein* (visiting professor, Tallinn University of Technology, Estonia), *Çelik Şaban* (Izmir Katip Çelebi University, Turkey).

Two teaching staff members from Ukrainian universities are involved in the study programme - *Nadiia Proskurnina* (visiting lecturer, Kharkiv, Simon Kuznets Kharkiv National University of Economics) is the scientific supervisor of two master's students and *Innola Novykova* (visiting lecturer, Kiev, Kiev National University of Construction and Architecture).

The involvement of foreign teaching staff in the operation of the programme gives an opportunity to increase the scientific potential of the study programme, which helps to improve the study results.

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

**included in the database of experts of the Latvian Council of Science in the relevant field of science (total number, name of the lecturer, field of science in which the teaching staff has the status of an expert and expiration date of the Latvian Council of Science expert) (if applicable).**

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

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

Collaboration between programme teaching staff is encouraged through both formal and informal mechanisms. Meetings of the study direction council are organized regularly, in which the leading teaching staff of the programme participate, as well as students and industry representatives are invited. The direction council approves changes in the structure of study courses, in their interconnection, as well as discusses the work of teaching staff.

The implementation of the study courses takes place by coordinating them with other master's study programmes, in some cases combining student groups in order to promote student interaction in the study process.

Following forms of interaction of the teaching staff are used to determine the quality of academic and scientific activities during the implementation of the study programme:

- Preparation of annual reports by the BIA lecturers on the academic and scientific activities, publications, participation in scientific researches and scientific conferences;
- Facilitating the international exchange of academic staff by attracting the funding from the international foundations and creating the opportunities for academic staff to gain experience in the foreign universities;
- Inviting the highly qualified guest lecturers to lead the study courses, conduct master classes, including from foreign universities;
- Student surveys which provide the opinion on the implementation of the study programme specific courses, conformity of content and form of teaching with study quality requirements;
- Use of the external experts to evaluate the study process and students' knowledge;
- Strategic planning of the study process, analyzing the weaknesses of the study programme, their elimination and opportunities for programme development.

The BIA mission is carried out by highly qualified academic staff consisting of a core of professors and associate professors, as well as qualified teaching staff (assistant professors) and a reserve for academic renewal. The BIA uses the opportunities to attract the internationally renowned professionals. General academic staff-specific approach criteria are established for the academic staff elections. Optimal staffing structure of the BIA is determined by the operational objectives of the BIA and may vary depending on the study programme. Working in the market of free competition in the field of education and academic services, the BIA promotes a flexible and attractive recruitment policy. The work of experienced practitioners without a scientific degree is also used.

At the time of submission of the self-evaluation report, 31 lecturers per 103 students are involved in the programme.

# Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	Sample Diploma UVA lat stream120cp_eng.pdf	Paraugs Diplom UVA_lat plusma 120kp_LV.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	tables_statistics.docx	tabula_statistika.docx
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	Compliance with the national Education Standard(3).docx	Atbilstība Valsts standartam_lv.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)		
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	Mapping_master.xlsx	MG_kartojums_UVA.xlsx
The curriculum of the study programme (for each type and form of the implementation of the study programme)	Master_plan_Eng.docx	Magistra_plans.docx
Descriptions of the study courses/ modules	Description_of study courses.pdf	Studiju kursu apraksts.pdf
Description of the organisation of the internship of the students (if applicable)	Practice.ENG.docx	PRAKSE.LV.docx
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)	Proffesors.pdf	Profesori.pdf

# Entrepreneurship Management (42345)

Study field	<i>Management, Administration and Management of Real Property</i>
ProcedureStudyProgram.Name	<i>Entrepreneurship Management</i>
Education classification code	<i>42345</i>
Type of the study programme	<i>Professional bachelor study programme</i>
Name of the study programme director	<i>Jūlija</i>
Surname of the study programme director	<i>Mahmudova</i>
E-mail of the study programme director	<i>jmahmudova@bsa.edu.lv</i>
Title of the study programme director	<i>Mg.oec.</i>
Phone of the study programme director	<i>67100645</i>
Goal of the study programme	<i>to provide the students with up-to-date knowledge in the fields of entrepreneurship and management keeping the quality of studies in line with European education standards, to ensure their readiness for the further professional activities and capability of strategically and analytically solving the business management problems, to develop their personalities and provide the opportunities to acquire professional qualifications with the right to pursue the postgraduate studies.</i>
Tasks of the study programme	<i>1. Provide competitive higher professional education in the field of entrepreneurship management and prepare specialists who could be competitive both in the Latvian and international labor market, and who would be able to build their own commercial structures in the conditions of European integration and international cooperation;</i> <i>2. To provide students with comprehensive knowledge, practical skills and understanding of the laws of modern economic development, the connection between innovation and business, as well as effective leadership and management skills</i> <i>3. Develop students' scientific research work skills, analytical and innovative thinking, creativity, communication skills, which will allow them to successfully find a place in the Latvian and global labor market</i> <i>4. Prepare students to build careers in companies, public and non-profit organizations, start their own business, and continue their studies at a master's degree</i>



Results of the study programme	<p><b>Knowledge:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrates general and specialized knowledge typical of the profession of manager of an enterprise at the level of concept, understanding and use;</li> <li>2. Understands the most important concepts, theories and regularities in the field of commercial activity and management, to perform work tasks in compliance with labor legal relations and labor protection requirements, as well as the requirements of civil protection and environmental protection regulatory acts;</li> <li>3. Understands and evaluates economic and commercial development trends and regularities in Latvia and the world, the macro and micro environment of commercial activity in local and international markets, the factors affecting them and the risks of commercial activity at both the micro and macro level.</li> </ol> <p><b>Skills:</b></p> <ol style="list-style-type: none"> <li>1. Is able to develop a company's development strategy, an effective company's operating model, develop and manage projects, organize and manage the human, informational and financial resources and processes necessary for the company's operation, evaluate the results of economic activity and use them in decision-making;</li> <li>2. Follows the achievements of the theory and practice of commercial activity, uses them in his professional activity, supplements his knowledge in the field of commercial activity, using various sources of information;</li> <li>3. Is able to conduct research activities and applied studies, interpret and analyze their results; present the results of research, express their opinion with arguments and defend it; independently structure their learning, promote their own and subordinates' further learning and professional development.</li> </ol> <p><b>Competence:</b></p> <ol style="list-style-type: none"> <li>1. Is able to collect, analyze and evaluate the indicators of the company's economic activity, interpret economic data using statistical and other scientific research methods, find creative solutions and provide reasoned proposals for improving the company's activity, making decisions and solving problems;</li> <li>2. Accumulate and improve experience in intercultural communication, able to ensure active and effective participation in the creation of social dialogue in society, adheres to the basic principles of professional ethics. Is able to freely use the foreign languages to be learned within the scope of professional activity;</li> <li>3. Is able to use modern information technologies in their professional activity; find, systematize and analytically describe information, use information databases; to plan the operation of the company with the use of information technology.</li> </ol>
Final examination upon the completion of the study programme	Diploma paper

## Study programme forms

**Full time studies - 4 years - latvian**

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

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003

#### Full time studies - 4 years - english

Study type and form	<i>Full time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>0</i>
Language	<i>english</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>general secondary education and English at least at B2 level</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's degree in Business Management</i>
Qualification to be obtained (in english)	<i>Manager of an enterprise</i>

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003

#### Part time studies - 4 years, 5 months - latvian

Study type and form	<i>Part time studies</i>
Duration in full years	<i>4</i>
Duration in month	<i>5</i>
Language	<i>latvian</i>
Amount (CP)	<i>240</i>
Admission requirements (in English)	<i>general secondary education</i>
Degree to be acquired or professional qualification, or degree to be acquired and professional qualification (in english)	<i>Professional Bachelor's degree in Business Management</i>
Qualification to be obtained (in english)	<i>Manager of an enterprise</i>

#### Places of implementation

Place name	City	Address
Baltic International Academy	RĪGA	VALĒRIJAS SEILES IELA 4, LATGALES PRIEKŠPILSĒTA, RĪGA, LV-1003
Daugavpils branch of the Baltic International Academy	DAUGAVPILS	DZELZCEĻU IELA 3, DAUGAVPILS, LV-5401



## 3.1. Indicators Describing the Study Programme

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

There have been no significant changes in the parameters of the "Entrepreneurship Management" study programme since the introduction of the previous accreditation. Since the previous study field accreditation, the changes in the first cycle higher education study programme "Entrepreneurship Management" refer to the place of implementation of the programme. Part-time studies are not planned at the Liepāja branch.

After the previous accreditation, which took place in 2020, the aim and tasks of the study program were renewed according to the new name and content. The content of the study program was reworked in accordance with the needs of the market, and the emphasis of the program was directed towards overall business management. According to the experts' recommendation, the study program plan was also revised, increasing the number of study course credits, *e.g. from 2 CP to 4 CP* (to reduce the number of study courses by focusing on important topics and to reduce program fragmentation). Also, in accordance to paragraph 8 of Section 1 of the [Law on Higher Education Institutions](#), higher education in Latvia uses credit points (CP) that are equated to European Credit Transfer System ([ECTS](#)) credit points. When converting into ECTS, the number of Latvian credit points is multiplied by 1.5. Also, credit points are expressed as whole numbers.

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

The Professional bachelor study programme "Entrepreneurship management" is evaluated on the basis of the following normative documents:

1. [Law on Higher Education Institutions](#) of the Republic of Latvia
2. Cabinet of Ministers Regulations No.305 "[Rules on the standard of state professional higher education](#)" (13.06.2023) (LV only);
3. Cabinet of Ministers Regulations No 322 „[Regulations on Classification of Latvian Education](#)" (13.06.2017) (LV only);
4. [European Qualifications Framework](#);
5. [Guidelines for the development of the self-evaluation report of the field of study](#) (20.08.2021)
6. [Standards and guidelines for quality assurance in the European Higher Education Area](#)

(ESG)(15.05.2019).

7. Professional standard of the [Manager of an Enterprise](#) (18.09.2019)(LV only).

The title, degree, aims and objectives, as well as the admission conditions of the Professional Bachelor's study programme are interrelated and appropriate. Because it is an professional bachelor's program, which is implemented in 4 years in the form of full-time studies, and in 4.5 years in the form of part-time studies, obtaining a Professional Bachelor degree in Entrepreneurship management and qualification Manager of an Enterprise, which opens opportunities for both career development and further education in academic or professional master's studies programs. The study programme was developed according the strategic goals of BIA. The goal formulation of the study programme indicates that students are provided with knowledge, skills and competences according to the 6th qualification level in the field of management science. The title of the programme also indicates that the programme is oriented towards management processes in the organization. The tasks defined by the study programme are aimed at achieving the defined goals and ensuring study results.

The realization of the professional bachelor's study programme "Entrepreneurship Management" ends with the awarding of the professional bachelor's degree in entrepreneurship management and the sixth professional qualification level and the professional qualification Manager of an enterprise.

The goal formulation of the study program indicates that students are provided with knowledge, skills and competences according to the bachelor's level. The name of the program and obtained degree also indicate that the program is oriented towards management processes in the organisation. The tasks defined by the study program are aimed at achieving the defined goals and ensuring study results.

The **aim** of the study programme implementation is: to provide knowledge relevant to modern market requirements in the fields of entrepreneurship and management, while maintaining the compliance of study quality with European education standards, to prepare students for future professional activities capable of strategically and analytically solving business management problems, to develop students' personality and to ensure the opportunity to obtain a professional qualification with the right to continue studies at a master's degree.

Study programme **tasks**:

1. Provide competitive higher professional education in the field of entrepreneurship management and prepare specialists who could be competitive both in the Latvian and international labor market, and who would be able to build their own commercial structures in the conditions of European integration and international cooperation;
2. To provide students with comprehensive knowledge, practical skills and understanding of the laws of modern economic development, the connection between innovation and business, as well as effective leadership and management skills
3. Develop students' scientific research work skills, analytical and innovative thinking, creativity, communication skills, which will allow them to successfully find a place in the Latvian and global labor market
4. Prepare students to build careers in companies, public and non-profit organizations, start their own business, and continue their studies at a master's degree

*Study outcomes:*

**Knowledge:**

1. Demonstrates general and specialized knowledge typical of the profession of manager of an enterprise at the level of concept, understanding and use;

2. Understands the most important concepts, theories and regularities in the field of commercial activity and management, to perform work tasks in compliance with labor legal relations and labor protection requirements, as well as the requirements of civil protection and environmental protection regulatory acts;
3. Understands and evaluates economic and commercial development trends and regularities in Latvia and the world, the macro and micro environment of commercial activity in local and international markets, the factors affecting them and the risks of commercial activity at both the micro and macro level.

#### **Skills:**

1. Is able to develop a company's development strategy, an effective company's operating model, develop and manage projects, organize and manage the human, informational and financial resources and processes necessary for the company's operation, evaluate the results of economic activity and use them in decision-making;
2. Follows the achievements of the theory and practice of commercial activity, uses them in his professional activity, supplements his knowledge in the field of commercial activity, using various sources of information;
3. Is able to conduct research activities and applied studies, interpret and analyze their results; present the results of your research, express your opinion with arguments and defend it; independently structure their learning, promote their own and subordinates' further learning and professional development.

#### **Competence:**

1. Is able to collect, analyze and evaluate the indicators of the company's economic activity, interpret economic data using statistical and other scientific research methods, find creative solutions and provide reasoned proposals for improving the company's activity, making decisions and solving problems;
2. Accumulates and improves experience in intercultural communication, is able to ensure active and effective participation in the creation of social dialogue in society, adheres to the basic principles of professional ethics. Is able to freely use the foreign languages to be learned within the scope of professional activity;
3. Is able to use modern information technologies in their professional activity; find, systematize and analytically describe information, use information databases; to plan the operation of the company with the use of information technology.

The aim, tasks and study outcomes of the programme are determined in accordance with the professional qualification to be obtained - Manager of an Enterprise. The programme is implemented in two languages - Latvian and English, full-time and part-time.

Full-time studies are ideal for post-secondary students who do not have intense work commitments or family responsibilities that require a large time commitment. This allows to fully focus on studies and make the most of available resources. As well as full-time studies aimed at foreign students. On the other hand, part-time studies are intended for students who want to combine work with studies. Part-time studies take place on Friday evenings and Saturdays, which allows the schedule to be adjusted to the work schedule and allows students to obtain an education while maintaining a balance between personal, professional and academic responsibilities. The study program has a demand for both study forms.

The implementation, content and expected study results of the programme are reviewed at the meetings of the study direction council, in which the programme administration, representatives of the academic staff, students and representatives of the industry participate. The achievable results

of the study programme are focused on the processes taking place in the company. The programme is designed to develop in students the appropriate competences for a company manager, which are obtained in a study process based on student development with opportunities to combine studies with work.

Admission requirements - secondary education, in addition for the English language group, knowledge of English at least at the B2 level.

Admission requirements are regulated by the [Admission Rules](#), which are approved annually at the BIA Senate meeting. The admission rules have been developed in accordance with articles 45, 46, 47, 83, 84, 85 of the [Law on Higher Education Institutions](#) of the Republic of Latvia, CM regulations no. 846 "[Regulations on requirements, criteria and procedures for admission to study programs](#)", CM regulations No. 932 "[Procedure for starting studies in later study stages](#)" (LV only), CM regulations No. 31 "[Procedure in which students are exempted from the prescribed state tests](#)" (LV only), CM regulations No. 505 "[Rules for the recognition of competences acquired outside of formal education or professional experience and study results achieved in previous education](#)" (LV only), CM regulations No. 795 "[Rules for replacing a foreign language centralised exam in the general secondary education program with a test in a foreign language by an international testing institution](#)".

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

Many analysts forecast that in the next years the demand for highly qualified workers will grow even more, and in several EU Member States the skills deficit is already observed. Due to digital technologies, work responsibilities are becoming more flexible and complex. This is why more and more employers are looking for workers who have the required abilities to manage complex information, think independently, be creative, use resources knowingly and efficiently, and communicate with others effectively. Indeed, the future wellbeing of Europe at least to a certain extent depends on the ability to prepare dynamic and diligent workers who are able to design innovative products and processes.<sup>[1]</sup>

The implementation of the education programmes will allow implementing the regional development and education mission of Latvia, which will ensure competitive and diverse internationally acknowledged education, will develop innovative research, will guarantee sustainable development and education of society at different levels. Providing modern education and quality in the implementation of professional higher education programmes will allow implementing the multilingual process using scientific achievements and modern technological opportunities, ensure competitive and diverse internationally acknowledged education, develop innovative research, guarantee sustainable development of society and knowledge of the economy formation processes in Latvia and on international job markets.

Economic growth in Latvia provides for the formation of new companies in every region. This is related to ensuring entrepreneurship management at the level of small and medium-sized enterprises and the management of specific units in the manufacturing and the service sector. The 2022 [Informative report on medium and long-term forecasts of the labor market](#) predicts that the demand for specialists with higher education will increase. Whereas the demand for workforce in the highly qualified employee group also will increase.

## Predicted Demand for Specialists in the Entrepreneurship Field

			2021	2022	2030	2040
High level specialists	Managers	Administrative managers and commercial directors	19.9	20.2	21.9	23.1
		Managers in manufacturing and specialised service sectors	25.2	25.6	28.6	31.1
		Managers in hospitality, catering, sales and other service sectors	7.6	7.9	9.2	10.0
	Senior specialists	Senior specialists in business and administration	44.0	44.4	44.3	43.1
	Specialists	Specialists in business and administration	70.5	71.0	72.7	72.7

The forecasts predict that the most significant staff shortage in the medium term could also form in the managerial professions of various levels (ICT, construction, manufacturing industry, transportation services, hospitality and catering services, as well as sales). In this context, it is especially important to train specialists ready for starting a business in the education programmes corresponding to the field of education which provide for systematic, quality and comprehensive preparation of human resources for the development of the Latvian national economy in such fields as economics and business administration.

The uniqueness of BIA Bachelor study programme "Entrepreneurship Management" is related to its interdisciplinary nature, which makes the programme "Entrepreneurship Management" different from similar education programmes in higher education institutions in Latvia. Education programme enables graduates not only to acquire professional competencies in business administration, considering the specific nature of entrepreneurship in Europe, but also other competencies in social management and social entrepreneurship. Special emphasis is given to the acquisition of economic disciplines in accordance with the new standard for the profession of a Manager of an Enterprise.

The study programme "Entrepreneurship Management" conducts a graduate survey once every two years in order to improve the quality of studies and compliance with the requirements of the labour market with the participation of graduates.

The competitiveness of the study programme is confirmed by the fact that all graduates are in demand on the labour market and are employed within their specialty after graduation. The latest survey of graduates showed that more than half (65%) of graduates rate their prospects in the labor market as good and 6% - as excellent. It means that the study program provides students with both theoretical and practical knowledge for building their career. The study program promotes the possibility of self-employment and the creation of new companies. Therefore, graduates evaluate the prospects of the labor market not only as job search opportunities in companies, but also as a potential creation or management of their own companies. This is also shown by the survey data. Also, the results of the survey show that when summing up all the information provided by the graduates about the importance of the education they received during the study process, 94% of the graduates noted that their professional work is in one way or another related to the education they received at BIA. It is shown by the positions held by the graduates, which they indicated in their questionnaires (chairman of the board, operations manager, senior project manager, board member, board member of their company, owner, store manager, HR manager, etc.). These survey data show a strong relationship between the acquired education in the field of entrepreneurship management and the professional career development of graduates. This reflects the effectiveness of the study program and its ability to prepare graduates for successful operations in the field of entrepreneurship management. After graduating from the study programme, 29.4% received a promotion at the workplace, while 35.3% found a new job. 70.6% of



the graduates believe that the acquired education is competitive in the Latvian labour market. 88.2% of the graduates believe that the acquired education has sufficiently prepared them for work in the position they hold.

Results of the research show that graduates who received their education in the bachelor's study program "Entrepreneurship Management" meet these requirements, which is confirmed by the following facts:

- A significant number of graduates work in the industry of studies or starting their own company.
- Most of the graduates believe that acquired at the BIA education helps in their professional activities (even if the work is not related to the acquired education), and also increased the possibility of getting a job and/or starting their own company.
- There are graduates who have started their own business.
- There are practically no graduates who did not get a job (currently one person).
- A large number of graduates (both in Latvia and abroad) hold quite high positions, there is only a small number of graduates who hold positions with medium qualifications.
- A large part of the graduates noted that the acquired education has contributed to the growth of their professional career, has improved their competitiveness in the labor market of Latvia and the European Union, has prepared them well for work, as well as the fact that the acquired knowledge can be applied in practice.

Conclusion: The results of the graduate survey show that the content of BIA study programmes provides the specialist with the necessary level of knowledge and skills. In general, graduates rate their preparation for the labor market positively.

[1] Education and training in the EU - facts and figures. [http://ec.europa.eu/eurostat/statistics-explained/index.php/Education\\_and\\_training\\_in\\_the\\_EU\\_-\\_facts\\_and\\_figures](http://ec.europa.eu/eurostat/statistics-explained/index.php/Education_and_training_in_the_EU_-_facts_and_figures)

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

During the reporting period from 2020/2021 academic year till the beginning of 2023/2024 academic year (as of October 1), the number of students at the professional bachelor's study programme "Entrepreneurship Management" decreased from 230 students in 2020./2021. till 169 in 2022./2023. academic year, which is in line with the demographic situation observed in the recent years and the decrease of the total number of students of higher education in the country, especially in the regions.

The main factors influencing the negative dynamics of the number of students are as follows:

- The overall negative demographic situation in the country;
- The desire of high school graduates to study at foreign universities and the uninterrupted emigration of inhabitants of Latvia from the country;
- Fierce competition between universities with similar study programmes and budget places (especially in state universities);
- Decrease of demand for private higher education due to low income level of people.

A small increase in the number of students in the 2020/2021 academic year is related to the start of cooperation with Education Bridge, which allowed to attract more students to the English group, as well as during the pandemic students had the opportunity to study remotely, which affected the increase in the number of students.

Analysis of the BIA branches shows that the greatest decrease in the number of students during the reported period was observed in the Liepaja branch, the dynamics of the number of students in the Daugavpils branch corresponds to the total programme dynamics.

During the period from 2020/2021 academic year till autumn of 2023/2024 academic year the number of students enrolled in the professional bachelor study programme "Entrepreneurship Management" is 332. The highest number of enrolled students from 2020/2021 academic year till autumn of 2023/2024 academic year was 292 students in the Riga branch, the smallest in the Liepāja branch. During the same period, there were 39 students enrolled in the Daugavpils branch.

Analysis shows that during the reporting period from 2020/2021 academic year till of 2022/2023 academic year the enrollment of students for the 1st course had decreased in general from 88 to 77 student. 55 students were admitted in the summer admission of the 2023/2024 academic year, of which 49 students were admitted in the 1st course. The biggest drop in enrollment was observed in the Liepaja branch, where since 2020 students have not been admitted to the 1st year. In Riga, the number of students enrolled in the 1st year remains almost unchanged: 77 students in 2020/2021.academic year and 71 students in the 2022/2023 academic year., in Daugavpils the number of students enrolled in the 1st year decreased by 60%.

Students are enrolled and study in the study programme "Entrepreneurship Management" both full-time and part-time studies, evening and extramural studies. Analysis of students by the branches shows that students in the Riga branch have full-time studies and in the branches - part-time studies - on Fridays and Saturdays.

There are no budget places in the study programme. The full-time and part-time students study for a fee only. In 2019/2020 academic year the study programme has been implemented both bilingually (in Latvian and Russian) and in English. Starting from 2019/2020 academic year, the students are admitted eitherfor in Latvian studies or English studies.

The increase in demand for the English language group is related both to the growing demand for competitive education and further successful employment in the conditions of the globalized market, as well as to the fact that studies in Russian are no longer offered, as well as to the influx of students from English-speaking countries (for example, Cameroon) and other countries. Mostly foreigners, especially from countries outside the European Union, study full-time, which is related to obtaining a residence permit in Latvia, otherwise they would not be able to study here.

During the reporting period from 2020/2021. academic year till the 2022/2023 academic year, there were 89 graduates who successfully completed their studies. The highest number of graduates was in the Riga branch (42 or 47.2%), followed by the Daugavpils branch (38 or 42.7%) and Liepaja branch (9 or 10.1%).

Analysis of the trends in student drop-outs shows that the student drop-outs are uneven every year. Analyzing the reasons for dropping out, it should be noted that many foreign students are not ready for the study process and requirements set by BIA. Not being able to complete the tasks assigned within the study courses on time, some students decide to leave their studies on their own, some are expelled due to academic or financial debts.

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

Not applicable

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

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

The BIA Professional bachelor study programme "Entrepreneurship Management" provides the courses which enable students to acquire knowledge of entrepreneurship management guidelines, principles, structure and methodology, history of development and current issues. The content of the study programme is created by combining principles of business management, management, economics and finance, marketing and logistics current affairs, skills and competences in the digital environment.

The study programme is implemented in Riga and Daugavpils. The types of implementation are full-time (4 years) and part-time (4 years 5 months).

The information included in the study courses derives from the objectives and achievable results of the study course, which in turn derives from the aim and achievable outcomes of the programme. The total amount of the programme is 240 CP.

It consists of:

- general education courses (*part A*) of at least 30 credit points – the study programme offers study courses of 30 CP;
- basic theoretical courses of the branch (professional activities) and courses of information technologies (*part A1*) of at least 54 credit points – the study programme offers 54 credit points ;
- professional specialization courses in the field (professional activities) (*Part B*) of at least 90 credit points - the study programme offers limited compulsory elective courses of 104 CP, of which at least 90 CP are to be completed;
- optional courses (*Part C*) of at least 9 credit points - the study programme offers the study courses, but students have the opportunity to choose courses from other study programs. Free choice courses is 3 CP, students must take 3 study courses
- practice of at least 30 credit points – the study programme offers practice of 39 credit points;

- state examination of at least 18 credit points consisting of the development and presentation of the Diploma thesis.

Professional bachelor's study programme "Entrepreneurship Management" meets the requirements of the [Regulations on National Standard for Higher Education](#) (LV only), as well as the professional standard "[Manager of an enterprise](#)" (LV only). In order to ensure that the programme's courses are in line with industry trends, Direction Council meetings are organized with the participation of industry representatives, students, academic and administrative staff. The direction council reviews the curriculum, the content of training courses and, if necessary, decides on changes to the programme.

During the first two years of study, the students mainly acquire compulsory subjects thus forming successive mastery of business management science, regularity of science development, basic principles and methodology of different branch theory and research work. During the third and fourth year of studies, the students acquire mostly compulsory elective subjects which complement the understanding of different business branches and sub-branches, but at the end they defend their Diploma thesis. Students start working on the Diploma thesis already from the third year of studies. Throughout the study period, the students complete the practice tasks at different levels (see part 3.2.4.).

The study courses include both industry current affairs and scientific trends. The teaching staff offers students to perform various types of practical and independent tasks, which are related to the current affairs of the industry and science. Employers are currently also demanding such skills as the ability to analyze, think critically and reasonedlly discuss. Several study courses, as well as term paper and Diploma thesis development, are aimed at the development of these skills.

Before the beginning of the semester, each faculty member must update the course description, evaluating the current course goals and expected study results, and review the offered teaching materials and literature sources, making sure that the literature is current and the latest research in the field is presented.

Economic growth of the Republic of Latvia is inconceivable without highly qualified specialists able to manage the commercial companies, provide recommendations to the business owners to solve problematic situations, as well as forecast the development of economic indicators of the company and develop a strategy of development of the company.

According the "[Informative report on medium and long-term forecasts of the labor market](#)" prepared by the Ministry of Economy in 2022, it can be concluded that the demand for highly qualified specialists (managers, senior specialists, specialists) will only increase in the future, which is related to the development of modern technologies and the need for them efficient transmission.

The content of the study courses is updated according to the labour requirements of the industry. The relevance of the content of the study programme for the labor market and the general quality are ensured by the Direction Council. The council consists of diverse specialists - teaching staff who teach study courses at the programme and who have regular contact with students. Administrators of the study process also participate in order to provide feedback on work with students, the implementation of a student-centered approach and the higher education establishment's opportunities to improve the study process. Employers and industry specialists who are able to reflect on current trends and labor market requirements are also included. Students, students' self-government and graduates are also invited to give an evaluation of their experience in the program. Current trends in the labor market, the latest scientific and research trends, the possibilities of the higher education establishment to implement them in the study programme, the content of the study programme and the teaching methods used to achieve the results of the study

courses and the programme are discussed in the study direction council. As a result of the meeting of the direction council, creative proposals are made for improving the content and teaching methods of the study programme, scientific activity, promoting student satisfaction, as well as improving knowledge, skills and competences in accordance with the current requirements and opportunities of the higher education establishment.

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

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

The study programme has been developed in accordance with the requirements of the Regulation of the Cabinet of Ministers No. 305 dated 13 June 2023 "[Regulations on National standard for higher education](#)" (LV only) and the decisions of the BIA Senate.

Acquisition of the study programme is intended for 8 semesters (full time) and 9 semesters (part time) for in the volume of 240 CP. Credit points are awarded for each completed study course (including the practice) if the assessment is positive. Acquisition of the study programme is planned in the form of contact hours and independent work. The importance of students' independent work and responsibility in acquiring the study content has increased.

In the course of analysis of interrelationship between the intended outcomes of the study course with the achievements of the Professional bachelor study programme "Entrepreneurship management", mapping of the study course included in the programme has been performed. Mapping results show that the intended outcomes of the study courses included in the study programme are in conformity with all the outcomes to be achieved by the study programme.

Most of the study courses provide the ability to demonstrate a critical understanding of scientific disciplines, key concepts and regularities both within management science and the other disciplines, e.g. economy and business; ability to independently obtain, select, analyze and critically evaluate information from a variety of sources, analytically describe information, problems and solutions.

Likewise, most of the study courses are focused on the ability to develop successful contact and effective communication skills; ability to formulate and analytically describe the information and

problems relating to management science and their solutions, to explain and present them; the ability to communicate and defend own ideas and research, both orally and in writing, in discussions with colleagues and lecturers. Relatively less, but all specific research methodology-oriented courses require the ability to understand and apply scientific principles in one's research and the ability to independently and correctly develop research in management science in accordance with the basic principles and ethical principles of business management research. Consequently, it can be concluded that by the end of the study programme the students will achieve all the learning outcomes foreseen in it. Study outcomes are defined for each study course forming a single study programme and generating common learning outcomes.

Contact hours are implemented in the form of lectures, seminars, practical work, project development and consultations. The ratio of lectures and practical work in the study course is determined by the lecturer. A student needs to study information, test new ideas, solve current professional problems, find new answers in solving social cases. While learning to solve problems, students study, modulate problem situations, which develop thinking and motivate for studies. Students work cooperatively, discuss, argue in order to reach a common conclusion.

For each type of study implementation the feedback types are established, with the help of which the students get to know their learning outcomes.

Quality control and analysis of the implementation of the study process, teaching and acquisition of the study content are regularly controlled by the responsible structural units.

Study and knowledge assessment methods of the BIA are objective and consistently observed. Scope of each examination corresponds to the content of the study programme of the respective course and to the requirements relating to the skills and knowledge stipulated in the Profession standard. The BIA assesses the study results according to two factors:

- qualitative assessment – a score in the 10-point system;
- quantitative assessment - a number of credit points corresponding to the volume and significance of the study course.

The amount of credit points to be obtained is indicated in the study plan. Every semester and study year the quantitative assessment is made in credit points to assess the compliance of students' workload with the plan.

The BIA Professional bachelor study programme “Entrepreneurship Management” is developed to achieve the objectives of the study programme through the achievement of individual course outcomes following the principles of student-centered education. In the course of implementation of the study programme, various teaching methods are used:

- theoretical lectures with the elements of active teaching methods;
- seminar sessions with discussions on the current issues in economics and business science (theory and research);
- independent work - reports, essays, analysis of scientific articles, preparation of presentations;
- observation and analysis, interview collection and analysis, self-analysis;
- practices which give the opportunity to approbate the acquired knowledge in practical work; practices are included in the study courses and various special practice study programmes;
- tests are used to analyze the students' knowledge acquired in the course of studies;
- developing and defending the research papers.

Teaching methods are chosen according to the objectives set for each study course and the planned learning outcomes. Lecturers do not only use lectures for preliminary acquaintance with

the material, but also combine the active teaching methods by stimulating discussions, organizing work in small groups and presenting their own works. Active study methods are widely used in seminars. Such methods allow the economics lecturers to create the democratic and free atmosphere in the study process which, in its turn, stimulates students' personal and professional development. In addition, these methods can be used more and more often as the students access a wider range of study literature which they can read themselves. Thus, the students' workload corresponds to 25-30 academic hours of work for one credit point. According to paragraph 8 of Section 1 of the [Law on Higher Education Institutions](#), higher education in Latvia uses credit points (CP) that are equated to European Credit Transfer System (ECTS) credit points. When converting into ECTS, the number of Latvian credit points is multiplied by 1.5. Also, credit points are expressed as whole numbers.

Practically all the lecturers involved in the implementation of the professional bachelor's study programme use the electronic learning environment - e-studies which provide a wide range of possibilities for both the presentation of the study materials and organization of submission of personal works. The latest technologies are increasingly used in the study process, the material and technical equipment fully provides lecturers and students with the opportunity to use IT and interactive learning methods.

Considering that the programme is implemented in different languages, there are no differences between them.

At the beginning of studies, an official study orientation week is organized, where students are introduced to the academy and programme administration, Erasmus opportunities and other activities. Internal rules, academic information, connection to Moodle and Nexus and security briefing are explained to students.

Assessment system used in the Professional bachelor study programme "Entrepreneurship Management" is based on the 10-point system and complies with the [BIA regulations for the assessment of study results](#). Training the qualified professionals in economics is impossible without extensive and rigorous control of knowledge and skills acquired by the students. In addition to controlling the knowledge gained during the training courses, it is also necessary to assess the abilities and logical reasoning of students to express their views publicly, the ability to independently find and analyze information.

Assessment and tests of the students' knowledge are used to evaluate the students' knowledge during the semester. At the end of the course the oral / written examinations are performed which represent at least 30% of the total assessment. Thus the assessment of the students' knowledge and control of independent work is carried out during the semester in parallel with the study work. Firstly, it provides a feedback between the student and the lecturer at a certain course, allowing the lecturer to assess the level of development of the units of the course and, therefore, the quality of teaching. Secondly, it ensures the development of real, continuous study work.

At the end of the study course the students pass the exam or a differential test. At present 70 - 80% of students pass the exams in the written form – the knowledge assessment tests as well as problem-situation analysis is used to assess the practical application of the acquired knowledge. Oral examinations have survived only in some study courses. Defense of the diploma thesis is an important element of student examination. Students who have not passed the pre-defense are not allowed to defend the diploma thesis. Defense of the diploma thesis is not only formal. This grading system ensures the gradual development of the diploma thesis to achieve the student's ability to independently and correctly develop research in accordance with the basic principles of entrepreneurship and management.

Summarising the information on how the implementation of the study process corresponds to the principles of student-centred education, it can be concluded that:

- 1) The study process takes into account and respects the diversity of students' needs (care for adaptation at the beginning of studies, individual approach to the study process, involvement of academic and support staff in solving students' problems, opportunities to study according to the individual plan);
- 2) According to the possibilities, different types of implementation of the study programme are implemented (offering studies both full-time and part-time);
- 3) Various study methods are used according to the circumstances;
- 4) Based on the opinions expressed by the students in the survey, the assessment of study methods is regularly performed in order to find the most optimal way to achieve the aims of the study course and the study programme;
- 5) Students' trend to be independent is promoted, at the same time ensuring the guidance and support of lecturers and support staff;
- 6) Mutual respect in the relations between students and lecturers is promoted by involving the director of the study program in case of problem situations and conflict situations.

*Conclusions on the assessment system:*

- 1) Lecturers are familiar with testing and examination methods, focus not only on the recitation of knowledge, but use various methods of problem situation analysis, which allows them to assess the ability to use the knowledge acquired;
- 2) In all independent work, homework and tests submitted in the study courses, students receive individual feedback. If necessary, they are provided advice in connection to the study process;
- 3) Lecturers of the study programme strive for the assessment to be consistent, fairly applied to all students and to be implemented in accordance with the approved BIA procedures.

The BIA branches offers students the opportunity to obtain higher education closer to the student's place of residence. Study department of the branch develops the lists of classes based on the semester plan developed by the study programme director and approved by the vice-rector for studies, which the branch receives at the beginning of each semester. At the stage of development of the list of lessons the logical succession of the study course is realized in accordance with the requests of the leading lecturers and the descriptions of the study courses and thematic plans. The BIA branches are implementing the study process using both the traditional study methods (lectures, seminars, practical classes, solving practical tasks, group work, individual / group projects, consultations, defense of practice and term papers) and the interactive study methods (trainings, workshops, scientific methodological seminars and conferences). The students of the branches perform regular work: compile the reports, study the offered literature, develop research projects and self-assessments.

Control of the quality of application of the knowledge and understanding acquired during the study process is carried out by passing tests / exams (oral or written), developing projects, implementing practice in according to the study plan and presenting the acquired knowledge and skills in the practice defense papers successively focusing on the potential topic of the diploma thesis; presenting them in the defense of course papers, developing and defending the final theses for the commission - diploma thesis and master's thesis. Quality control of the study process and implementation of the programme is carried out by monitoring the attendance of students 'classes, current progress and elimination of students' academic debts, compliance of the content of classes



with the thematic plans.

Study process in the branches is provided by the teaching staff both from Riga and from the branch, as well as by the guest lecturers. Practically all lecturers from Riga involved in the implementation of the professional study programme are using the electronic learning environment: video collections, video seminars and video consultations on the MOODLe platform, Web meetings, SKYPE consultations, ZOOM, Whatsapp group information platform, video calls, sms, e- mail, etc. Thus, the branch coordinates with the Riga Study Department the lecture schedules of the teaching staff, as well as the schedules of practice, course papers, diploma theses defense.

**3.2.4. If the study programme envisages an internship, describe the internship opportunities offered to students, provision and work organization, including whether the higher education institution/ college helps students to find an internship place. If the study programme is implemented in a foreign language, provide information on how internship opportunities are provided in a foreign language, including for foreign students. To provide analysis and evaluation of the connection of the tasks set for students during the internship included in the study programme with the learning outcomes of the study programme (if applicable).**

Practice is a mandatory part of the Professional study programme and is organized in accordance with the [“Regulations on the practice at the Baltic International Academy”](#) .

Pursuant to the provisions of the Regulations of the Cabinet of Ministers No. 305 dated 13 June 2023, [“Regulations on the state standard of professional higher education”](#) (LV only) the volume of practice has to be at least 30 CP (in the BIA it is 39 CP).

In the course of practice the students have to consolidate, deepen and systematize the theoretical and practical knowledge and independent work skills acquired during the study process, acquire the competence appropriate to the study programme which is necessary to improve the quality of professional training.

Common **tasks of practice:**

1. effective adaptation of prospective specialists to practical work, strengthening of the position of graduates in the labour market;
2. systematization, consolidation and extension of theoretical knowledge in the acquired specialty;
3. acquisition of practical skills in solving specific scientific, commercial and economic tasks;
4. collecting, processing, systematizing and analyzing information in the course of development of the term papers and diploma thesis;
5. testing and using the basic ideas, conclusions and proposals of the future diploma thesis (bachelor thesis) in the company of practice.

Four practices are implemented within the Professional bachelor study programme “Entrepreneurship management”.

**Practice I - Qualification (Management)** is aimed to consolidate, deepen and systematize the knowledge and practical skills acquired during the studies, acquire the study program-specific competence in the business management organization. Practice performance determines

- the ability to get acquainted with the general characteristics of the company;

- consider the organizational structure of management;
- master the management of the company's production process and workplace organization;
- assess the external and internal environmental factors of the company and their impact on the company operations;
- formulate the mission and vision of the company as well as the long-term and short-term strategic goals and directions of development of the company;
- get acquainted with the personnel management system;
- consider the management information system of the company.

**Practice II - Qualification (Business)** is aimed to consolidate, deepen and systematize the knowledge and practical skills acquired during the studies, acquire the competences required by the study programme for specialists in the respective field, acquire business economics and financial management. Practice tasks:

- acquisition of the indicators of the main economic activity which characterize the production and economic activities of the company;
- acquaintance and analysis of the accounting documentation of the company;
- analysis of the financial position of the company;
- analysis of marketing activities of the company;
- business and financial risk analysis of the company.

**Practice III - Projection** is aimed to contribute to the consolidation and development of theoretical knowledge, professional skills and competence in accordance with the study programme by working on the real projects in business or other field in the course of solving the relevant tasks. Practice tasks:

- systematization, consolidation and extension of theoretical knowledge in the acquired managerial specialty;
- acquisition of practical skills in developing a specific business project;
- testing and applying the ideas, conclusions and suggestions of the future project in his/her practice or workplace.

**Practice IV - Pre-diploma** is aimed to consolidate, deepen and systematize the knowledge and practical skills acquired during the studies and to acquire the competence appropriate for the study programme which is necessary for the specialists of the respective field; study and analyze the operation of the company, collect the necessary information and materials in order to carry out analytical and research work in accordance with the chosen theme of the bachelor thesis. Practice tasks:

- acquisition of the company structure, organization and production technology, as well as the basic functions of the manufacturing subdivisions, economy, management;
- acquisition and analysis of sales planning for manufacture and products (services);
- evaluation of effectiveness of the company marketing department activities;
- analysis of scientific and research, construction and technical preparation of production;
- material and technical analysis of the manufacturing process;
- analysis of the cost formation mechanism, its effectiveness and price formation;
- determination and analysis of financial results of the company business activities;
- analysis of provision of information to the management of the company;
- development of suggestions for management decision making aimed to improve production and personnel management;
- business management analysis from the point of view of production efficiency.

One of the most important tasks of the practice is to acquire the skills to draw up the practice

report in accordance with the methodological instructions, to defend it and independently substantiate own opinion. Within the study programme, the guidelines “Practice guidance” and “Practice programme” have been developed.

Practice is organized outside the BIA in the company associated with the student's profession in which the fulfillment of tasks specified in the guidelines for practice is guaranteed. The BIA, the company (place of practice) and the student enter into the tripartite agreement covering the rights, duties and responsibilities of the parties, term of the agreement, terms of payment, etc.

In order to ensure the acquisition of internships for the English language students, the “Regulations on Internships at the Baltic International Academy”, “Internship Guidelines” and “Internship Program” have been translated into English and are explained to students in internships. BIA does not undertake any obligation to provide an internship place for students, because when searching for an internship place, students develop their communicative skills and competencies. Sometimes BIA helps students to find an internship by providing them with internships at their graduates. As many branches and representative offices of foreign companies work in Latvia, English language students have the opportunity to find internships both in Latvia and in their home company, and to apply for internships within the ERASMUS student exchange programme.

Student practice is closely related to the achievable learning outcomes of the Professional bachelor's study programme which is reflected in the relevant study course description.

Information about practice is also available in the Moodle system. Students have access to all necessary document forms, such as regulations on internships, internship requirements, internship contract forms in Latvian and English, internship diary, internship report title page and design requirements, intern evaluation form (from the internship location - company side).

The results of the practice are reviewed and evaluated by:

- the practice supervisor from the company, who signs the title page of the internship report and the internship diary and puts the evaluations.
- internship supervisor from the BIA (responsible lecturer or scientific supervisor of the student's final thesis), who coordinates the practice report.
- The BIA commission (with the programme director), which after getting acquainted with the student's practice documents and defense presentation, answers to questions, evaluates the results of the practice

The defense of the report takes place in accordance with the requirements set out in the practice regulations of the study programme. The director of the study programme appoints a practice report evaluation commission (hereinafter referred to as the Commission) consisting of at least three people. The commission includes representatives of BIA academic staff. It is recommended to include a company representative in the commission. During the defense of the practice, the student defends the programme tasks performed during the practice, the reflected problems, emphasizing the most important findings, and the proposed solutions according to the qualification to be awarded, within 5-7 minutes. The student's performance in fulfilling the goals and tasks of the practice, as well as the practice report, is evaluated with a mark on a 10 (ten) point scale.

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

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

At the end of their studies the students have to develop and defend the Diploma thesis. In order to successfully complete the full range of courses and obtain a professional degree and qualification the students have to demonstrate both academic knowledge acquired during the study process and practical work skills acquired in accordance with their qualifications.

Diploma thesis is developed and defended in accordance with a strictly regulated procedure which is detailed in the ["Regulations on the development and defense of the final thesis at the Baltic International Academy"](#).

Students choose the subject of their diploma thesis from the study topics offered by the lecturers of the study programme which are available in the BIA Moodle system. A student has the opportunity to propose his own Diploma thesis topic based on his knowledge and professional skills and/or the interests of a specific organization. If necessary, the student can consult with the programme director or the teaching staff of the relevant field about the topicality of the Diploma thesis topic or compliance with the requirements of the study programme and the choice of the scientific supervisor. According to the requirements of the programme, the final thesis is to be related to entrepreneurship and management. Every year the Field council evaluates the relevance of the topics to the programme. It is to be noted that students choose the topics which are socially and practically relevant and are broadening the research knowledge and providing in-depth understanding of specific issues in Latvia and Europe.

During the period from 2020/2021 academic year till spring of 2022/2023 academic year 89 diploma theses were defended in the Professional study programme "Entrepreneurship Management". The topics of the defended diploma theses are listed in the *Appendix*. Division of theses by research directions is shown in the Table.

**Division of theses by research directions**

Nr.	Research directions	Thesis, number	Thesis, %
1	Management of the company	13	15
2	Establishment of new company	1	1
3	Marketing management	17	19
4	Financial management	19	21
5	Strategy development and management	10	11
6	Innovation management	1	1
7	Human resource management	17	19
8	Project management	5	6
9	Risk management	1	1

10	Entrepreneurship	5	6
	Total	89	100

The analysis shows that students mostly choose to write diploma theses on the topics of personnel management, financial management and marketing management, which underlines that the topics of students' work are closely related to their further professional and scientific activities.

Evaluating the distribution of students' diploma thesis evaluations, it can be concluded that more than half of graduates receive the most frequent evaluations of 7 (good) and 8 (very good).

The composition of the state examination commission traditionally includes representatives from organizations (business environment or public sector), which allows to evaluate students' works objectively and from a practical point of view.

### 3.3. Resources and Provision of the Study Programme

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

Methodological and informative resources provided by the BIA are sufficient to ensure the qualitative study process in the study programme "Entrepreneurship management". Since 2015 the Moodle study e-environment has been used. Study programme lecturers have created the Moodle study courses in which the students can access the study materials, study course description and study course requirements. In several study courses the students take exams, submit homework and communicate with the lecturer in the Moodle environment. The lecturers provide feedback on the students' work. Moodle and BigBlueButton systems have been created with the aim to expand the opportunities for lecturers to contact as larger audience as possible (incl. branches) and to provide an opportunity to communicate with the audience during the lectures in two directions: lecturer - audience; audience - lecturer.

The BigBlueButton program provides

- lectures and seminars, discussions in the virtual environment;
- virtual consultations in live mode before the exam or test;
- students can attend lectures, seminars and practical classes in a virtual environment, ask the lecturer questions of their interest, present homework and group work, as well as have discussions with course members and the lecturer.

Information system NEXUS and "My BIA" plays an important role in informing students and lecturers. In "My BIA" system students and lecturers can get acquainted with the schedule of classes and auditoriums, as well as consultation times. All important information and notifications are placed in the "My BIA" system in the "Notifications" section. In the "My BIA" system, students can view their academic progress, as well as information about financial payments and debts.

Complete information on the study programmes, their volume and content is available on the BIA websites as an important source of information for the students and potential students.

The study process in the branches is provided by both Riga and local lecturers of the region, as well as guest lecturers. Practically all lecturers from Riga involved in the implementation of the professional study program use electronic learning environment - e-studies: video lectures, video seminars and video consultations on MOODLe platform, Web meetings, SKYPE consultations, ZOOM, Whatsapp group information platform, video calls, sms, e-mail, etc. Thus, the branch coordinates with the schedule of internships, term papers, diploma theses, master's theses defense.

In order to ensure academic honesty and prevent cases of plagiarism, on February 21, 2020, BIA signed an agreement with the University of Latvia *on the educational institution joining the plagiarism control system*.

Students of the BIA and other interested parties have the opportunity to use the resources of the BIA library. The BIA library is aimed to provide the students of the study programme "Entrepreneurship management" with the qualitative study process and scientific work and information services to the students, lecturers and other visitors. Library consists of the subscription section and the reading room. Reading room is equipped with 11 computers with the Internet access, printing and copying facilities for students' convenience. It is also possible to work with laptops there. The library regularly receives periodicals published in Latvia and abroad. Library provides the access to the electronic databases is provided to the students and academic staff. It is also rendering the copying, printing and scanning services. The BSA library offers books in both Latvian and English, e.g. the number of books in such directions as: Strategic enterprise management, Consumer Behavior and Marketing Strategy, Innovation management and others are reflected in the table:

**Compliance of the library collection with the content of the disciplines implemented in the program**

<b>The name of the Field</b>	<b>Total</b>	<b>LV</b>	<b>ENG</b>	<b>other</b>
Strategic enterprise management	24	8	10	6
Financial planning and company management	27	17	3	7
Consumer Behavior and Marketing Strategy	69	36	26	7
Strategies and effective change management	96	27	57	12
Business project management (management)	116	53	33	30

Innovation management and sustainable development	28	6	10	12
Start-up Business Management	48	32	10	6
Leadership and Organizational Behavior	90	23	44	23
Digital Marketing	17	4	9	4
Marketing and market research	63	29	16	18
Business Economics and Management	87	42	26	19
Accounting and Taxation	76	50	16	10
Commercial law and labor law	56	19	30	7

More information is available in the Study Direction p. 2.3.3.

Study process in the study programme “Entrepreneurship management” takes place in the premises of two buildings in Riga at Lomonosova Street 4 and Lomonosova Street 1/4, as well as in a building belonging to the Academy in Daugavpils. These buildings have classrooms equipped with modern technical aids - whiteboards, TV sets, VCRs, camcorders, multimedia projectors. Many classrooms are equipped with a stationary multimedia projector, screen, computer with internet connection and other technical means. Free Wi-Fi is available in all buildings. Cafes are located on the ground floors of the buildings for the needs of the students and staff of the BIA, there are also vending machines with various drinks.

More information on the evaluation of the informational base (including the library) and the material and technical base is available in the Study Direction p. 2.3.2. and p. 2.3.3.

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

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

The main source of funding for the study process of the "Entrepreneurship Management" study program is tuition fee. The amount of study fees and the payment procedure for each study year are determined and approved by the BIA Senate. BIA has established the following options for paying tuition fees for students:

- for the entire programme;
- for the entire study year;
- for one semester;
- per month, in accordance with the payment schedule provided for in the contract, strictly observing the payment terms and the amounts to be paid.

Each academic year, the number of BIA-financed budget places in basic studies is determined by the rector's order; the competition for budget positions is regulated by the ["Regulations on the competition for budget places provided by the BIA"](#) (LV only).

**Costs per student in the study programme, EUR**

	Professional Bachelor Study Programme "Entrepreneurship Management"	
	Euros	%
Wages	584	51.26
Academic staff	315	
Administrative and general personell	269	
Employer`s mandatory state social insurance contributions, benefits and compensations of social nature	127	11.18
Goods and services	267	23.44
Share capital formation	95	8.24
Other expenses	67	5.88
Amount of expenses, Total	1140	100

The cost of a study place in the study programme "Entrepreneurship Management" is 1140 EUR. In



the 2022/2023 academic year, tuition fees in the bachelor's study programme: full-time in Latvian language - 2050 EUR per year, part-time - 1750 EUR per year, full-time in a foreign language (depending on the country) - 2200 EUR for citizens from the EU/EEA/CIS, Switzerland, Georgia and Ukraine, 3000 EUR for citizens from countries outside the EU/EEA/CIS, Switzerland, Georgia and Ukraine and 2050 EUR per year for citizens from EU countries. Tuition fees in branches - 1250 EUR per year. Considering the number of students in the study programme, the financial support for the study programme is sufficient.

Despite the decrease in the number of students in recent years, the "Entrepreneurship Management" study programme has managed to maintain a positive balance between income and expenses. As an important positive point, it should be noted that even though the BIA increased the tuition fee tariffs in the 2022/2023 academic year, the tuition fee remains competitive, maintaining the policy of social support for students using a discount system ([Study fee discounts](#)). The main goal is to create a student support and motivation system at the BIA, there is an opportunity to apply for study and student loans.

The BIA founders use their right to control expenses and set the minimum number of students in the study programme, thus giving the right to learn for students from minority groups. In order to ensure the effectiveness of the program, if the number of students is small, similar study courses are implemented in streams for students of several study programs. Thus, there is no difference between study program types, forms, languages and locations.

### 3.4. Teaching Staff

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

All teaching staff meet the requirements set out in the laws and regulations of the Republic of Latvia, and the working conditions are discussed with the teaching staff before the start of cooperation. Before teaching the study course, the content of the taught study course and the expected study results are agreed with the teaching staff. The course descriptions prepared by the teaching staff are examined and approved by Direction council, discussing both the topics to be taught in the study course and the expected study results.

BIA has the necessary academic staff to ensure the implementation of study programmes in Latvian and English: lectures, seminars, practical lessons and other pedagogical and scientific activities. The realization of the study programme is planned with the attraction of guest lecturers - business professionals from the business environment.

There are 46 lecturers involved in the implementation of the Professional bachelor study programme "Entrepreneurship Management", incl. international lecturers. There are 30 lecturers (65%) with a doctoral degree (18 elected in the BIA and 12 non-elected (incl. international

lecturers)), 16 lecturers (35%) have a Master's degree (6 elected in the BIA and 10 non-elected).

### **Academic degrees of the teaching staff of the Professional bachelor study programme „Entrepreneurship management”**

	<b>Doctors</b>		<b>Masters</b>		<b>Total</b>	
	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
<b>Elected in the BIA</b>	18	39	6	13	24	52
<b>Not elected in the BIA</b>	6	13	10	22	16	35
<b>International lecturer</b>	6	13	-	-	6	13
<b>Total</b>	30	65	16	16	46	100

The academic positions of the staff which ensures the quality of studies: 4 professors (9%), 2 visiting professors (4%), 4 associate professors (9%), 3 associate visiting professor (6%), 13 docents (28%), 8 visiting docents (17%), 2 lecturers (4%), 9 guest lecturers (19%) and one leading researcher (2%).

	<b>Professors</b>		<b>As.prof.</b>		<b>Docents</b>		<b>Lecturers</b>		<b>Leading researchers</b>		<b>Total</b>	
	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
<b>Elected in the BIA</b>	4	9	4	9	13	28	2	4	1	2	24	52
<b>Not elected in the BIA</b>	2	4	1	2	6	13	7	15	-	-	16	35
<b>International lecturer</b>	-	-	2	4	2	4	2	4	-	-	6	13
<b>Total</b>	6	13	7	15	21	46	11	24	1	2	46	100

In general, the involvement of the academic staff is evaluated very positively. Changes in the structure of positions within the programme are monitored and systematic staff development is currently underway.

Academic personnel involved in the implementation of the study programme who have the right of an expert of the Latvian Science Council.

### **Teaching staff involved in the programme - LSC experts**

<b>Name, surname</b>	<b>Branch of science</b>	<b>A subfield of science</b>	<b>Date</b>
Žanna Caurkubule	Social Sciences	Economy and entrepreneurship	06.07.2025

Sergejs Ignatjevs	Social Sciences	Economy and entrepreneurship	05.04.2026
Tatjana Jurkeviča	Social Sciences	Law Sciences	06.09.2026
Aleksandrs Mašarskis	Social Sciences	Economy and entrepreneurship	07.09.2025
Inese Mavļutova	Social Sciences	Economy and entrepreneurship	02.11.2025
Irina Plotka	Social Sciences	Psychology	02.11.2025
Galina Rešina	Social Sciences	Economy and entrepreneurship	03.11.2024
Vladislavs Volkovs	Social Sciences	Sociology and social work	02.02.2025

The teaching staff regularly improves their qualifications. For example, during the reporting period, teaching staff have increased their knowledge of the English language by attending ECL courses and passing an exam certifying their knowledge of the English language at least at the B2 level. The teaching staff also attended the "Innovations in Higher Education" professional development programme for higher education pedagogues, obtaining a certificate.

The teaching staff participates in the meeting of the study programme council, where the expected results of the programme, the interconnection of study courses, as well as the necessary changes, as well as the possible overlap between study courses, are discussed.

The qualifications of the lecturers involved in the Latvian flow meet the requirements of regulatory acts and the implementation of the BIA's strategic goals and tasks:

- A total of 28 lecturers are involved in the implementation of the **Latvian flow**, of which 19 lecturers and 9 guest lecturers are employed in the main work of BIA.
- 19 doctors of science participate in the implementation of the study programme (of which 15 are working in the main job at the BIA).

The qualifications of lecturers involved in the **English flow** meet the requirements of regulatory acts and the implementation of BIA's strategic goals and tasks:

- A total of 25 lecturers are involved in the implementation of the English flow, of which 10 lecturers and 15 guest lecturers are employed in the main work of BIA, incl. foreign lecturers
- 16 doctors of science participate in the implementation of the study programme (of which 4 are working in the main job at the BIA), as well as 6 foreign lecturers

The qualification of the teaching staff allows to achieve the planned study results, ensuring the acquisition of the necessary knowledge and skills in company management.

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

Qualification and number of academic staff involved in the implementation of the study programme are consistent with the implementation of the BIA's strategic priorities, objectives and tasks. During the reporting period, the lecturers with practical and scientific experience in the field of economics were included, as well as persons with the PhD. All professional lecturers involved in the implementation of the study programme have a PhD or a Master's degree; the education acquired

by the lecturers of the specialized courses corresponds to the field of the study course. Most lecturers are practitioners. Some of the lecturers involved in the implementation of the study programme are simultaneously engaged in scientific research, which ensures synergy between study and research work. Main criteria for the selection of lecturers are education (degree), professional experience, research and creative activity and communication skills.

Analysis of dynamics of the teaching staff of the study programme "Entrepreneurship management" for the period from 2020/2021 academic year till 2022/2023 academic year shows that the teaching staff has decreased from 56 to 46 persons (see teaching staff involved in the implementation of the study direction), which is related not only to the revision of programs and the reduction of study courses, but also to the recruitment of new teachers, incl. from foreign countries. Thus, not only the quantitative composition of the teaching staff has changed, but also its qualitative changes were made. During this time not only quantitative, but also qualitative changes in the academic staff have occurred, which positively affected the quality of studies. This follows from the policy of development of the academic staff - to involve young scientists and foreign professors in the study process of the BIA.

From the previous accreditation, the number of guest lecturers from various countries of the world was increased for 50%. The following lecturers are involved in the realization of the study programme: *G. Fainštein* (visiting professor, Euro Academy, Estonia), *J.Žukovska* (viesdoc., Humbolt-Universitat zu Berlin, Vācija), *D.Stoilova Georgieva* (as.viesprof., Southwest University "Neofit Rilski", Bulgarija), *Çelik Şaban* (Izmir Katip Çelebi University, Turkey).

Two teaching staff members from Ukrainian universities are involved in the study programme - *Nadiia Proskurnina* (visiting lecturer, Kharkiv, Simon Kuznets Kharkiv National University of Economics) is the scientific supervisor of two master's students and *Innola Novykova* (visiting lecturer, Kiev, Kiev National University of Construction and Architecture).

The involvement of foreign teaching staff in the operation of the programme gives an opportunity to increase the scientific potential of the study programme, which helps to increase the study results.

*The teaching staff involved in the implementation of the study direction can be seen in Appendix of 2.3.7. criterion*

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

**3.4.4. Information on the participation of the academic staff, involved in the**

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

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

Collaboration between programme teaching staff is encouraged through both formal and informal mechanisms. Meetings of the study direction council are organized regularly, in which the leading teaching staff of the programme participate, as well as students and industry representatives are invited. The direction council approves changes in the structure of study courses, in their interconnection, as well as discusses the work of teaching staff.

The implementation of the study courses will take place by coordinating them with other bachelor's study programmes, in some cases combining student groups in order to promote student interaction in the study process. So, for example, in the first year of study, such study courses as Higher Mathematics, Microeconomics, Macroeconomics, etc. are combined with the "Financial Management" programme.

Following forms of interaction of the teaching staff are used to determine the quality of academic and scientific activities during the implementation of the study programme:

- Preparation of annual reports of the BIA lecturers on the academic and scientific activities, publications, participation in scientific researches and scientific conferences
- Facilitating the international exchange of academic teachers by attracting the funding from the international foundations and creating the opportunities for academic teachers to gain experience in the foreign universities;
- Inviting the highly qualified guest lecturers to lead the study courses, conduct master classes, including from foreign universities;
- Student surveys which provide the opinion on the implementation of the study programme specific courses, the content and presentation of the study programme
- Use of the external experts to evaluate the study process and students' knowledge
- Strategic planning of the study process, analyzing the weaknesses of the study programme, their elimination and opportunities for programme development.

The BIA mission is carried out by highly qualified academic staff consisting of a core of professors and associate professors, as well as qualified teaching staff (assistant professors) and a reserve for academic renewal. The BIA uses the opportunities to attract the internationally renowned professionals. General teacher-specific approach criteria are established for the teacher elections. Optimal staffing structure of the BIA is determined by the operational objectives of the BIA and may vary depending on the study programme. Working in the market of free competition in the field of education and academic services, the BIA promotes a flexible and attractive recruitment policy. The

work of experienced practitioners without scientific degree is also used.

At the time of submission of the self-evaluation report, 46 lecturers per 159 students are involved in the programme.

# Annexes

III - Description of the Study Programme - 3.1. Indicators Describing the Study Programme		
Sample of the diploma and its supplement to be issued for completing the study programme	Sample Diploma with appendix UDV_full_latv.pdf	Paraugs dipl_pielikums UDV pl_lat.pdf
For academic study programmes - Opinion of the Council of Higher Education in accordance with Section 55, Paragraph two of the Law on Higher Education Institutions (if applicable)		
Compliance of the joint study programme with the provisions of the Law on Higher Education Institutions (table) (if applicable)		
Statistics on the students in the reporting period	Study program statistic.pdf	Statistika_(lv).pdf
III - Description of the Study Programme - 3.2. The Content of Studies and Implementation Thereof		
Compliance with the study programme with the State Education Standard	Compilation to the national education standard.docx	Atbilstība valsts izglītības standartam.docx
Compliance of the qualification to be acquired upon completion of the study programme with the professional standard or the requirements for professional qualification (if applicable)	UDV_Manager of an enterprise.pdf	UDV_Uznemuma_vaditajs.pdf
Compliance of the study programme with the specific regulatory framework applicable to the relevant field (if applicable)		
Mapping of the study courses/ modules for the achievement of the learning outcomes of the study programme	Mapping of the study courses.pdf	Studiju_kursu_kartejums.pdf
The curriculum of the study programme (for each type and form of the implementation of the study programme)	Study plan.pdf	Studiju_programmu_plans.pdf
Descriptions of the study courses/ modules	Kursa_apraksti_Eng.pdf	Kursa_apraksti_LV.pdf
Description of the organisation of the internship of the students (if applicable)	Methodical guidance on the practice.pdf	Prakses_metodiskie_norādījumi.pdf
III - Description of the Study Programme - 3.4. Teaching Staff		
Confirmation that the academic staff of the doctoral study programme includes not less than five doctors, of which at least three are experts approved by the Latvian Council of Science in the branch or sub-branch of science in which the study programme intends to award a scientific degree (if applicable)		
Confirmation that the academic staff of the academic study programme complies with the requirements specified in Section 55, Paragraph one, Clause 3 of the Law on Higher Education Institutions (if applicable)		