BALTIC INTERNATIONAL ACADEMY

Profesionālā bakalaura studiju programma
Professional Bachelor Study Programme
"Tourism and Hospitality Management"

SELF-ASSESSMENT REPORT

for a period of 6 (six) years
2016/2017 academic year
2022/2023 academic year

6th level	**Professional Bachelor Study Programme** "Tourism and Hospitality Management" code: 42812
7th level	**Master's study programme in second-level professional higher education** " Management of Communication in the Leisure and Entertainment Industry" code: 47 812

Riga, 2023

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III. DESCRIPTION OF THE STUDY PROGRAMME "TOURISM AND HOSPITALITY MANAGEMENT"

Table 3.1.

Characterising parameters of the study program "Tourism and Hospitality Management".

Name of the study program	**Tourism and hospitality management**
Name of the study program in English	**Tourism and Hospitality Management**
Study program code according to Latvian education classification	**42812**
Type and level of study program	**Professional bachelor study program**
Obtainable qualification level (NKI/EKI)	**6th level**
Scope of the study program (CP, also recommended ECTS)	**160 CP, 240 ECTS**
Form, type, duration (if not round years, indicate in months) and language of implementation		
full-time in person studies	4 years	Latvian and English
part-time in person	4 years 5 months	Latvian and English
Place of implementation	Baltic International Academy Lomonosova Street 4, Riga, LV-1003	
Director of the study program	prof., *Dr.sc.ing.,* Žanna Caurkubule	
Awarded degree and professional qualification	**Professional Bachelor's Degree** in Tourism and Hospitality Business Professional **qualification** – Manager of Tourism Services	
Opportunities for continuing studies	The professional bachelor's degree gives the right to continue education in an academic master's study program or a professional master's program, if the admission requirements for the relevant master's study program have been met, which include appropriate prior knowledge for successful completion of this study program	
The study program of another university in which, in the event of the closure of the study program, provides students with the opportunity to continue their education	Professional bachelor's study program "Business management in tourism" of the University of Information Systems Management (ISMA)	

The Baltic International Academy has a lot of experience in implementation of the professional bachelor's program "**Tourism and Hospitality Management**" - from 2008, a license was received for implementation of the professional study program "**Tourism and Hospitality Management**" with the professional qualification - manager of a tourism and hospitality company.

In 2017, within the framework of state accreditation, the professional study program "**Tourism and Hospitality Management**" of the "**Hotel and Restaurant Service and Tourism and Leisure Organisation**" field of study was accredited for six years.

In preparation for the field of study evaluation procedure, the study program content was reviewed and adapted to the latest and most relevant tendencies in the tourism and hospitality field. According to the new professional standard and in accordance with the recommendations received during the previous evaluation, current trends in the field, surveys of graduates and recommendations of students, the following changes and clarifications have been made since the previous accreditation sheet for the field of study was issued:

- in the second-level professional higher education study program "Tourism and Hospitality Management", the aim, objectives and study outcomes of the study programme were specified;

- the professional qualification to be granted – Manager of Tourism Services - has been updated in line with the new professional standard;

- new study courses ("Introduction to Studies and Profession", "Theory and method of scientific and study work", "Introduction to Entrepreneurship", "Introduction to Marketing", "Applied Informatics", "Cultural Tourism and Cultural Discourse", " Strategic Management", "Social Entrepreneurship") are added;

- some courses have had name changes and course descriptions have been revised to reflect the change in course name:

Old name of a study course	New name of a study course
Management in Tourism and Hospitality II: Corporate Culture	Corporate culture in tourism and hospitality
Management in Tourism and Hospitality III: Human Resources Management	Human resources management
Management in Tourism and Hospitality IV: Service Management and Quality AssuranceManagement	Quality Management
Statistical methods in tourism	Fundamentals of mathematics and statistics
Marketing im Tourism and Hospitality II: Research methods in marketing	Marketing Research
Marketing im Tourism and Hospitality III: Strategic Marketing Communications	Marketing Communications Management in Tourism
Tourism in the Structure of International Economy	World Market for Tourism Services and International Economic Relations
English language in tourism	Professional English in Tourism
Accountancy basics	Accounting and Taxation
Communications in multicultural environment	Interpersonal communication
Digital marketing in tourism	E- marketing
Latvian language	Professional Latvian in Tourism
Business communication	Business Communication and Professional Ethics
Sociology of culture	Sociology
Social psychology	Psychology
The system approach to management of the organization	Introduction to management

- for some study courses, a change of credit points has been made, in particular by aligning the CP with the European Credit Transfer System (ECTS) credit points, in accordance with Article 1.8 of the Law on Higher Education Institutions and Cabinet Regulation No.305;

- in line with the recommendations received during the previous evaluation, the number and duration of internships were revised, as well as the BIA Internship Regulations, the concept of professional internships, methodological guidelines and internship programmes were revised and updated;

- in accordance with Article 56 of the Law on Higher Education Institutions, BIA no longer admits students and does not implement study programmes in Russian, therefore the

Russian language option is not presented for evaluation, but continues to implement the study programme in the national and English languages.

The changes in the content and layout of the study programme are aimed at integrating the latest theoretical knowledge, information technology tools, practical training for developing creativity and innovation, and digital skills. The results of the mapping show that the study courses that make up the content of the programme enable the achievement of all the programme outcomes. Thus, it can be considered that the study programme is designed in a structured and sequential manner, so that students are able to master the course content in a logical order, achieve the aims and objectives of the programme and the defined learning outcomes.

The following changes and clarifications were made in the parameters characterising the program of the second-level professional higher education study program "**Tourism and Hospitality Management**" since the previous accreditation sheet for the field of study was issued:

Table 3.2.

Changes, clarifications and updating of parameters of the professional study program "Tourism and Hospitality Management".

Changes, clarifications and updating of the study program parameters	Study program parameters of the previous accreditation period
Degree to be obtained	
Professional bachelor's degree in tourism and hospitality business	Bachelor's Degree in Tourism and Hospitality Business
The goal of the program - PG	
▪ The **goal** of the professional bachelor's study program is to provide knowledge in the fields of tourism and hospitality management according to the current market demands, maintaining quality of studies in accordance with European education standards, which are able to strategically and analytically solve the problems of tourism and hospitality management, develop personality of students and provide the opportunity to obtain a professional qualification with the right to continue Master's studies.	The main **goal** of the professional bachelor's study program: to ensure high-quality preparation of professional specialists that are able to perform managerial and organisational work in various organisations in the tourism and hospitality sector, as well as in institutions dealing with organisation and development of tourism and recreation in Latvian and international market.
▪ *Program tasks - PT*	
• To provide knowledge acquisition in the field of tourism and hospitality by developing students' understanding of the tourism and hospitality sector and its relation to sustainable national development, its scientific and practical management, ensuring the link between theoretical knowledge and practical skills (PT1); • To develop students' skills and competences in accordance with the set objectives and professional standards, to develop skills and competences necessary for the modern labour market - to work in an international team, to acquire and improve professional foreign	- To ensure knowledge of the humanities, social sciences, natural sciences, information technology, management sciences and theoretical foundations of the tourism industry corresponding to the tourism and hospitality industry; - To cultivate the skills and abilities needed in the modern labor market - work in an international team, carry out research and independent work, project development and implementation, develop communicative skills, the ability to think critically, make decisions and take responsibility; - To promote scientific activity of lecturers and

language, to develop and improve skills in using the latest multimedia and computer technologies, to develop communicative skills, ability to think critically, make decisions and take responsibility; (PT2); • To promote the qualification of academic staff in scientific and research work, participation in conferences, preparation of publications, participation in research and projects (PT3); • To provide students with the opportunity to apply the acquired theoretical knowledge and gain professional experience by working in tourism and hospitality enterprises during internships in Latvia and abroad, to develop students' motivation for further education and systematic improvement of their professional qualifications (PT4); • Continue cooperation with other Latvian, EU and foreign universities (student exchange, guest lecturers, organisation of seminars and conferences), participation in the work of tourism professional organisations and associations (PT5).	students, participation in conferences, preparation of publications, participation in research and projects; - To provide connection between theoretical knowledge and practical skills; - To learn and improve the professional foreign language necessary for professional activities in the field of tourism and hospitality; - To develop and improve skills in the use of the latest multimedia and computer technologies; - To develop students' analytical thinking and creative abilities with the help of modern teaching methods; - To develop cooperation with tourism companies, state and local government institutions, as well as with non-governmental organisations; - To provide the opportunity to gain professional experience by working in tourism and hospitality companies during internships in Latvia and abroad; - To create students' motivation for further education and systematic improvement of professional qualifications in order to keep up with the latest Latvian and foreign periodals, educational and theoretical literature in professional, social and humanitarian sciences; - To continue cooperation with other universities of Latvia, the EU and other countries (student exchange, guest lecturers, organisation of seminars and conferences), participation in the work of tourism professional organisations and associations. - To continue cooperation with other Latvian, EU and other universities (student exchange, guest lecturers, organisation of seminars, conferences and summer schools).

Achievable study results - SR

Knowledge and understanding:	**Planned results of the program:**
• Ability to acquire general and specialised knowledge specific to the profession of manager of tourism services at the level of perception (P), understanding (I) and use (U), ability to demonstrate a critical understanding of key concepts, theories and patterns in tourism and hospitality at global and regional level (SR1). **Skills:** • Able to understand and evaluate development trends and regularities of tourism and hospitality in Latvia and the world, practically and responsibly solve current tourism and hospitality problems (SR2) ; • Able to perform the professional tasks of a manager of tourism services and find	*Knowledge:* understands and is able to interpret theoretical and practical aspects of tourism and hospitality on a global and regional scale; demonstrates understanding of tourism organisational structures and business; understands the essence of creating and managing a tourism product; using the acquired knowledge, is able to conduct research, develop industry and company development solutions, taking into account the principles of sustainable development. *Skills:* Graduates of the program, applying the acquired knowledge in the field of tourism and hospitality, the theory of commercial management, able to practically and responsibly solve current problems of tourism and hospitality. Able to work in an interdisciplinary team, shows initiative and

innovative solutions using the acquired knowledge and skills; work out a company development strategy, an effective company operating model, develop and manage projects, organise and manage the human, informational and financial resources and processes necessary for the company's operation, evaluate results of economic activity and use them in decision-making within the professional competence of the manager of tourism services and hospitality company (SR3)

- Able to work in an interdisciplinary team, shows initiative and creativity. Able to apply foreign language, communication and interaction skills when working in a multicultural environment and using different sources of information (SR4)
- Able to conduct research activities and applied studies, interpret and analyse their results; present the results of own research, express own opinion with arguments and defend it; independently structure learning, promote their own and subordinates' further learning and professional development (SR5)

Competencies:

- Able to collect, analyse and evaluate performance indicators of the tourism and hospitality company, interpret the obtained data using statistics and other scientific research methods, find creative solutions and provide reasoned proposals for improving the company's operation, making decisions and solving problems (SR6) ;
- Able to understand the basic principles of professional ethics according to the Global Tourism Code of Ethics of the UN World Tourism Organisation and evaluate the impact of their professional activities on the environment and society; to observe principles of ethics in various communication situations and in intercultural communication, to freely use foreign languages to be learned in communication with foreign partners within the framework of professional activity; to ensure active and effective participation in creating social dialogue in society (SR7)
- Able to understand and apply legal norms of Latvian and international laws in their work; able to orientate themselves in the requirements of regulatory acts in the professional field; perform work tasks in compliance with labor legal relations and labor

creativity. Able to apply foreign language, communication and interaction skills while working in a multicultural environment.

Competences: Independently formulates and critically evaluates professional problems of the tourism industry and companies. Independently acquires new knowledge and skills in order to be able to comprehensively and inclusively analyse current affairs of the industry. Demonstrates an understanding of the impact of tourism and hospitality industry on the environment and society in his/her activities, acts responsibly in accordance with the Global Tourism Code of Ethics of the UN World Tourism Organisation. A student who has successfully completed the program is a qualified manager in the field of tourism and hospitality, characterised by the following competencies:

Cultural competences:

- to know the most important facts of history, geography and culture in the countries that are considered to be the most important tourist centers;
- to accumulate and improve experience in intercultural communication;
- to treat with understanding and respect the national and cultural characteristics of the interlocutor, be able to respect these factors in communication;
- to ensure orientation in the current affairs of his/her country and the world.

Communicative competences:

- to observe etiquette in various contact situations;
- to treat the communication partner with respect and kindness;
- to be able to communicate with clients and colleagues;
- to learn the basics of oratory and public speaking art;
- to improve his/her speaking skills.

Language competences:

- to be able to use at least two foreign languages learned within the scope of professional activity;
- be able to read specialised literature in foreign languages;
- be able to prepare a presentation for foreign partners;
- to be able to work with foreign clients in the field of hospitality;
- to be able to communicate freely with representatives of other cultures.

Study competencies:

- to be able to use geographical maps and atlases, reference collections, encyclopedias, different types of dictionaries, as well as all Internet options;
- to be able to find and use the necessary information

protection requirements, as well as the requirements of civil protection and environmental protection regulatory acts (SR8) • Able to use modern information technologies in their professional activity; find, systematise and analytically describe information, use information databases; use language knowledge in information gathering, research, analysis; plan operation of the company with the use of information technology (SR9)	within the scope of professional activity; to manage different ways of training and developing memory; to be able to supplement his/her knowledge of economy, politics and culture, regional geography, using various sources of information; to be able to select and systematise information necessary for work; to participate in professional contests, as well as seminars and conferences dedicated to current affairs and problems of tourism. **Management competencies:** *Business process management* tourism business management and ability to manage changes in tourism business development, detailed knowledge of business processes; human resource management; formation of an effective management team, the ability to organise constructive mutual relations inside and outside the team, the ability to delegate one's powers and control achievement of necessary results, the ability to lead negotiations and convince other people of one's position. personality self-development self-discipline and organisation, responsibility, ability to make decisions in changing conditions. General and professional *skills* required by the "Tourism and Hospitality Management" program are as follows: **Intellectual skills -** ability to receive information from electronic and printed resources, systematise and explain it. Logical and analytical thinking skills, reasoning, critical analysis. Ability to solve non-standard tasks. **Professional behavior personnel skills -** self-development of personality and organisation of work performance within certain deadlines, decision-making, responsibility for their consequences, compliance with ethical norms, initiative, self-discipline. **Communication skills -** the ability to work in a team, resolve conflicts, cooperate with people of different cultures and intellectual levels, the ability to reach an agreement, present, reason and defend one's opinion, be tolerant of cultural and linguistic differences. **Business management skills -** develop an understanding of business, navigate politics and their effects on the economy, know how to manage projects, resources, people in the field of tourism and hospitality, plan, make decisions, organise and

	motivate people to achieve goals, delegate tasks, to be a leader.
Admission requirements	
Secondary general education Secondary professional education	Secondary general or secondary vocational education, or previous education recognised in Latvia that meets requirements of the study program
Admission requirements in English stream	
Secondary general education Secondary professional education English at least B2 level	

The goals, tasks and study results of the study program are clear, achievable and verifiable and are in accordance with the goals and tasks set by BIA.

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 program " Tourism and Hospitality Management **"** has been developed based on the following regulatory documents:
1. Law on Higher Education Institutions of the Republic of Latvia;
2. Regulations of the Cabinet of Ministers No. 305 " Rules on the state professional higher education standard " (21.06.2023.);
3. Regulations of the Cabinet of Ministers No. 322, " Rules on Latvian education classification " (13.06.2017);
4. Standard of the profession of Manager of tourism services of the Republic of Latvia (June 7, 2023) (LV only);
5. European Qualifications Framework **;**
6. Guidelines for the development of self-evaluation report of the field of study (20.08.2021)
7. Standards and guidelines for quality assurance in the European Higher Education Area (ESG) (15.05.2019).

The title of the professional bachelor's study program, the degree to be obtained, goals and tasks, as well as the conditions of admission are interrelated and appropriate, since it is a professional bachelor's program that is realised within 4 years of full-time study and 4.5 years of part-time study in the form of obtaining a professional bachelor's degree in tourism and hospitality business and the qualification as a manager of tourism services, which opens up opportunities for further education in both academic and professional master's study programs.

The goal formulation of the study program indicates that students are provided with knowledge, skills and competences according to Latvian Qualifications Framework (LQF) and the Tourism Industry Qualifications Framework (IQF) level 6[1].

The **goal** of the study program "Tourism and Hospitality Management" **(PG)** is to provide knowledge in the fields of tourism and hospitality management according to the current market demands, maintaining quality of studies in accordance with European

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[1] https://registri.visc.gov.lv/profizglitiba/dokumenti/nozkval/NKSK_turisms.pdf (LV only)
https://registri.visc.gov.lv/profizglitiba/dokumenti/nozkval/NKS_turisms_struk.pdf (LV only)

education standards, which are able to strategically and analytically solve the problems of tourism and hospitality management, develop personality of students and provide the opportunity to obtain a professional qualification with the right to continue Master's studies. This goal is in line with the goals of the study programme "Hotel and Restaurant Service and Tourism and Leisure Organisation", which in turn are in line with the mission, vision, values, strategy and goals of the Higher Education Institution.

The name of the programme and the qualification to be obtained also indicate that the programme focuses on tourism and hospitality management processes. The defined **tasks (PT)** of the study programme are aimed at achieving the defined goals and **study results (SR).**

Program tasks (PT):

- To provide knowledge acquisition in the field of tourism and hospitality by developing students' understanding of the tourism and hospitality sector and its relation to sustainable national development, its scientific and practical management, ensuring the link between theoretical knowledge and practical skills (PT1);

- To develop students' skills and competences in accordance with the set objectives and professional standards, to develop skills and competences necessary for the modern labour market - to work in an international team, to acquire and improve professional foreign language, to develop and improve skills in using the latest multimedia and computer technologies, to develop communicative skills, ability to think critically, make decisions and take responsibility; (PT2);

- To promote the qualification of academic staff in scientific and research work, participation in conferences, preparation of publications, participation in research and projects (PT3);

- To provide students with the opportunity to apply the acquired theoretical knowledge and gain professional experience by working in tourism and hospitality enterprises during internships in Latvia and abroad, to develop students' motivation for further education and systematic improvement of their professional qualifications (PT4);

- Continue cooperation with other Latvian, EU and foreign universities (student exchange, guest lecturers, organisation of seminars and conferences), participation in the work of tourism professional organisations and associations (PT5).

Study Results (SR):

Knowledge -

- Ability to acquire general and specialised knowledge specific to the profession of manager of tourism services at the level of perception (P), understanding (I) and use (U), ability to demonstrate a critical understanding of key concepts, theories and patterns in tourism and hospitality at global and regional level (SR1).

Skills-

- Be able to understand and assess trends and patterns of tourism and hospitality development in Latvia and the world, and solve current tourism and hospitality problems in a practical and responsible manner (SR2);

- Be able to perform the tasks of professional activity of a Manager of Tourism Services and find innovative solutions using the acquired knowledge and skills; develop an enterprise development strategy, an effective enterprise activity model, develop and manage projects, organise and manage human, information and financial resources and processes necessary for the enterprise activity, evaluate the results of economic activity and use them for decision-making within the professional competence of a Manager of Tourism Services (SR3);

- Be able to work in a multidisciplinary team, show initiative and creativity. Able to apply foreign language, communication and interpersonal skills when working in a multicultural environment and using different sources of information (SR4);

- Be able to carry out research and applied research, interpret and analyse the results; present the results of their research, argue and defend their views; structure their own learning independently and guide their own and their subordinates' further learning and professional development (SR5).

Competences -

- Be able to collect, analyse and evaluate the performance indicators of tourism and hospitality enterprises, interpret the obtained data using statistical and other scientific research methods, find creative solutions and provide reasoned proposals for improving the enterprise's performance, decision making and problem solving (SR6);

- Be able to understand the basic principles of professional ethics in accordance with the Global Tourism Code of Ethics of the UN World Tourism Organisation and assess the impact of their professional activities on the environment and society; observe ethical principles in various communication situations and intercultural communication, fluently use foreign languages in communication with foreign partners within the scope of professional activity; ensure active and effective participation in social dialogue in society (SR7);

- Be able to understand and apply the legal norms of Latvian and international laws in their work; be familiar with the requirements of legal and regulatory enactments in their professional field; carry out work tasks in compliance with the requirements of employment relations and labour protection, as well as civil protection and environmental protection legislation (SR8);

- Be able to use modern information technologies in their professional activity; find, systematise and analytically describe information, use information databases; use language skills in collecting, researching and analysing information; plan the activities of an enterprise using information technologies (SR9).

Table 3.4.

Interconnection of goals (PG), tasks (PT) and study results (SR) of the professional bachelor's study program "Tourism and Hospitality Management" (tab. 3.1.)

PG				
PT1	PT2	PT3	PT4	PT5
SR1 – SR9	SR1 - SR2, SR4 - SR7	SR1 - SR2, SR5 – SR6, SR9	SR1 - SR4, SR6 - SR8	SR2, SR4 - SR7

During the preparation of the study program and in the following years, a constant revision of the study program description was carried out to ensure that the relevance between the program title, the degree to be obtained and the professional qualification as well as the relevance of the study program to the field of study was maintained. The relevance of the study programme to the field of study is primarily demonstrated by the study courses that are significantly related to the tourism and hospitality sector (e.g. entrepreneurship, marketing and management in tourism and hospitality, tourism product development and design, linking cultural heritage and tourism, etc.).); secondly, internship opportunities for students related to various tourism and hospitality structures (travel agencies, hotels, catering services, tourism centres, etc.) and providing practical experience and skills in the field; thirdly, professional experience of lecturers, which allows to provide quality education and recognition of the study programme in recognised organisations and associations (ALTA, LVRA, etc.).

During each accreditation period, an in-depth analysis of the link between the programme tasks and the planned results was carried out to ensure the consistency between the tasks and the results, and the improvement of the study programme content in line with the development trends in the field. The descriptions of the programme goals and tasks were used in the mapping of study courses. The results of the mapping show that the study courses

of the programme provide the possibility to achieve all the study programme outcomes (each study outcome is linked to several study courses, the acquisition of which ensures the achievement of the study programme outcome); all the included courses are justified and correspond to the specificity of the study programme within the field of study.

Implementation, content and expected study results of the program are reviewed at the meetings of the study direction council, which take place at least once a semester and are attended by program administration, representatives of the academic staff, students and industry representatives. The achievable results of the study program are focused on the processes taking place in the company.

Admission of students to the Baltic International Academy for full-time and part-time studies in the study programme "Tourism and Hospitality Management" is regulated by the Admission Rules and the Matriculation Procedure[2], which are approved annually at the BIA Senate meeting. The requirements set out in the Regulations (Part 1; Part 2, paragraphs 8, 9, 10, 11, 13 - 20; Chapter VI) are the basis for ensuring the achievement of the goal, tasks and study results of the study programme, indicating that all the above-mentioned factors are interrelated.

Thus, the study programme can be considered to be structured and sequenced in order to enable students to master the course material in a logical order, to achieve the programme goals and tasks and the defined study results in each variant of the study programme implementation. Consequently, the Bachelor's programme together with the Master's programme is aligned in such a way that upon completion of the Master's programme the graduate will have all the competences appropriate to the profession.

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

Many analysts predict that the demand for highly skilled workers will continue to grow in the coming years, and indeed there are already skills shortages in some EU Member States. With digital technologies, job duties are becoming more flexible and complex. Therefore, more and more employers are looking for employees who have the necessary abilities to manage complex information, think independently, be creative, thoughtful and use resources effectively, as well as to communicate effectively with others. Indeed, Europe's future prosperity depends, at least to some extent, on the ability to produce a dynamic and dedicated workforce that can develop innovative products and processes.[3]

Realisation of the study program will enable implementation of Latvia's regional development and education mission, which will ensure competitive, internationally recognised diverse studies, develop innovative research, and guarantee sustainable development and education of society at various levels. Ensuring modern studies, realisation of quality of the study program, will enable implementation of the multilingual process, using scientific achievements and possibilities of modern technologies, provide competitive, internationally recognised diverse studies, develop innovative research, guarantee sustainable development of society, knowledge of processes of economic development in Latvia and international labor markets.

the Ministry of Economy of the Republic of Latvia 2020. Informative reports on medium and long-term forecasts of the labor market[4] predicts that the demand for specialists

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[2] https://bsa.edu.lv/docs/admission/uznemsanas_noteikumi_BSA_2023_24_eng.pdf

[3]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
[4]Informative reports on medium and long-term forecasts of the labor market:
https://www.em.gov.lv/lv/media/598/download

with higher education will increase from 352.5 thousand 2019 up to 414.8 thousand 2040 On the other hand, the demand for labor in highly qualified employed personnel group will increase:

Table 3.5.

Forecasting the demand for specialists in the field of business

			2019	2020	2027	2040
High level specialists	Managers	Administrative managers and commercial directors	21.6	20.6	22.5	24.3
		Managers of production and specialised services	23.3	22.6	27.0	32.5
		Managers of hospitality, catering, sales and other services	7.6	6.5	8.5	9.8
	Senior specialists	Senior specialists in commercial activities and management (administration).	43.0	40.6	42.5	42.6
	Specialists	Commercial and management (administration) specialists	75.9	71.8	75.7	77.8

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, education of specialists prepared to start a business, in the course of programs corresponding to the field of study, which provides for planned, high-quality and comprehensive preparation of human resources for the development of national economy of Latvia in directions such as economics and business management, acquires special importance.

The uniqueness of the bachelor's study program "Tourism and Hospitality Management" of BIA is related to its interdisciplinary nature, which distinguishes the program "Tourism and Hospitality Management" from similar study programs in Latvian universities:

Table 3.6.

Comparison of the Bachelor study program "Tourism and Hospitality Management" with other study programs in Latvia

Higher Educational Institution	Program	Degree	Qualification	Duration	Language
BIA	**Tourism and hospitality management**	**Professional bachelor's degree in tourism and hospitality business**	**Manager of Tourism Services**	**full-time studies - 4 years; part-time studies - 4.5 years**	**Latvian, English**
Turība	Management of companies in the tourism and hospitality industry	Professional Bachelor's Degree in Business Administration	Head of companies and institutions	4 years; 4.3 years Full-time attendance; Part-time absence; Part-time e-studies	Latvian English

LLU Latvian University of Biosciences and Technologies	Catering and hotel business	Professional Bachelor's Degree in Business	Restaurant and hotel manager	4 years and 4 months; Full-time attendance; Part-time attendance; Part-time absence; Full-time absence	Latvian
Vidzemes Augstskola	Tourism organisation and management	Professional bachelor's degree in tourism management	Manager of Tourism Services	4 years; 5 years Full-time attendance; Part-time absence	Latvian English
ISMA	Business administration in tourism	Professional Bachelor's Degree in Business Administration in Tourism	Business Administrator	4 years, 4.5 years Full time studies Part-time studies	Latvian English
University of Liepāja	Tourism and recreation management	Professional Bachelor of Business Administration in Tourism or Professional Bachelor of Business Administration in Recreation	Company manager	4 years; 4 years and 4 months; Full-time studies Part-time studies	Latvian

The bachelor's study program meets the necessary requirements:

The bachelor's study program provides students with further acquisition of theoretical knowledge and research skills, preparing them for independent scientific research activity in the chosen branch or sub-branch of science.

The structure and content of the bachelor's study program promote acquisition of knowledge, scientific knowledge and in-depth skills in the use of scientific knowledge.

The program is designed in such a way that theoretical knowledge and research and pedagogical skills and abilities are acquired in its mandatory part, which form a complete basis for the development of an independent scientific study in the field of tourism and hospitality. Optional part of the program opens the possibility for broader and deeper studies in the master's degree in the fields of research interests.

This allows, based on the demographic, economic and legal situation, to create a program in line with Latvia's domestic market and international competition, attracting both Latvian and foreign students.

The Baltic International Academy conducts a graduate survey once every two years in order to improve the quality of studies and compliance with the requirements of the labor market with the participation of graduates. Competitiveness of the study program is confirmed by the fact that all graduates are in demand on the labor market and are employed within their specialty immediately after graduation.

The last survey of graduates demonstrated that more than half (77.8%) of graduates rate their prospects in the labor market as good or excellent. Also, results of the survey show that when summing up all information provided by the graduates about 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. This is evidenced by the positions held by the graduates, which they indicated in their questionnaires (e.g. manager of a travel agency, company owner, director, manager, administrator, operations manager, manager of conferences and events in hotels, gallery

manager, financial director, etc.). After graduating from the study program, 29.4% received a promotion at the workplace, while 35.3% found a new job. 81.2% of the graduates believe that the acquired education is competitive in the Latvian labor market. 85.1% of the graduates believe that the acquired education sufficiently prepared them for work in the position they hold.

Evaluating employment of BA graduates, it must be concluded that it is high. The low indicator is the desire of students to study at a master's degree, which is directly related to funding problems and insufficient state support. The Academy follows and is informed about the work progress of graduates, as well as informs about vacancies on the labor market.

Many students in the bachelor's program work in hotel and restaurant service, tourism and leisure organisations or in event organisation in companies.
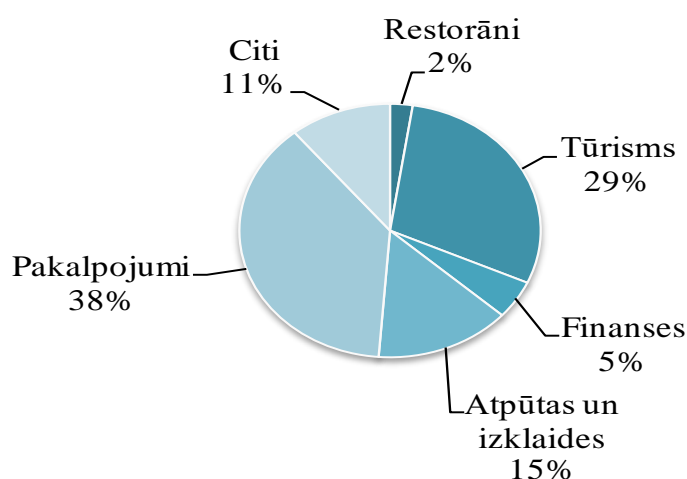
3.1. Figure 3.4 Distribution of undergraduate study program students by sector %

How do the graduates themselves assess their level of preparation and opportunities in the labor market?

In total, 101 graduates of the professional bachelor's study program "Tourism and Hospitality Management" (47%) out of all graduates of the bachelor's program (215) were surveyed. Not all graduates answered all questions, so the summary shows the number of responses received (n).
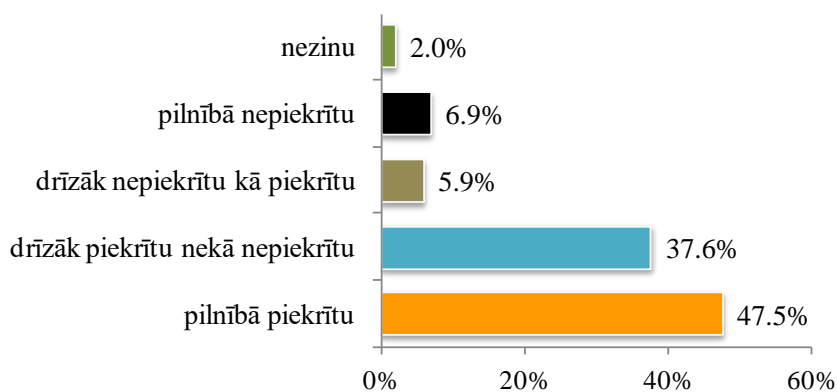
3.2. Figure 3.4 Opinion of graduates of the bachelor's study program is that the education they received sufficiently prepared them for work in the position they hold
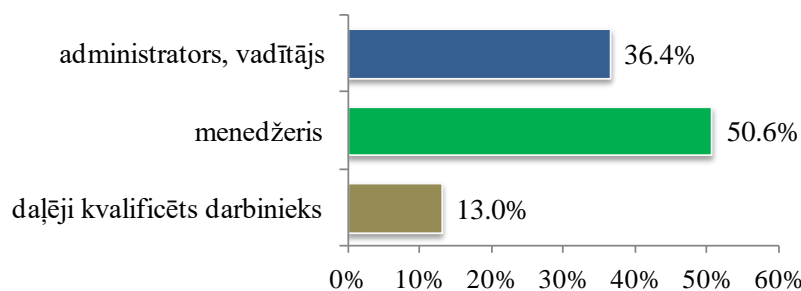
3.3. Figure 3.4 Employment indicators of bachelor study program graduates

Mana konkurētspēja Latvijas darba tirgū ir uzlabojusies (n=96)

Mana konkurētspēja ES un citu valstu darba tirgū ir uzlabojusies (n=99)

a) b)

Figure 3.4 Answer to the question "Please tell me to what extent these statements describe your higher education as a whole" (n – number of answers).

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

Most of the graduates who were born in Latvia have stayed to work in Latvia.

A significant number of graduates work in the industry of studies or in the service industry.

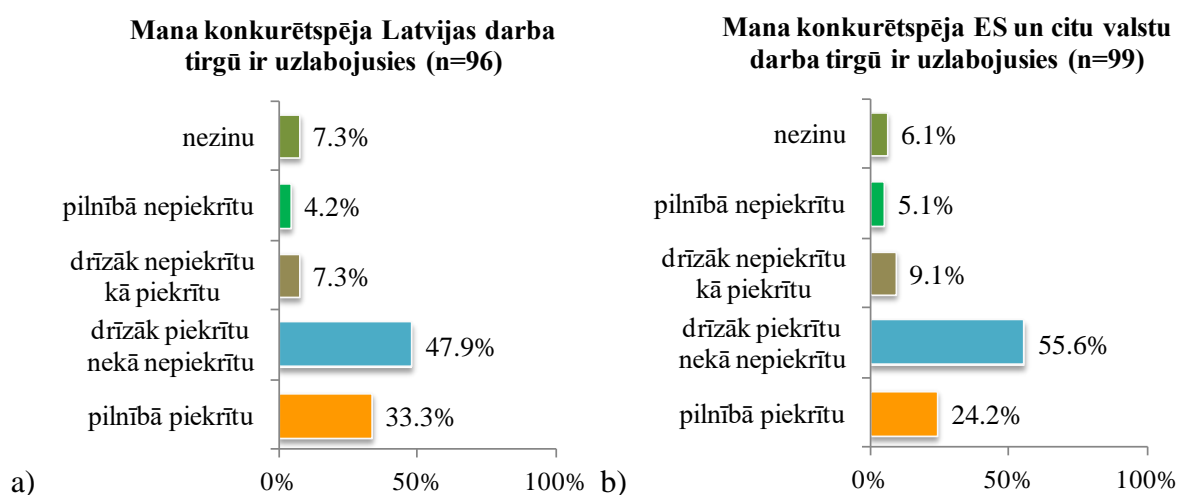Most of the graduates believe that acquired at the BIA education helps in their professional activities (even if the work is not related to the acquired education), and also increased the possibility of getting a job and/or starting their own company.

There are graduates who have started their own hospitality 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: Results of the graduate survey show that the content of BIA study programs provides the specialist with 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.

In the reporting period from 2016/2017 until 2022/2023 at the beginning of the academic year (as of 01.10), the number of students in the professional bachelor's study program " Tourism and Hospitality Management " decreased by 38.3%, which coincides with both the demographic situation observed in the country in recent years and the decrease in the total number of university students in the country as a whole:
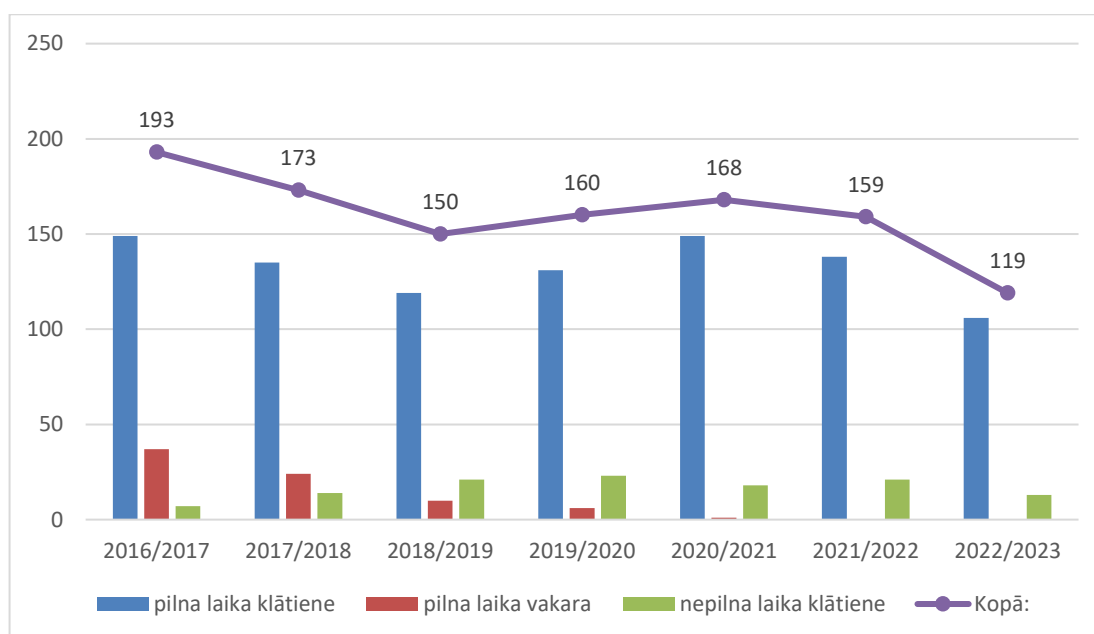
Figure 3.5. The number of students of the study program "Tourism and Hospitality Management" as of the academic year 01.10, altogether and by streams

The main factors influencing the negative dynamics of number of students are the following:
- Overall negative demographic situation in the country;
- The desire of high school graduates to study in foreign universities and continued emigration of Latvian residents from the country;
- Fierce competition between universities with similar study programs and budgets (especially in state universities);
- Decrease in demand for private higher education due to the low income level of the population;
- The most negative impact of the Covid 19 pandemic on the tourism and hospitality industry.

Students are enrolled and studying in the study program "Tourism and Hospitality Management" in both full-time and part-time forms of study in face-to-face and evening studies (until the 2019/2020 study year). Analysis of the students shows that the largest proportion goes to full-time face-to-face training (Fig. 3.1).

In the period from academic year 2016/2017 until autumn of academic year 2022/2023, *the number of students enrolled* in the professional bachelor's study program " Tourism and Hospitality Management " is 369:

Figure 3.6. Total number of students enrolled in the study program "Tourism and Hospitality Management".

During the reporting period, admission of students in the 1st year took place both in full-time face-to-face and evening and part-time face-to-face forms:

In the review period from academic year 2016/2017 until beginning of academic year 2022/2023, 215 graduates have successfully completed their studies:
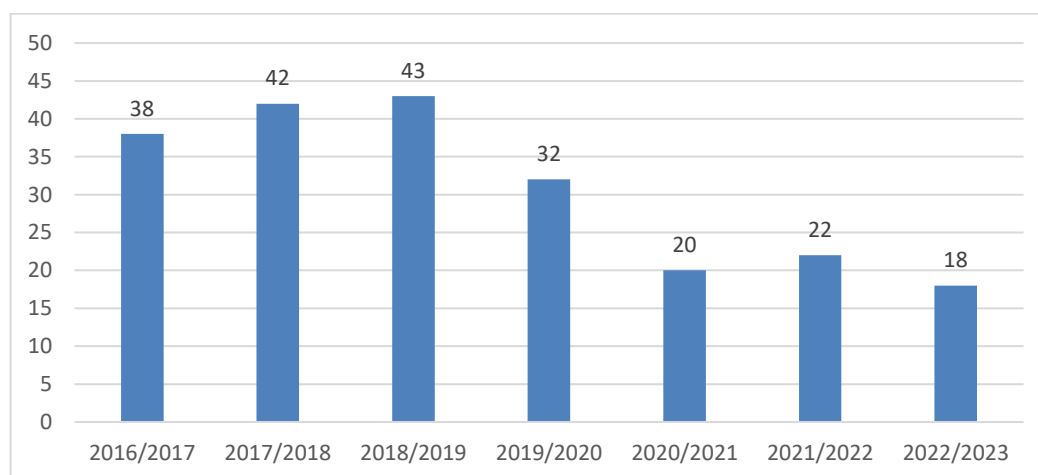
Figure 3.7. Dynamics of the number of graduates of the study program "Tourism and Hospitality Management", in total

Analysing the student dropout trends, it can be seen how the annual student dropout is uneven:
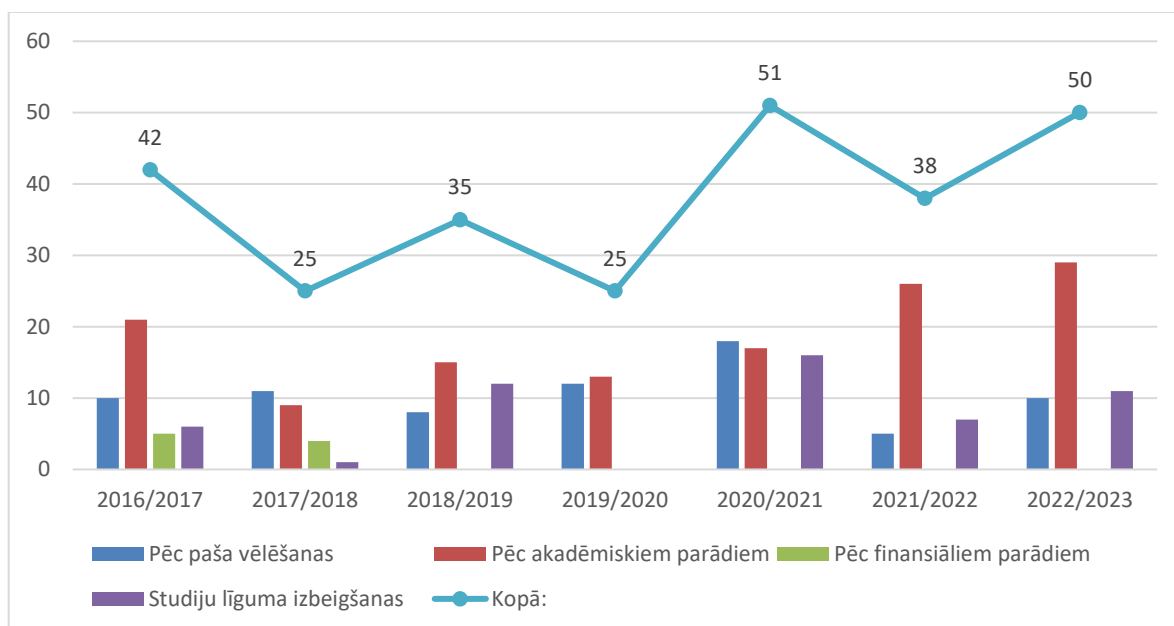
Figure 3.8. Dropout of students of the study program "Tourism and Hospitality Management", in total

Every student who has decided to discontinue their studies is asked to fill out a survey on the reasons for the discontinuation of studies, which helps the Academy to find out the reasons for withdrawn students. Most often, personal reasons are given (by choice, financial debts, academic debts, etc.).

There are no budget places in the study program and both full-time and part-time students study for a fee only.
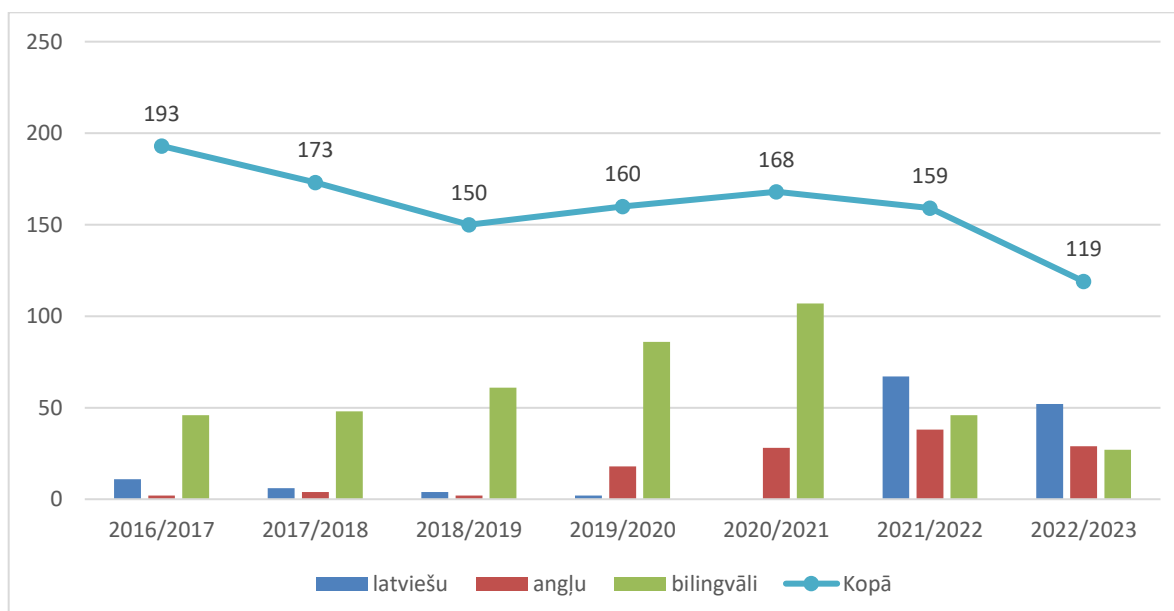
Figure 3.9. Number of students by languages of study program implementation, in total

Before academic year 2019/2020, admission to the study program was both bilingual (in Latvian and Russian) and in English. Starting from academic year 2019/2020, students are

admitted either in a bilingual (Latvian and English) language, or only in English.

In the period from 2016/2017 until 2018/2019 study year, the number of full-time students from abroad has gradually decreased (outside the framework of exchange programs), but from study year 2019/2020 until study year 2021/2022, the number of foreign students increased:
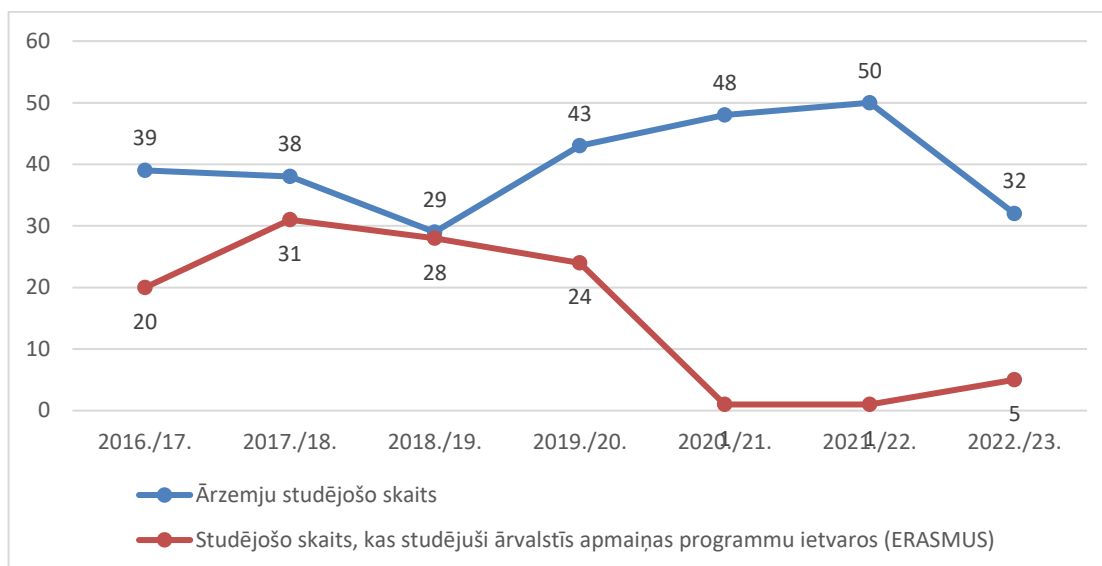
Figure 3.9. Total number of foreign students in the study program '' Tourism and Hospitality Management ''.

In the period from academic year 2016/2017 until autumn of academic year 2022/2023 , *the number of foreign students* in the professional bachelor's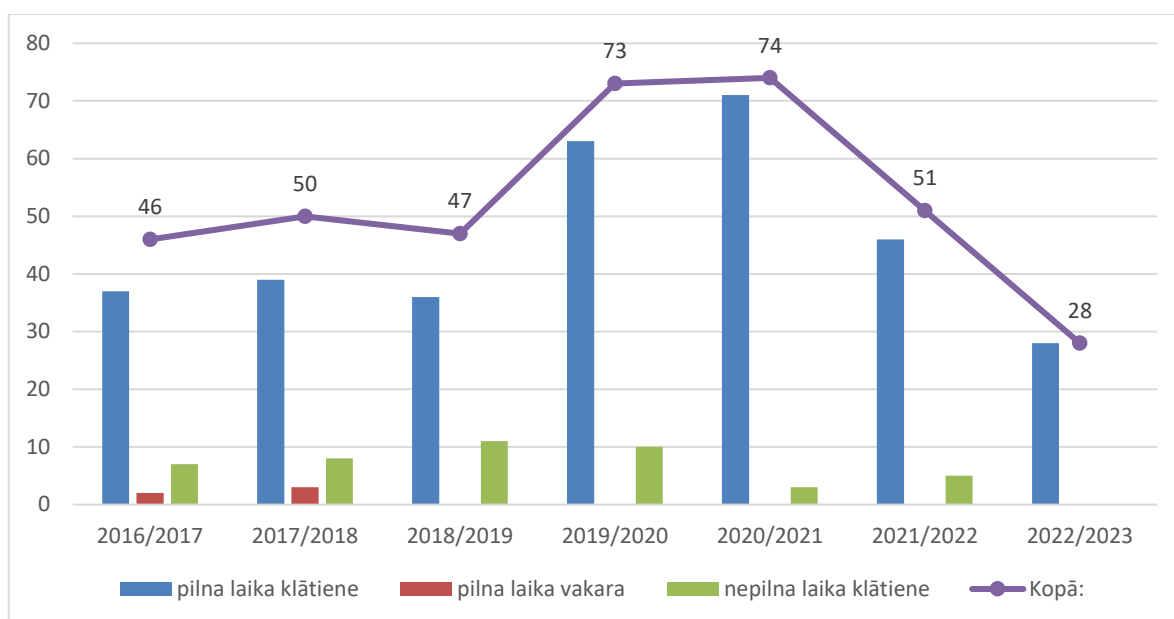 study program '' Tourism and Hospitality Management '' is 279 students, not including students who came and studied within the framework of the ERASMUS exchange program (110 students).

Analysis shows that a greater part of foreign students came to study at BIA from Russia and Uzbekistan (Fig. 3.7):
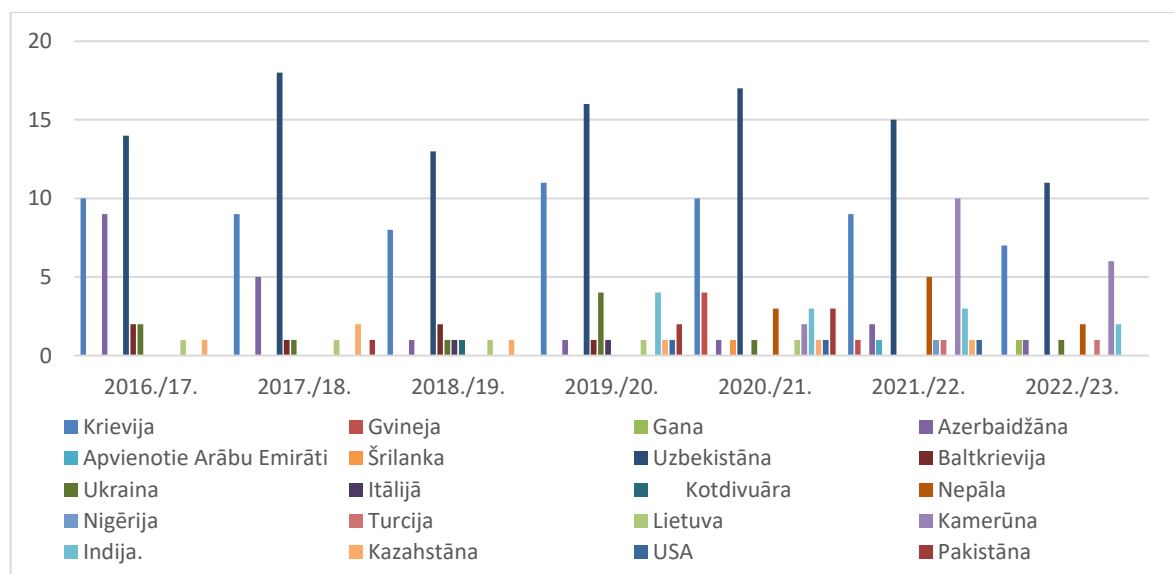
Figure 3.10. Number of foreign students in the program by country, total

This shows both popularity of the study program among foreign students and recognition and popularity of BIA abroad.

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.

As part of the Baltic International Academy professional bachelor's study program "Tourism and Hospitality Management", courses are implemented that give students an opportunity to acquire knowledge about guidelines, principles, structure and methodology, history of development and current issues of tourism and hospitality services management. In view of the recent geopolitical turmoil as well as the Covid19 pandemic, the content of the programme is designed to prepare tourism professionals to work in a rapidly changing external environment and in crisis situations where competition between tourism organisations and destinations has intensified. The content of the study programme is highly interdisciplinary, as this approach provides students with the knowledge, understanding and preparation to work in the tourism profession in different sectors. The content of the study program is created by combining tourism and hospitality management, principles of management, economics and finance, marketing and logistics current affairs, skills and competences in the digital environment. The content of the programme responds to the challenges and trends characterising the tourism industry - the need for innovation and creativity, the growing importance of technology in various aspects of tourism organisations - from product development to smart place management, from organisation management to sales processes.

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 program. Analysing connection of the planned results of the study courses with the results achievable in the professional bachelor's study program "Tourism and Hospitality Management", a mapping of the study courses included in the program was carried out, thus verifying the compliance of each individual course with the goals and tasks set out in the study programme. Upon obtaining the mapping results, it was concluded that the planned results of the courses included in the study program fully correspond to all achievable results of the study program. *The appendix* contains a mapping of the study programme courses, which reflects how individual study courses contribute to the achievement of the study programme results.

The study program was developed in accordance with the requirements of the Cabinet of Ministers No. 305 " Rules on the state professional higher education standard " (21.06.2023.) and the decisions of the BIA Senate.

The study program is planned for 8 semesters (full-time) and 9 semesters (part-time) in the amount of 240 credit points (CP). It consists of:

1) general education study courses *(part A)* in the amount of at least 30 CP - study courses that develop basic social, communicative and organisational skills - the study program offers study courses in the amount of 30 CP;

2) theoretical basic courses of the industry *(part of AI)* in the amount of at least 54 CP - the study program offers study courses in the amount of 54 CP;

3) professional specialisation courses of the industry (part B) in the amount of at least 90 CP- the study program offers study courses in the amount of 100 CP, of which at least 90 CP must be studied. Professional elective courses allow students to explore aspects of the tourism and leisure industry of interest, ensuring a more complete achievement of professional standards and programme outcomes.

4) optional part courses (part C) in the amount of at least 9 CP - in the study programs are offered the study courses, but students have the opportunity to choose courses from other study programs.

5) internship in the amount of at least 30 CP - the study program offers an internship in the amount of 39 CP;

6) a state examination, a component of which is the development and defense of a diploma thesis, in the amount of at least 18 CP.

Credit points are counted for each completed study course (including internship) if assessment in the test is positive. Learning the study program is planned in the form of contact hours and independent work. The importance and responsibility of students' independent work in the study course learning has been increased.

Professional bachelor's study program " Tourism and Hospitality Management " meets the requirements of the Cabinet of Ministers' Regulation on the national standard for professional higher education, as well as the professional standard "Manager of tourism services". In order to ensure compliance of the study courses of the program with industry trends, meetings of the direction council are organised twice a year, in which representatives of the industry, students, academic and administrative staff are involved. The direction council reviews the study plan, the content of study courses and, if necessary, decides on changes to the program.

In the first two years of study, students mainly learn compulsory study subjects, thereby creating a subsequent basis for the science of business management, learning regularity of scientific development, theory of various branches, and basic principles and methodology of research work. In the third and fourth year of study, students learn mostly compulsory electives, which complement the idea of tourism and hospitality industry, and at the end they defend a diploma thesis. Work on the creation of a diploma thesis starts already from the third year of study. During the entire study period, students perform practical tasks of various levels.

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 that are related to the current affairs of the industry and science. Employers are currently also demanding such skills as the ability to analyse, think critically and conduct reasoned discussions. Several study courses, as well as development of studies and diploma thesis, are aimed at the development of these skills.

Before the beginning of a semester, each faculty member must update the course description, evaluating current course objectives 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. In the course planning, lecturers have paid attention to planning students' individual and group work in a way that would allow students to consolidate or test the acquired knowledge through practical tasks - case studies, coursework in cooperation with industry enterprises. This approach is in line with the general trend in tourism education to offer integrated and problem-based training of young professionals.

Taking into account the "Informative report on medium and long-term forecasts of the labor market" prepared by the Ministry of Economy in 2020, as well as the "Sustainable development strategy of Latvia until 2030", it can be concluded that the demand for highly

qualified specialists (managers, senior specialists, specialists) will only increase in the future, due to the development of modern technologies and the need for their efficient transmission. Special attention is paid to the training of highly qualified specialists in the field of tourism and hospitality, as evidenced by the "Tourism Marketing Strategy 2018-2023" and the "Latvian Tourism Development Action Plan 2021-2027", in which, in the 3rd priority of the Tourism Development Policy, "Tourism Management Systems development, education and research" (page 9) 3.2. In the direction of action "Strengthening the capacity of tourism education and transfer of knowledge" was indicated on activity 3.2.4 "Development and implementation of various levels of education, including continuing education and lifelong learning programs in tourism and quality improvement" (page 31).

Businesses need graduates who are well-prepared, flexible and able to adapt to the changing needs and situations of the tourism and hospitality sector. Industry professionals highlighted the need for digital skills, foreign languages, knowledge, emphasised the demand for marketing specialists, stressed as an advantage in the labour market the skills of financial awareness and management, critical thinking, as well as innovative problem-solving skills. 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; the ability to independently obtain, select, analyse and critically evaluate information from various sources, analytically describe information, problems and solutions.

Therefore, it can be concluded that, upon completion of the study program, student will have achieved all study results provided for in the study program. The study results are defined for each study course, which forms a single study program and forms the common study results.

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

The content of study courses is regularly updated according to the work requirements of the industry. Relevance of the content of study program for the labor market and general quality is ensured by the direction board. The council consists of diverse specialists - teaching staff who teach study courses in the given program and who have regular contact with students. Administrators of the study process also participate in order to provide feedback on work with students, implementation of student-centered approach, and improvement of study process to the high educational establishment's capabilities. Employers and industry specialists who can reflect on current trends and labor market requirements are also included. Students in the program, students' self-government and graduates are also invited to provide evaluations and recommendations for the development of the program judging from their experience. Current trends in the labor market, the latest scientific and research trends, the possibilities of the university to implement them in the study program, the content of the study program and teaching methods used to achieve results of the study courses and the program are discussed in the study direction council. As a result of meeting of the direction council, creative proposals are made for improvement of content and teaching methods of the study program, scientific activity, promotion of students satisfaction, as well as improving knowledge, skills and competences in accordance with the current requirements and opportunities of the higher educational establishment.

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 BIA professional bachelor's study program "Tourism and Hospitality Management" has been created in such a way that it is possible to reach the set goals of the study program, which is achieved by attaining the results of individual courses, observing principles of student-centered education. When implementing the study program, 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 activities).
- independent works - reports, essays, analysis of scientific articles, preparation of presentations,
- observation and analysis, interview collection and analysis, self-analysis,
- practicums (practical works), which allow you to test the acquired knowledge in practical work. Practicums are included within study courses, study courses of various internships in special study programs,
- control works and tests are used as an ongoing test of knowledge, they allow checking the students' skills in analysing the material to be learned, they allow checking acquired knowledge,
- in the development and defense of scientific research works.

The most important types of independent work of the Bachelor program "Tourism and Hospitality Management":

in-depth analysis and synopsis of scientific methodical literature;
preparation of homework and execution of written works, including test;
preparation for seminars - speaking;
preparation of reports, reference of literature;
annotation of books, articles;
implementation of educational research work - development and writing of coursework;
performing tasks related to the collection and processing of material in practical lessons;
development and writing of coursework;
internship at workplaces, preparation of internship report;
thesis development and writing.

A frequently used method in the program is field trips. For example, with Tallink Grupp entertainment ships, etc., in order to practically get acquainted with the specifics of the activities of specialists in the field of entertainment and recreation, to practically see and participate in the work of specialists with clients, etc. This method provides interactive learning of materials, ideas, work experience.

Educational excursions have become an integral part of practical lessons, during which students get to know historical monuments and other cultural objects. In addition, these excursions are interactive - students gather information about historical objects and events, supplementing what the teacher tells.

The "Tourism and Hospitality Management" program actively uses the "case method" - study and analysis of concrete examples of practical activities. This is a special teaching method that is widely recommended for implementation of the study program. It is an excellent tool for learning the connection between theories and their application by explaining practices in specific situations. This method is used at all levels of auditory classes - lectures, seminars, practicals, with the aim of strengthening interest in researched ideas.

One of the most important methods used in the "Tourism and Hospitality Management" program is lectures by guest lecturers. When a new personality appears in the audience, especially if it is widely known in Latvia or outside its borders, it always arouses students' interest in the specific course of lectures. By inviting practitioners to the lectures, practical aspect of researched ideas is increased, as well as contact between students, professionals and professional associations is established. In addition, professionals themselves always positively perceive the idea of working with students, because in this way they also enrich their experience.

Teaching methods are chosen according to the goals, specifics and planned study results of each study course. Lecturers of study courses use lectures not only as a pre-reading, but also integrate active study methods into it, stimulating discussions and organising work in small groups, presenting their 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. Therefore, the workload of students corresponds to 25-30 academic hours of work for one credit point (of which 16 academic hours (FTC) or 12 academic hours (PTC) are contact hours, while the rest are intended for independent work).

Practically all teaching staff involved in implementation of the professional bachelor's study program use electronic learning environment - e-studijas, which provide ample opportunities for both placement of study materials and organisation of submission of independent works. The latest technologies are increasingly used in the study process, the material and technical equipment fully provides instructors and students with the opportunity to use IT and interactive learning methods. The following e-study tools and methods are used in the implementation of study programs:

- e-study materials (methodical study sets) in electronic format, which are placed on the e-study website, [5]
- video conferences, video lectures and telebridges,
- internet forums,
- presentations and video materials,
- *on-line* consultations with the lecturer using means of electronic communication (Skype, Skype for Business or Big BlueButton -BBB);
- electronic library and catalogs.

BIA e-studies mean attending video lectures, seminars, discussions, as well as taking exams and defending a bachelor's thesis in the e-environment in live mode. BIA has created two systems for e-studies: Moodle and BigBlueButton (BBB). The systems have been created with the aim of expanding opportunities of the best lecturers to contact the largest possible audience and to give the opportunity to communicate during classes with a distanced audience in two directions: lecturer - audience; audience - lecturer. It is also possible to organise seminars, scientific conferences, councils, etc. with video and audio transmission in "real time". Part-time students must be at a computer (outside BIA premises) at a certain time, through which communication with the lecturer and group members takes place. The study methodical sets of the courses read by the academic staff and guest lecturers were placed in the BIA Moodle system, which includes:

- descriptions of all study courses (aim and objectives of the study course, acquired competences, topics, requirements for studying the course, evaluation criteria of study results, recommended literature);
- exam or pass-fail exam questions;

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[5] https://do.bsa.edu.lv/?lang=en

- lecture notes, presentations and necessary additional information;
- tasks for independent work;
- links to video lectures in case the students did not have the opportunity to participate in them.
  Using the Moodle system, students can ask the lecturer all the questions they are interested in both during the lecture and during consultation. On the other hand, in the forum of the Moodle system, students can discuss answers with fellow students, work in groups, prepare for exams together, receive additional information, give each other suggestions and advice, or communicate about current events in the Academy or in the world.
  The BigBlueButton (BBB) program provides:
- lectures and seminars, discussions in the virtual environment;
- in live virtual counseling mode before an exam or test;
- students can attend lectures, seminars and practical classes in the virtual environment, ask the lecturer questions of interest, present homework and group work, as well as discuss with fellow students and the lecturer.
- if it is not possible to attend a video lecture, it is possible to watch it in the BigBlueButton (BBB) system.

During the teaching process, online pre-exam consultations are organised before mandatory tests or exams. Each study subject has a consultation before the test or exam. During live consultation, the student can ask the teacher questions and get an answer to the question that interests him/her.

In order to ensure a higher quality study process, BIA organises individual or group consultations, which take place according to the consultation schedule approved by the study department. In addition, individual consultations are possible by asking questions in the electronic learning environment or by sending individual e-mails to the teacher.

Part-time students of the study program "Tourism and Hospitality Management" are offered the opportunity to fully participate the study process in the electronic learning environment - both lectures, consultations with instructors, and taking exams in the e-environment. Each BIA student creates his own individual profile in e-environment of BIA studies, assigning his/her username and password.

2. According to the semester plans and timetables, the semester study subjects are arranged in the e-environment as well. Once the study materials have been studied and the content of the study course has been mastered, schedules of exams and tests will be planned. If the student has chosen to study more intensively, an individual study plan will be developed upon his/her request. Examinations are divided into routine examinations (tests, examination assignments, study papers, etc.), final examinations (examination or test), semester examinations (reports and term papers) and state examinations (defending the thesis).

3. The student submits prepared works to the course lecturer on the e-study website by executing and/or loading the works into the relevant folders. In the student's individual profile in the e-environment, in accordance with the schedule of exams and tests or the individual study plan, all the necessary learning tools are available: study materials, self-test tasks, but in the "Control tasks" section of the e-environment, there are tests that take a long time to complete, and which, together with independent works (e.g. reports), the student loads in the "Folder" section of the e-environment for loading works. Another type of examination of students' knowledge is related to the variant, when tests become available for completion on the specified dates and at a specified time. The time for completing each test is limited, usually it is max 2 academic hours.

If the study program includes internship, then at the end of the internship, defense of the internship report is required. Student submits internship report on the e-study website by uploading works to the relevant folders, but its defense takes place remotely using electronic means of communication (Moodle, Big BlueButton (BBB) or Skype).

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

Evaluation system (educational criteria) and evaluation methods for achieving and evaluating study results, examination forms and procedures.

Evaluation system used in the professional bachelor's study program "Tourism and Hospitality Management" is based on a 10-point system and complies with the Regulations on Evaluation of Study Results at the Baltic International Academy. The scope of each test corresponds to the content of the relevant study course program and the skills and knowledge requirements specified in the Professional Standard.

In order to evaluate the students' knowledge, during the semester, 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, 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 level of learning of the course sections that have already been completed, and also the quality of teaching. Secondly, it ensures improvement of real, continuous study work. Requirements for obtaining credit points for each study course and their proportion in the overall course evaluation are clearly indicated in the study course description and are also reported to students during the first two lessons.

Control of the quality of the knowledge acquired in the study process and the competences of application of understanding takes place by arranging tests, development of projects, internships in companies (according to the study plan) and presenting the acquired knowledge and skills in defense of internships (public speaking, evaluated by the commission), developing coursework (successively focusing on the potential thesis topic); presenting them in the defense of coursework, developing and defending final theses to the commission. Quality control of the study process and implementation of the program are ensured by monitoring the student's attendance of classes, current progress and liquidation of students' academic debts, compliance of content of the classes with thematic plans.

At the end of the study course, students take an exam or a differential assessment. Currently, 70%-80% of exams are written by students - knowledge tests are used, as well as problem situation analysis, which allows to assess practical application of the acquired knowledge. Oral tests have survived only in certain study courses, for example, foreign language or psychology. An important element of student examination is the defense of thesis. Students who have not passed the pre-defense are not referred to the thesis defense. The thesis defense is not only formal in nature. Such an evaluation system allows you to follow gradual process of developing a diploma thesis in order to achieve the student's ability to independently and correctly develop research in accordance with the basic principles of scientific research in the chosen topic of the final thesis. Taking into account the above, we believe that the BIA professional bachelor's study program "Tourism and Hospitality Management" is functioning as a control over the implementation of the study program.

Conclusions about the rating system:

1) lecturers are familiar with test and examination methods, focus not only on referencing knowledge, but use various methods of analysing problem situations, which allow to assess the students ability to use acquired knowledge in practice;

2) students receive individual feedback in independent, homework and control assignments submitted in all study courses, if necessary, giving advice related to the learning process;

3) the teaching staff of the study program strives to ensure that assessment is consistent, fairly applied to all students and is implemented in accordance with approved procedures.

Connection between the study implementation methods, evaluation processes and program study results of the professional bachelor's study program "Tourism and Hospitality Management" is reflected in table 3.8. This table represents some study implementation

methods that promote student collaboration and active learning and reflect the assumption that "learning is a student-centered and social concept".

Table 3.7.

Connection between the study implementation methods, evaluation processes and program study results of the professional bachelor's study program "Tourism and Hospitality Management"

Study results of the program		Study implementation methods for achievement of SR	Assessment methods for achievement of SR
Knowledge			
1 SR	To be able to demonstrates the general and specialised knowledge characteristic of the profession of tourism and hospitality reception manager at the level of perception, understanding and use, is able to demonstrate a critical understanding of the most important concepts, theories and laws of the field of tourism and hospitality on a global and regional scale.	Lectures Seminars (Discussion and solution of individual problems, discussions, analysis of situations) Practical lessons (solution of practical tasks, group work) Preparation of presentations in defense of coursework, practice reports, pre-defense of bachelor theses Development of reports, term papers, bachelor theses	Tests Exams Pass-fail exams Presentations Participation / attendance
Skills			
2 SR	Able to understand and evaluate development trends and regularities of tourism and hospitality in Latvia and the world, practically and responsibly solve current tourism and hospitality problems	Analysis of publications in leading academic journals Execution of data analysis tasks, including using computer programs: SPSS solution and/or MS Excel and/or MS Access basic and other Seminars Practical classes Development of reports, term papers, bachelor theses	Reports Situation analyses Reports Exams Presentations Participation / attendance
3 SR	Able to perform the professional tasks of a manager of a tourism and hospitality company and find innovative solutions using the acquired knowledge and skills; work out a company development strategy, an effective company operating model, develop and manage projects, organise and manage the human, informational and financial resources and processes necessary for the company's operation, evaluate	Individual / group projects Execution of data analysis tasks, including using computer programs: Excel, SPSS and others	Analysis of situations. Reports Presentations Defense of course works, diploma theses

	results of economic activity and use them in decision-making within the professional competence of the manager of a tourism and hospitality company		
4 SR	Able to work in an interdisciplinary team, shows initiative and creativity. Able to apply foreign language, communication and interaction skills when working in a multicultural environment and using different sources of information	Lectures Seminars Practical classes Execution of data analysis tasks, including using computer programs: SPSS solution and/or MS Excel and/or MS Access basic and other Development of reports, term papers, bachelor theses	Reports Situation analyses Reports Exams Presentations Participation / attendance Course thesis Diploma thesis
5 SR	• Able to conduct research activities and applied studies, interpret and analyse their results; present the results of own research, express own opinion with arguments and defend it; independently structure learning, promote their own and subordinates' further learning and professional development	Analysis of situations. Work in groups. Individual and group presentations	Presentations Defense of course works, diploma theses
Competences			
6 SR	Able to collect, analyse and evaluate performance indicators of the tourism and hospitality company, interpret the obtained data using statistics and other scientific research methods, find creative solutions and provide reasoned proposals for improving the company's operation, making decisions and solving problems	Lectures Seminars Practical classes Execution of data analysis tasks, including using computer programs: SPSS solution and/or MS Excel and/or MS Access basic and other Development of reports, term papers, bachelor theses	Reports Situation analyses Reports Exams Presentations Participation / attendance
7 SR	Able to understand the basic principles of professional ethics according to the Global Tourism Code of Ethics of the UN World Tourism Organisation and evaluate the impact of their professional activities on the environment and society; to observe principles of ethics in various communication situations and in intercultural communication, to freely use foreign languages to be learned in communication with foreign partners within the framework of	Group presentations Discussions Business games	Discussions Presentations Speaking

	professional activity; to ensure active and effective participation in creating social dialogue in society		
8 SR	Able to understand and apply legal norms of Latvian and international laws in their work; able to orientate themselves in the requirements of regulatory acts in the professional field; 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	Discussions A mixed learning approach Individual / group projects	Reports Group projects Internship report Course thesis Diploma thesis
9 SR	Able to use modern information technologies in their professional activity; find, systematise and analytically describe information, use information databases; use language knowledge in information gathering, research, analysis; plan operation of the company with the use of information technology	Execution of data analysis tasks, including using computer programs: Excel, SPSS and others Individual / group projects Development of reports, term papers, bachelor theses	Reports Group projects Internship report Course thesis Diploma thesis

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

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

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

1) in the study process, diversity of students' needs is taken into account and respected (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) different ways of the study program are implementation are offered according to the possibilities (offering studies both full-time and part-time in person);

3) diverse pedagogical methods are used according to the circumstances;

4) based on the opinions expressed in the student survey, pedagogical methods are regularly evaluated in order to find the most optimal way to achieve the goals of study courses and study programs;

5) the tendency of students to be independent is encouraged, while providing the guidance and support of teaching staff and support staff;

6) mutual respect is promoted in the relations between students and teaching staff, in case of problem situations and conflict situations, the director of the study program gets involved.

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).

The main basic principle of quality learning of the study program content is the unity of studies and practice.

Internship is a mandatory part of the professional study program and its organisation takes place in accordance with the "Regulations on Internships at the Baltic International Academy" (https://www.bsa.edu.lv/docs/2020/BSA_Prakses_nolikums_en.pdf)

According to the Regulations of the Cabinet of Ministers No. 305 " Rules on the state professional higher education standard " (21.06.2023.), the amount of practice must be at least 30 CP (BIA is 39 CP).

The overall goal of internship is to strengthen, deepen and systematise theoretical and practical knowledge and independent work skills acquired during the study process, to acquire competencies corresponding to the study program, which are necessary for obtaining qualifications for specialists to improve the quality of professional training.

Common **tasks** of internship:

1. effective adaptation of future specialists in practical work, strengthening the position of university graduates in the labor market;
2. systematisation, strengthening and expansion of theoretical knowledge in the acquired specialty;
3. acquisition of practical skills by solving specific scientific and commercial tasks;
4. collection, processing, systematisation and analysis of information when developing coursework and diploma theses;

5. testing and applying the basic ideas, conclusions and proposals of the future thesis in the base company (organisation).

In the professional bachelor's study program "Tourism and Hospitality Management", three internships are implemented:

Table 3.8.

Description of internships of the professional bachelor's study program "Tourism and Hospitality Management".

No.	Type of practice	Volume	Duration	Purpose of the internship
1.	Internship I: Acquaintance practice - familiarisation with the specifics of activities in the field of tourism and hospitality	9 CP	6 weeks	The purpose of the internship is to get acquainted with the specifics, peculiarities and problems of tourism and hospitality work in various institutions.
2.	Internship II: Qualification internship - business organisation and management in a	18 CP	12 weeks	The purpose of the internship is to use the knowledge and skills acquired in the study courses to improve the competencies required

	company in the field of tourism and hospitality			in the professional environment in the field of tourism and hospitality.
3.	Internship III: Pre-degree internship	12 CP	8 weeks	The purpose of the internship is collection, processing, systematisation and analysis of specific data on the topic of the thesis (project).

The internship is organised outside the academy in an institution (company, organisation) related to the student's profession, where fulfillment of the tasks specified in the methodological instructions of the internship is guaranteed. A cooperation agreement is concluded between the academy and the organisation (company) where the internship is located, which includes the rights, obligations and responsibilities of the three parties, the term of the agreement, the terms of termination of the agreement, mutual settlement procedure, etc.

In order to ensure learning of English language by the students during internships, the "Regulations on Internships at the Baltic International Academy", the "Methodical Instructions for Internships" and the "Internship Program" were translated into English and are explained to students in the training sessions on internships. BIA does not undertake to provide internships for students, as students develop their communicative skills and competences while looking for internships. If the choice of the place of internship causes difficulties for the student, BIA offers help in the implementation of the internship. Sometimes BIA helps students in finding an internship by providing them with internships with its graduates. Since there are many branches and representative offices of foreign companies operating in Latvia, English language students have the opportunity to find internships both in Latvia and in their own country's company, and to apply for an internship within the student exchange program ERASMUS.

Students' internships are closely related to the achievable study results of the professional bachelor's study program, which are reflected in the corresponding study course descriptions. Each internship is based on the already acquired knowledge and work skills of the industry employee. For example, after completing the third year, the learned methodologies are applied in practice, which is an essential prerequisite for the higher professional study program. During the internship, students use acquired theoretical knowledge, work in various institutions of the state, local governments, non-governmental and commercial enterprises.

Information about internships is also posted 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, title page of the internship report and design requirements, trainee evaluation form (from the place of internship - by the company).

The results of the internship are reviewed and evaluated by:
• the supervisor of the internship from the company, who signs the title page of the internship report and the internship diary and makes evaluations.
• the supervisor of the internship from the BIA (responsible lecturer or the scientific supervisor of the student's final thesis), who coordinates the internship report.
• The BIA commission (with the program director) evaluates the results of the internship after reviewing the student's internship documents and defense presentation, answers to questions. Not less than half of the commission consists of employers.

One of the most important tasks in all internships is to learn the skills to draw up an internship report in accordance with methodological instructions, the ability to defend it and independently argue one's point of view. The main document of the internship assessment is

a report on the internship, as well as a presentation, which is presented at the internship defense seminar.

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, students of the program must develop and defend a bachelor's thesis. In order to successfully complete the entire scope of courses and obtain a professional degree and qualification, students must demonstrate in the diploma thesis both the academic knowledge acquired in the study process and practical work skills acquired in accordance with their qualifications.

Creation and defense of the diploma thesis takes place in accordance with a strictly regulated procedure, which is detailed in the "Regulations on the development and defense of final theses at the Baltic International Academy".[6]

Students choose the topic of their diploma thesis from the study topics offered by the leading lecturers of the study program, which are posted in the BIA Moodle system. A student also has the opportunity to propose his own thesis topic based on his/her knowledge and professional skills and/or the interests of a specific organisation. If necessary, the student can consult with the program director or the teaching staff of the field about relevance of the topic of the diploma thesis or compliance with the requirements of the study program and the choice of scientific supervisor. According to the requirements of the program, the topics of students' final theses must be related to tourism and hospitality service management. Each year, the Direction Council evaluates relevance of the topics to the program, and topics are evaluated as relevant. It must be concluded that students choose socially relevant and practically significant topics that expand what is already known in research and provide a deeper understanding of specific issues in Latvia and Europe.

In the period from academic year 2017/2018 until spring of 2022/2023, 161 diploma theses were defended in the professional study program "Tourism and Hospitality Management ". Topics of the defended diploma theses were reflected **in the Appendix.** See the division of thesis topics by research directions in the table 3.9.

Table 3.9.

Distribution of theses topics by research direction

No.	Research directions	Works, number	Works, %
1.	Tourism industry and types of tourism industries and services, incl.	**85**	54.0
	- Types of tourism	50	
	- Marketing and communication management and types	31	
	- Other	4	
2.	Hospitality and recreation service	**47**	29.8
3.	Cultural and historical recreation areas and resources	**13**	8.1
4.	Entertainment industry	**5**	3.1
5.	Other	**8**	5.0
6.	Total	158	

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[6] https://www.bsa.edu.lv/docs/2020/BSA_diplomdarbu_nolikums_ENG.pdf

The analysis shows that students mostly choose to write diploma theses on topics that are closely related to their further professional and scientific activities: in the tourism and entertainment industry, in the field of hospitality and leisure, in the analysis of cultural and historical recreation areas and resources of different geographical regions. Taking into account the professional standard "Manager of tourism services", a large proportion of the diploma theses is intended for the analysis of tourism and hospitality services.

Analysing the distribution of evaluations of students' diploma theses, it can be concluded that the most frequently received evaluations for more than half of graduates are "almost good", "good" and "very good". There is a trend that student evaluations have a wider range of grades in recent years, for example, more graduates have received the lowest grades in recent years than at the beginning of the reference period, which can be explained by stricter evaluation criteria.

If the study program has been successfully completed and a positive evaluation has been received in the final exams (the lowest successful evaluation is 4 points), students will be awarded a professional bachelor's degree in tourism and hospitality business and a fifth-level (LQF level 6) professional qualification – Manager of tourism services.

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.

The BIA does not separate infrastructure by study programme, but assesses resources for the whole Academy. The facilities available for the implementation of the study programme (classrooms, computer labs, laboratory, library resources) are fully adequate. The methodological and informational support provided by the BIA is sufficient to ensure a high-quality study process in the study program "Tourism and Hospitality Management". The Moodle study e-environment has been used since 2015. The lecturers of the study program in Moodle have created study courses in which students have access to study materials, a description of the study courses and requirements for studying the study course. In several study courses, students take tests, submit homework and communicate with the lecturer in the Moodle environment. Teachers provide feedback on students' work. Moodle and BigBlueButton systems are designed to extend the possibilities for lecturers to communicate with as large an audience as possible (including in branches) and to enable two-way communication during lectures: lecturer - audience; audience - lecturer. The BigBlueButton software provides:
- lectures and seminar sessions, discussions in a virtual environment;
- virtual consultations in real-time mode before an exam or an assessment;
- students can attend lectures, seminars and practical sessions in a virtual environment, ask the lecturer their questions of interest, present homework and group work and discuss with course mates and the lecturer.

BIA information system NEXUS and "My BIA" play an important role in informing students and lecturers. Students and lecturers can familiarise themselves with the schedule of classes and rooms, as well as consultation times, in the "My BIA" system. All important information and notifications are placed in the "My BIA" system in "Notifications" section.

In the "My BIA" system, students can view their academic progress, as well as information about financial payments.

Full information about the study program, study courses, their scope and content is available on the BIA website, which is an important source of information for both students and potential students.

In order to ensure academic integrity and prevent plagiarism, on the 21st of February 2020 BIA signed an agreement with the University of Latvia to join the plagiarism control system.

Library

The task of the library is to provide students of the study program "Tourism and Hospitality Management" with a high-quality study process and scientific activity and to provide librarian, bibliographic and informational services to students, lecturers and other visitors. Those studying at the Academy and other interested parties have the opportunity to use the resources of the BIA library. The library consists of two parts - a subscription and a reading room. In the reading room, 11 computers with Internet access are placed for students' convenience, printing and copying facilities are provided. There are also opportunities to work with portable computers. Literature is available for use in almost all study courses and an increasing proportion of literature is in English. The library regularly receives periodicals published both in Latvia and abroad. Students and academic staff in the library have access to electronic databases. The library also provides copying, printing and scanning services.

For students of the study programme "Tourism and Hospitality Management" specific literature sources in the field of tourism and hospitality are provided for the Bachelor study programme, apart from the teaching and scientific literature of the related departments. During the reporting period, a total of 177 book titles in the field of tourism and hospitality, including 40 titles in Latvian and 61 titles in English, as well as 584 book titles in related chapters, including 213 titles in Latvian and 231 titles in English, were purchased. 32 titles in Latvian and English were accepted as donations from students and lecturers. During the reporting period, books were purchased for the programme "Tourism and Hospitality Management" for a total amount of EUR 1463.41.

Further information on the evaluation of the information base (library) can be found in Part 2.3, Subsection 2.3.3.

Infrastructure

For students of the "Tourism and Hospitality Management" study program, the study process takes place in the premises of two buildings in Riga, Lomonosova Street 4 and Lomonosova Street 1/4. The mentioned buildings have auditoriums equipped with modern studio technical aids - white boards, is provided the possibility to use a television, VCR, video camera, multimedia projector. Many auditoriums are equipped with a stationary multimedia projector, screen, computer with Internet connection and other technical means. Free wireless internet (WiFi) is available in all buildings. Cafes are located on the 1st floor of the buildings for the needs of students and Academy employees, and vending machines for the purchase of various drinks have also been installed.

In order to promote a more successful and targeted integration of the students of the Baltic International Academy into the labor market, the students of the study program "Tourism and Hospitality Management" are given the opportunity to learn practical professional skills during their studies in the training laboratory at 1/4 Lomonosova street. Practical lessons take place in the Academy's teaching restaurant and kitchen, which has all the necessary equipment:
• the practical training rooms have restaurant and bar professional equipment, e.g. coffee machine, blender, shakers, dishes, glasses, cutlery, textiles, decorations, etc. equipment;

• a professionally equipped teaching kitchen has e.g. convection oven, hood, induction cooker, stainless steel kitchen tables and shelves, cold table, dishwasher and professionally equipped sinks, cooking utensils, etc.

Information technology

BIA uses modern IT technologies to ensure studies: the use of computers in the study process and professional development, the internal information system NEXUS, Internet, standard and special computer programs, audio/video tools, office equipment, auditorium technical equipment (stationary and portable multimedia projectors). Specifically, for students of the study programme "***Tourism and Hospitality Management***", the opportunity is offered to carry out training using the computer programme "Amadeus", including in the framework of a training laboratory (in a training tourism agency). Regular work is performed for improvement of functionality of the internal information system. Work continues on the modernisation of the computer park, ensuring a faster, more complete and more efficient study process. In order to ensure better electronic communication, Academy employees and students use the e-mail system offered by the BIA.

More information about the compliance of the informational base (including the library), material and technical base and financial base with the conditions of implementation of the study program "Tourism and Hospitality Management" and the achievement of study results is provided in part II, chapter 3 paragraphs 2.3.1.- 2.3.3.

The COVID-19 pandemic and the consequent shift to distance learning fully demonstrated that the BSA is ready to adapt to the changing situation and that the infrastructure base is fully suited for this. From the first day of distance learning in March 2020, classes (held on the BigBlueButton platform, now ZOOM if necessary), the Moodle system and the email system fully support the exchange of information, news and changes between lecturers and students.

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 "Tourism and Hospitality 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 program;
- 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.

The necessary informational, material and technical resources are provided for the needs of the study programme and for the achievement of the study results, and are available both within the Study Programme (see Part 2, Subsections 2.3.1, 2.3.2 of the Study Programme) and at the BIA as a whole. For example, in order to provide knowledge in the field of tourism and hospitality, study literature and electronic resources are available, as well as classrooms for classes, seminars and independent work, a library and a reading room. The library has an

e-media with study materials, a videoconferencing system (for lectures, seminars and discussions) and electronic information resources.

Financing system at the Baltic International Academy is organised in such a way that every student, regardless of the number of students in the group, meets all conditions for quality training. That means ensuring the necessary number of contact hours, availability of library resources, e-study environment, research activities, etc. The founders of BIA use their right to control expenses and determine the minimum number of students in the study program, thus giving them the right to train students from small groups. Therefore, the minimum number of students in a study programme, in order to ensure the cost-effectiveness of the study programme, is determined individually for each academic year and for each study programme, taking into account the language, mode and form of delivery of the study programme, and is not a fixed amount.

Table 3.10 shows the costs per student in the "Tourism and Hospitality Management" study program:

Table 3.10.

Costs per student in the study program, in the 2021/2022 study year, EUR

Cost items	Bachelor study program "Tourism and Hospitality Management"
Expenditure amount, Total	**1 497**
Remuneration for work	**768**
for academic staff	410
for administrative and general staff	358
The employer's mandatory state social insurance contributions, benefits and compensations of a social nature	**168**
Goods and services	**350**
Business trips and trips on assignments	2
Services	319
of which utilities	*174*
Stocks, materials, energy resources, goods, office supplies and inventory, which are not listed in PL	21
Expenses for the purchase of periodicals	4
Tax payments for budgetary institutions	4
Capital formation	**123**
incl. fixed assets	*123*
Other expenses	**88**

The costs of the study program are appropriate to the needs of the study program and conditions of implementation, sources of financing the study program are identified and financial resources ensure implementation of the study program to achieve study results.

Specific provision includes:

1. Development of a training laboratory for smart tourism and innovative marketing - EUR 1590,00;

2. Purchase of specialised textbooks and scientific books for the study programme: EUR 1 463,41.

3. Participation in international conferences: EUR 2 500,00.

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 positions provided by the BIA".[7] The cost of a study place in the study program "Tourism and Hospitality Management" is 1497 EUR. In the 2021/2022 school year, tuition fees in the bachelor's study program: full-time in Latvian language - 2050 EUR per year, full-time in a foreign language (depending on the country) - 2200 - 3000 EUR per year; part-time - 1750 EUR per year. Considering the number of students in the study program (as of February 1, 2022 - 133 students), the financial support for the study program is sufficient.

The analysis shows that the financial resources for ensuring implementation of the study program are sufficient and ensure sustainability of the study program. Financial position of the study program is stable, which serves as a security support in case of a sharp decrease in the number of students.

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.

Qualifications and number of academic staff employed in the study program correspond to the implementation of the BIA strategic priority goals and tasks. All teaching staff meet the requirements set out in the laws and regulations of the Republic of Latvia, and 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 program director, discussing both the topics to be taught in the study course and the expected study results.

The study programme is conceptualised on the basis of current labour market needs and industry trends, rather than on the basis of existing faculty resources. This is also one of the reasons why several guest lecturers have been recruited for the programme - it is essential to combine academic knowledge with practical experience and practice in the implementation of the study programme, which is why the university's elected academic staff and guest lecturers with practical experience in the field are involved.

The selection of the participating faculty members is based on the following criteria: competence and knowledge in the fields related to the programme content accumulated in academic work (preparation of study courses), the direction of scientific activity and topics of previous research, scientific degree and qualification, as well as practical experience. The interdisciplinary nature of the study programme is determined by the wide range of scientific

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[7] https://www.bsa.edu.lv/index.php/en/admis-sion/provisions-and-statements.html

fields (law, psychology, economics, business, political science, information and communication technologies, foreign languages, biology) represented by the attached teaching staff.

The choice of guest lecturers is based on their recognition in the professional environment, practical experience in the tourism and leisure industry and business environment in Latvia and abroad, which significantly helps to ensure their connection with the latest developments in the sector. Some of the guest lecturers are specialists in a certain field, e.g. in a certain type of tourism (e.g. A.Rogale-Homika, G.Bukovska, J.Serebrjakova, etc.), law (T.Jurkeviča), marketing (A.Šnaidere), quality management (Ž.Jelisejeva), which provides students with the necessary knowledge and skills.

The quality assessment of the academic staff is carried out with the help of regular student surveys and systematic mutual assessments of the academic staff, or internships, the procedure of which is determined by the rules of the Academic staff internship procedure. These evaluations are also taken into account in the annual evaluation of teaching staff.

44 teaching staff are involved in the implementation of the professional bachelor's study program "**Tourism and Hospitality Management**". The qualifications of the dedicated staff involved in the programme comply with the requirements of Article 39 of the Law on Higher Education Institutions ("Academic Staff of Professional Study Programmes").

The qualifications of the lecturers involved **in the Latvian stream** meet the requirements of regulatory acts and the implementation of the BIA strategic goals and tasks:

A total of 31 lecturers are involved in the implementation of the Latvian flow, of which 17 are employed with their main working place in BIA;

The qualifications of lecturers involved **in the English stream** meet the requirements of regulatory acts and the implementation of BIA strategic goals and tasks:

A total of 29 lecturers are involved in the implementation of the English flow, of which 14 are employed with their main working place in BIA;

According to the scientific degrees (tab. 3.11) – 28 (15 elected BIA, 13 not elected) lecturers have a doctorate degree (64%), 16 (16 elected BIA, 0 not elected) lecturers have a master's degree (36%), three of them are studying in doctoral studies.

Table 3.11

Scientific degree of the teaching staff of the professional bachelor's study program "Tourism and Hospitality Management".

	Doctors		Masters		**Total**	
	Number	%	Number	%	**Number**	**%**
Elected BIA	15	34	6	14	**21**	**48**
Not elected BIA	13	30	10	22	**23**	**52**
Total:	**28**	**64**	**16**	**36**	**44**	**100**

According to academic positions (tab. 3.12) - study quality is ensured by 2 professors (5%), 1 emeritus professor (2%), 4 associate professors (9%), 2 associate visiting professors (5%), 12 assistant professors (28%) 10 visiting assistant professors (22%), 2 lecturers (5%), 10 visiting lecturers (22%) and 1 leading researchers (2%).

Table 3.12

Academic position of teaching staff of the professional bachelor's study program "Tourism and Hospitality Management".

Ac. positions	Professors		As.prof.		Docents		Lecturers		Leading researchers		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Elected BIA	2	5	4	9	12	28	2	5	1	2	21	48
Not elected BIA	1	2	2	5	10	22	10	22	-	0	23	52
Total:	**3**	**7**	**6**	**14**	**22**	**50**	**12**	**27**	**1**	**2**	**44**	**100**

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

Table 3.13

Teaching staff involved in the program - LSC experts

Name, surname	Branch of science	A subfield of science	LSC Expert's right to expire
Žanna Caurkubule	Social Sciences	Economy and entrepreneurship	06.07.2025
Irina Plotka	Social Sciences	Psychology	02.11.2025
Marina Gunare	Social Sciences	Economy and entrepreneurship	30.06.2024
Vladislāvs Volkovs	Social Sciences	Sociology and social work	02.02.2025
Aija Sannikova	Social Sciences	Economy and entrepreneurship	03.09.2023

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 program for higher education pedagogues, obtaining a certificate.

The teaching staff participates in the meeting of the study program council, where the expected results of the program, 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 academic staff, their involvement in scientific research and work experience, combined with the guest lecturers - recognised professionals in their field with both local and national as well as international experience and a global perspective on the theoretical and practical aspects of the tourism and hospitality industry, ensure the achievement of the programme's learning outcomes.

The qualification of the teaching staff is very important as it is related to the quality of the educational process result. The qualification of teaching staff is directly related to the development of students' knowledge, skills and competences. The systemic way of thinking

of the teaching staff affects development of the student's way of thinking, promotes learning of the main basic concepts and regularities of management science, and also develops analytical and critical thinking in connection with various scientific approaches and problems. The teaching staff ability to create a creative atmosphere, to arouse students' interest and curiosity in the learning process, develops students' skills and abilities to find different solutions in non-standard situations. Teachers, using interactive teaching methods, develop students' communication skills, skills to work in a team, which is one of the most important professional characteristics of a future company manager.

Scientific activity of the teaching staff also affects development of students' scientific activity skills. The teachers of the professional bachelor's study program "Tourism and Hospitality Management" have a high scientific potential, which is confirmed by existing scientific publications that can be found in international databases. Instructors act as mentors who teach students to independently receive, select, analyse and critically evaluate scientific information from various sources, use it; conduct research, process the obtained data, interpret and present them. During the learning process, students learn the skills of conducting scientific research, get acquainted with the modern directions of scientific research of teaching staff, which are not reflected in textbooks. Thus, the scientific directions of research realised by the lecturers are reflected in the course works and bachelor theses developed by the students. Also, students, in cooperation with lecturers (supervisors), are involved in the process of developing scientific articles, as a result of which students develop a culture of scientific work. Every year, students are invited to participate in various scientific conferences.

Similarly, the qualification of teaching staff results from their ability to create and use various computer technologies in the learning process; develop teaching - methodical materials that enable students to acquire knowledge independently, such as electronic books. This, in turn, in the near future will provide an opportunity to expand distance learning environment, access to the European and international integrated education system.

In general, qualifications of teaching staff can be assessed as adequate, and their effectiveness is regularly assessed in annual student surveys. Within the framework of the program, changes in the structure of positions are controlled and systematic personnel development is carried out.

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.

During the reporting period, composition of the academic staff changes, attracting lecturers with practical and scientific experience, as well as persons with a doctorate degree. Professional lecturers are involved in the implementation of the study program: all of them have a doctor's degree or a master's degree, education obtained by the lecturers of the specialised courses corresponds to the field of the study course. Most of the lecturers are practitioners. Some of the lecturers employed in the study program are simultaneously employed in scientific research work, which ensures the synergy of studies and research work. The main criteria for the selection of lecturers are: education (degree), professional experience and research and creative activity, communication skills.

In the period from 2016/2017 academic year until 2022/2023 in the autumn of the academic year, analysis of dynamics of the number of teaching staff of the study program "Tourism and Hospitality Management" shows that the teaching staff has increased from 32 to 45 people (40.6%). Not only the quantitative composition of the teaching staff has changed, but also its qualitative changes were made. This follows from the teaching staff development policy – to involve in BIA teaching process young scientists as well as foreign professors.

There are also positive trends associated with the increase in the number of associate professors and professors working in the bachelor study program "Tourism and Hospitality Management". In the period from 2016/2017 of the study year until 2022/2023 during the study year, Marina Ginare and Vladislavs Volkovs have become associate professors, Žanna Caurkubule and Irina Plotka have become professors (repeatedly). BSA masters A. Ilyina and J. Popova defended her doctoral theses in economics at the Baltic International Academy and are now teaching the study program. Aļona Rogale-Homika is studying for a doctorate at the Baltic International Academy and is currently a candidate for a doctorate in economics, she is also employed in the master's program. Inesa Ratanova is studying for a doctoral degree at the University of Warsaw, Svetlana Polovko - Valtere is a doctoral student at the University of Warsaw.

a. The quality of studies is closely related to the qualification and scientific activity of the academic staff, and in order to increase the quality of studies, it is necessary to constantly monitor the increase in the proportion of academic staff with scientific degrees, to attract qualified foreign academic staff, and it is necessary to constantly renew, replace and involve the teaching staff in further education.

Table 3.14

Changes in the teaching staff of the professional bachelor's study program "Tourism and Hospitality Management" during the review period from 2016/2017 st. year until 2022/2023 st. year

	Doctors of Science		including:			
			Professors		Associate Professors	
Study year	2016/ 2017	2022/ 2023	2016/ 2017	2022/ 2023	2016/ 2017	2022/ 2023
Elected BIA	11	17	1	2	4	4
Not elected BIA	3	9	-	1	1	2
Total	14	26	1	3	5	6

In the period from the previous accreditation, there were positive changes in the academic staff of the study program "Tourism and Hospitality Management", which resulted in the following results:

- The number of elected doctors of science increased by 86%;
- The number of elected professors increased three times.

That gave the opportunity to significantly increase scientific potential of the field of studies and study program, which helped to increase study results, as the scientific activity of teaching staff is directly connected with the development of students' scientific activity skills. When attracting more doctors of science, including professors, to the study process, they try to constantly improve qualifications and introduce new educational innovations in the study process, thus motivating students for further education in the master's degree. Also, several guest lecturers are attracted to the program.

In the implementation of the professional bachelor's study program "Tourism and Hospitality Management", scientific and pedagogical experience of the teaching staff ensures achievement of the goals of educational program, as well as creation of appropriate knowledge, skills and competencies for students, achieving the set study results.

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).

Cooperation mechanisms of teaching staff to ensure interconnection of study courses are necessary for the planning, creation and realisation of interdisciplinary study courses. There are several training mechanisms / models of interdisciplinary study courses at BIA.

1. One of the functions of the BIA Methodological Council is to plan and implement events - seminars for the teaching staff and not only for them, as the seminars are open to the public. Such seminars, where the best lecturers of the Academy, industry experts and representatives of state and non-state institutions took part, are organised to develop the competences of creating and implementing interindustry/interdisciplinary lessons and study courses in academic staff.

2. The program director discusses with the teaching staff the content of the program and promotes interconnection. Meetings are organised at least twice a year, during which the results of student surveys, test results of e-study courses, etc. are discussed. Analysing interrelationship between the content of the study program, qualification to be awarded, the name and labor market trends, the above-mentioned teaching staff cooperate, improving the content of the program and developing current study courses. The work is organised under direction of the director of the study program, holding meetings at least once a month during the semester. One of the examples is cooperation in the involvement of students in research work.

3. At the beginning of the study year, topical issues related to the BIA priority research directions have been discussed, according to which the sample topics of studies and final theses have been supplemented. The teaching staff of the study course "Methodology for the preparation and defense of the thesis" based on the deficiencies found in the previous year in the development of theses, focuses the students' attention on conducting research and developing studies and final theses in accordance with the requirements of the BIA (Regulations on the development of final theses for defense at the Baltic International Academy).

4. Lecturers who lead studies and final theses, working with students, invite them to participate in the student conference and publish results of their research. Organised conferences allow quick response to the new trends in the field of interdisciplinary study courses.

At the time of submitting the self-evaluation report, 43 lecturers per 110 students are involved in the program.

Study program	Number of students per academic position
"Tourism and Hospitality Management"	2.6

In general, it can be concluded that the Baltic International Academy's professional bachelor's study program "Tourism and Hospitality Management" can be evaluated as competitive and meets modern requirements of the business sector.

ANNEXES

Curriculum of the Study Programme "Tourism and Hospitality Management"
Full-time (4 years, 8 semesters)

Course title	Name, surname of responsible professor	CP	Year 1		Year 2		Year 1		Year 2		Exam	Dif. assessment
			Sem. 1	Sem. 2	Sem. 3	Sem. 4	Sem. 5	Sem. 6	Sem. 7	Sem. 8		
Part A (General Study Courses)		**30**	*15*	*3*	*6*	*3*	*3*	*0*	*0*	*0*		
Theory and Methodology of Scientific Work	Dr,phil. V. Kačans (LV) Dr.sc.soc.V.Volkovs (Eng)	3	3									+
Professional English/Latvian in Tourism	Dr.paed. I. Popova (LV, Eng) Mg. MBA N. Sotikova* (LV)	9	3	3	3						+	+
Legal Framework for Tourism and Hospitality	Dr.jur. T.Jurkeviča (LV, Eng)	3	3									+
Business Communication and Professional Ethics	Dr. philol. I.Dimante (LV) Dr.paed. I. Popova (Eng)	3	3									+
Civil Defence and Environmental Protection	Mg. MBA. K. Doronina (LV, Eng)	3	3									+
Psychology	Dr. psyh. O.Ņikiforovs (LV) Dr.psyh. I.Plotka (Eng)	3			3						+	
Sociology	Dr. sc. soc. V.Volkovs (LV, Eng)	3				3					+	
Philosophy	Dr,phil. V. Kačans (LV) Dr.sc.soc.V.Volkovs (Eng)	3					3				+	
Part A1 (Core Courses)		**54**	*10*	*19*	*11*	*5*	*7*	*0*	*2*	*0*		
Introduction to Studies and the Profession	Dr.sc.ing.Ž.Caurkubule (LV) Dr.sc.pol. M. Gunare (Eng)	1	1									+
Latvian and Baltic History and Culture	Dr.art. N. Pazuhina (LV, Eng)	3		3								+
History of World Culture	Dr.art. N. Pazuhina (LV, Eng)	3			3							+
Economics	Mg.oec. A.Papins (LV) Dr.oec. B.Heimanis (LV) Dr.oec. G.Fainšteins (Eng) Dr.oec. J. Popova (Eng)	6	3	3							+	
Introduction to Entrepreneurship	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. J. Popova (Eng)	3		3								+
Accounting and Taxation	Mg.oec. I.Ratanova (LV,Eng) Mg.oec. Ž.Černoštana (Eng)	6		3	3						+	
Introduction to Marketing	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. A.Iļjina (Eng)	5			5						+	
Introduction to Management	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. G.Fainšteins (Eng) Dr.oec. J. Popova (Eng)	4		4							+	
Human resources management	Dr.biol. V.Krieviņa (LV) Mg. MBA. K. Doronina (Eng)	5				5					+	
Corporate Finance	Dr.sc.admin. I.Mavļutova (LV, Eng)	5					5				+	
Fundamentals of Mathematics and Statistics	Dr.oec. J. Vozņuka (LV) Dr.oec. A.Saņņikova (LV) Dr.sc.ing. J.Žukovska (Eng) Dr.sc.ing. N.Ņečvaļs (Eng)	6	3	3							+	
Applied Informatics	Dr.sc.ing. J.Timoščenko (LV) Dr.sc.ing. V.Žilinskis (Eng)	3	3									+
Information Technologies in Tourism and Hospitality	Dr.sc.ing. J.Timoščenko (LV)	4					2		2			+

	Mg. art. A.Rogale-Homika (LV, Eng) Dr.sc.ing. V.Žilinskis (Eng)											
Part B (Professional Elective Courses)		**90**	*5*	*5*	*13*	*13*	*17*	*12*	*25*	*0*		
		CP	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Ex**	**D.a.**
Tourism Geography	Mg. MBA N. Sotikova (LV) Mg. philol. L. Bavrina (Eng)	3	3									+
World Market for Tourism Services and International Economic Relations	Dr. admin. R.Kočanova (LV) Dr.oec. B.Heimanis (LV) PhD, K. Tymoshenko (Eng)	5		5							+	
Professional Terminology (German/French/Russian) in Tourism	Mg.philol. E. Donska (LV) Mg.philol. L. Gorelkina (Eng) Vieslektori	9				3	3	3			+	+
Organisation and Management of Tourism Operation	Mg. MBA. J.Serebrjakova(LV, Eng) Mg. art. A.Rogale-Homika (LV, Eng)	4			4						+	
Organisation and Management of Excursions	Dr.art. N. Pazuhina (LV, Eng) Mg. philol. L. Bavrina (Eng)	3			3							+
Organisation and Management of Special Events in Tourism	Dr. admin. R.Kočanova (LV) Dr.sc.pol. M. Gunare (Eng)	3			3							+
Insurance in Tourism and Hospitality	Dr.sc.ing. N. Novožilova Mg.oec. S.Polovko-Valtere (LV, Eng)	3			3							+
Catering Service	Dr. paed. I.Kuliša (LV) Mg. philol. L. Bavrina (Eng)	4				4					+	
Business Economics in Tourism and Hospitality	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. O.Skorobogatova (Eng)	4				4					+	
Marketing in Tourism and Hospitality	Dr.oec. J. Vozņuka (LV, Eng)	3					3				+	
Management in Tourism and Hospitality	Dr. admin. R.Kočanova (LV) Dr.oec. J. Popova (Eng)	3					3				+	
Hotel Management	Mg.oec. I.Balode (LV) Dr.sc.pol. M. Gunare (Eng)	4					4				+	
Tourism Destination Marketing	Dr.oec. J. Vozņuka (LV, Eng)	4					4				+	
Basics of Tourism Logistics	Dr.sc.ing. N. Novožilova (LV) Mg.oec. S.Polovko-Valtere (LV, Eng) Dr.sc.ing. V.Žilinskis (Eng)	3							3			+
Marketing Research	Dr.oec. J. Vozņuka (LV, Eng)	3						3				+
E-marketing	Dr.oec. J. Vozņuka (LV, Eng) PhD K. Tymoshenko (Eng) Mg. MBA, Mg.art. I.Beliatskaya (Eng)	3							3			+
Business Tourism (MICE)	Dr. admin. R.Kočanova (LV) Mg. MBA G. Bukovska (LV, Eng) Mg. philol. L. Bavrina (Eng)	3							3		+	
Cultural Tourism and Cultural Discourse	Dr.art. N. Pazuhina (LV, Eng)	3						3			+	
Quality management	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. I.Ratanova (LV, Eng)	3						3			+	
Ecotourism and Nature Protection	Mg. MBA. K. Doronina (LV, Eng)	3							3			+
World Religions and Sacred Tourism	Dr.art. N. Pazuhina (LV, Eng)	3							3			+
Organising and Managing Health Tourism	Mg. MBA. J.Serebrjakova (LV, Eng)	3							3		+	
Strategic Management	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. J. Popova (Eng) Dr.oec. G.Fainšteins (Eng)	3							3		+	
Marketing Communications Management in Tourism	Dr.oec. J. Vozņuka (LV, Eng)	3							3			+
Tourism Project Management	Mg.oec. I.Ratanova (LV, Eng)	4							4		+	
Leisure and Entertainment Management	Dr.art. N. Pazuhina (LV, Eng)	4							4		+	
Corporate Culture in Tourism and Hospitality	Dr. philol. I.Dimante (LV) Mg.MBA N. Sotikova (LV) Mg. philol. L. Bavrina (Eng)	2	2									+
Course Paper		**8**				2		3	3		+	

Part C (Free Elective Courses)		**9**		**3**			**3**		**3**			
Part P (Internship P)		**39**				**9**		**18**		**12**		
Internship I - Introductory Internship	Mg. MBA. K. Doronina (LV, Eng)	9				9					+	
Internship II - Qualification Internship	Mg. art. A.Rogale-Homika (LV, Eng)	18						18			+	
Internship III - Undergraduate Internship	Dr.sc.ing.Ž.Caurkubule(LV) Dr.sc.pol. M. Gunare (Eng)	12								12	+	
Part G (State Examination G)										**18**		
Development and Defence of Thesis	Dr.sc.ing.Ž.Caurkubule(LV) Dr.sc.pol. M. Gunare (Eng)	18								18	+	
Total		**240**	**30**	**30**	**30**	**30**	**30**	**30**	**30**	**30**		

*For foreign students

Statistics on Students Enrolled in Professional Bachelor's Degree Programmes

"Tourism and Hospitality Management"

Dynamics of Students Enrolled in the Study Programme from 2016/17 to 2022/23

Table 1.

Number of students as of 01.10

Study period	Total number of students in the programme "Tourism and Hospitality Management"			
	full-time day	full-time evening	part-time day	**Total:**
a.y. 2016/17	149	37	7	**193**
a.y. 2017/18	135	24	14	**173**
a.y. 2018/19	119	10	21	**150**
a.y. 2019/20	131	6	23	**160**
a.y. 2020/21	149	1	18	**168**
a.y. 2021/22	138		21	**159**
a.y. 2022/23	106		13	**119**

Enrollments in the 1st Year of the Study Programme from 2016/2017 to 2022/2023

Table 2. Enrollments in the 1st year of the study programme

Study period	Enrollments in the programme "Tourism and Hospitality Management"			
	full-time day	full-time evening	part-time day	**Total:**
a.y. 2016/17	37	2	7	**46**
a.y. 2017/18	39	3	8	**50**
a.y. 2018/19	36		11	**47**
a.y. 2019/20	63		10	**73**
a.y. 2020/21	71		3	**74**
a.y. 2021/22	46		5	**51**
a.y. 2022/23	28			**28**

Dynamics of the Number of Graduates from 2016/2017 to 2022/2023

Table 3. Number of graduates

Study period	Number of graduates of the programme "Tourism and Hospitality Management"
	Total:
a.y. 2016/17	38
a.y. 2017/18	42
a.y. 2018/19	43
a.y. 2019/20	32
a.y. 2020/21	20
a.y. 2021/22	22
a.y. 2022/23	18

Student Attrition from 2016/2017 to 2019/2020

Table 4. Student attrition

Study period	Student attrition in the programme "Tourism and Hospitality Management"				
	By own choice	By academic debt	By financial debt	Termination of study contract	**Total:**
a.y. 2016/17	10	21	5	6	**42**
a.y. 2017/18	11	9	4	1	**25**
a.y. 2018/19	8	15	-	12	**35**
a.y. 2019/20	12	13	-	-	**25**
a.y. 2020/21	18	17	-	16	**51**
a.y. 2021/22	5	26	-	7	**38**
a.y. 2022/23	10	29	-	11	**50**

Distribution of Student Numbers by Language of Instruction of Study

Table 5. Languages of instruction of study

Study period	Study languages in the programme "Tourism and Hospitality Management"				
	Latvian	**English**	**Bilingual**	**Russian**	**Total**
a.y. 2016/17	11	2	46	134	193
a.y. 2017/18	6	4	48	115	173
a.y. 2018/19	4	2	61	83	150
a.y. 2019/20	2	18	86	54	160
a.y. 2020/21	-	28	107	33	168
a.y. 2021/22	67	38	46	8	159
a.y. 2022/23	52	29	27	1	119

Statistics on Full-time Students from Abroad, by Country of Residence

Table 6. Number of foreign students in the programme "Tourism and Hospitality Management"

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	**Total**
Russia	10	9	8	11	10	9	7	64
Guinea					4	1		5
Ghana							1	1
Azerbaijan	9	5	1	1	1	2	1	20
United Arab Emirates						1		1
Sri Lanka					1			1
Uzbekistan	14	18	13	16	17	15	11	104
Belarus	2	1	2	1				6
Ukraine	2	1	1	4	1		1	10
Italy			1	1				2
Côte d'Ivoire			1					1
Nepal					3	5	2	10
Nigeria						1		1
Turkey						1	1	2
Lithuania	1	1	1	1	1			5
Cameroon					2	10	6	18
India				4	3	3	2	12
Kazakhstan	1	2	1	1	1	1		7
USA				1	1	1		3
Pakistan		1		2	3			6
Total:	39	38	29	43	48	50	32	279

Curriculum of the Study Programme "Tourism and Hospitality Management"
Part-time (4 years, 9 semesters)

Course title	Name, surname of responsible professor	Credits points	Breakdown by course and semester									Form of monitoring	
			Year 1		Year 2		Year 3		Year 4		Year 5, 9 sem.	Exam	Test
			Sem. 1	Sem. 2	Sem. 3	Sem. 4	Sem. 5	Sem. 6	Sem. 7	Sem. 8			
Part A (General Study Courses)		30	*15*	*3*	*6*	*3*	*3*	*0*	*0*	*0*	*0*		

Course	Lecturer	Cr.	1	2	3	4	5	6	7	8	9		
Theory and Methodology of Scientific Work	Dr,phil. V. Kačans (LV) Dr.sc.soc.V.Volkovs (Eng)	3	**3**										+
Professional English/Latvian in Tourism	Dr.paed. I. Popova (LV, Eng) Mg. MBA N. Sotikova* (LV)	9	3	3	3							+	+
Legal Framework for Tourism and Hospitality	Dr.jur. T.Jurkeviča (LV, Eng)	3	3										+
Business Communication and Professional Ethics	Dr. philol. I.Dimante (LV) Dr.paed. I. Popova (Eng)	3	3										+
Civil Defence and Environmental Protection	Mg. MBA. K. Doronina (LV, Eng)	3	3										+
Psychology	Dr. psyh. O.Ņikiforovs (LV) Dr.psyh. I.Plotka (Eng)	3			3							+	
Sociology	Dr. sc. soc. V.Volkovs (LV, Eng)	3				3						+	
Philosophy	Dr,phil. V. Kačans (LV) Dr.sc.soc.V.Volkovs (Eng)	3					3					+	
Part A1 (Core Courses)		**54**	*10*	*18*	*9*	*3*	*12*	*0*	*2*	*0*	*0*		
Introduction to Studies and the Profession	Dr.sc.ing.Ž.Caurkubule (LV) Dr.sc.pol. M. Gunare (Eng)	1	1										+
Latvian and Baltic History and Culture	Dr.art. N. Pazuhina (LV, Eng)	3		3									+
History of World Culture	Dr.art. N. Pazuhina (LV, Eng)	3			3								+
Economics	Mg.oec. A.Papins (LV) Dr.oec. B.Heimanis (LV) Dr.oec. G.Fainšteins (Eng) Dr.oec. J. Popova (Eng)	6	3	3								+	
Introduction to Entrepreneurship	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. J. Popova (Eng)	3			3								+
Accounting and Taxation	Mg.oec. I.Ratanova (LV,Eng) Mg.oec. Ž.Černoštana (Eng)	6			3	3						+	
Introduction to Marketing	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. A.Iļjina (Eng)	5		5								+	
Introduction to Management	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. G.Fainšteins (Eng) Dr.oec. J. Popova (Eng)	4		4								+	
Human resources management	Dr.biol. V.Krieviņa (LV) Mg. MBA. K. Doronina (Eng)	5					5					+	
Corporate Finance	Dr.sc.admin. I.Mavļutova (LV, Eng)	5					5					+	
Fundamentals of Mathematics and Statistics	Dr.oec. J. Vozņuka (LV) Dr.oec. A.Saņņikova (LV) Dr.sc.ing. J.Žukovska (Eng) Dr.sc.ing. N.Ņečvaļs (Eng)	6	3	3								+	
Applied Informatics	Dr.sc.ing. J.Timoščenko (LV) Dr.sc.ing. V.Žilinskis (Eng)	3	3										+
Information Technologies in Tourism and Hospitality	Dr.sc.ing. J.Timoščenko (LV) Mg. art. A.Rogale-Homika (LV, Eng) Dr.sc.ing. V.Žilinskis (Eng)	4					2		2			+	+
Part B (Professional Elective Courses)		**90**	*2*	*3*	*11*	*12*	*9*	*10*	*22*	*22*	*0*		
Tourism Geography	Mg. MBA N. Sotikova (LV) Mg. philol. L. Bavrina (Eng)	3		3									+
World Market for Tourism Services and International Economic Relations	Dr. admin. R.Kočanova (LV) Dr.oec. B.Heimanis (LV) PhD, K. Tymoshenko (Eng)	5			5							+	
Professional Terminology (German/French/Russian) in Tourism	Mg.philol. E. Donska (LV) Mg.philol. L. Gorelkina (Eng) Vieslektori	9			3	3	3					+	+
Business Economics in Tourism and Hospitality	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. O.Skorobogatova (Eng)	4						4				+	
Organisation and Management of Tourism Operation	Mg. MBA. J.Serebrjakova(LV, Eng) Mg. art. A.Rogale-Homika (LV, Eng)	4							4			+	
Marketing in Tourism and Hospitality	Dr.oec. J. Vozņuka (LV, Eng)	3			3							+	
Organising and Managing Health Tourism	Mg. MBA. J.Serebrjakova (LV, Eng)	3							3			+	
Marketing Research	Dr.oec. J. Vozņuka (LV, Eng)	3					3						+
E-marketing	Dr.oec. J. Vozņuka (LV, Eng) PhD K. Tymoshenko Mg. MBA, Mg.art. I.Beliatskaya	3							3				+

Course	Lecturers	Total	1	2	3	4	5	6	7	8	9		
Business Tourism (MICE)	Dr. admin. R.Kočanova (LV) Mg. MBA G. Bukovska (LV, Eng) Mg. philol. L. Bavrina (Eng)	3							3			+	
Management in Tourism and Hospitality	Dr. admin. R.Kočanova (LV) Dr.oec. J. Popova (Eng)	3							3			+	
Strategic Management	Dr.sc.ing.Ž.Caurkubule (LV) Dr.oec. J. Popova (Eng) Dr.oec. G.Fainšteins (Eng)	3							3			+	
Hotel Management	Mg.oec. I.Balode (LV) Dr.sc.pol. M. Gunare (Eng)	4								4		+	
Organisation and Management of Excursions	Dr.art. N. Pazuhina (LV, Eng) Mg. philol. L. Bavrina (LV, Eng)	3				3							+
Cultural Tourism and Cultural Discourse	Dr.art. N. Pazuhina (LV, Eng)	3					3						
Basics of Tourism Logistics	Dr.sc.ing. N. Novožilova (LV) Mg.oec. S.Polovko-Valtere (LV, Eng) Dr.sc.ing. V.Žilinskis (Eng)	3					3						+
Tourism Project Management	Mg.oec. I.Ratanova (LV,Eng)	4								4		+	
Insurance in Tourism and Hospitality	Dr.sc.ing. N. Novožilova Mg.oec. S.Polovko-Valtere (LV, Eng)	3			3								+
Quality management	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. I.Ratanova (LV, Eng)	3							3			+	
Ecotourism and Nature Protection	Mg. MBA. K. Doronina (LV, Eng)	3							3				+
Organisation and Management of Special Events in Tourism	Dr. admin. R.Kočanova (LV) Dr.sc.pol. M. Gunare (Eng)	3					3						+
Catering Service	Dr. paed. I.Kuliša (LV) Mg. philol. L. Bavrina (Eng)	4				4						+	
Marketing Communications Management in Tourism	Dr.oec. J. Vozņuka (LV, Eng)	3								3			+
Leisure and Entertainment Management	Dr.art. N. Pazuhina (LV,Eng)	4								4		+	
Tourism Destination Marketing	Dr.oec. J. Vozņuka (LV, Eng)	4								4		+	
Corporate Culture in Tourism and Hospitality	Dr. philol. I.Dimante (LV) Mg.MBA N. Sotikova (LV) Mg. philol. L. Bavrina (Eng)	2	2										+
Course Paper		8				2		3		3		+	
Part C (Free Elective Courses)		9		3			3		3				
Part P (Internship P)		39				9		18			12		
Internship I - Introductory Internship	Mg. MBA. K. Doronina (LV, Eng)	9				9						+	
Internship II - Qualification Internship	Mg. art. A.Rogale-Homika (LV, Eng)	18						18				+	
Internship III - Undergraduate Internship	Dr.sc.ing.Ž.Caurkubule(LV) Dr.sc.pol. M. Gunare (Eng)	12									12	+	
Part G (State Examination G)											18		
Development and Defence of Thesis	Dr.sc.ing.Ž.Caurkubule(LV) Dr.sc.pol. M. Gunare (Eng)	18									18	+	
Total		240	27	27	26	27	27	28	26	22	30		

*For foreign students

Compliance of the Study Programme "Tourism and Hospitality Management" with the Occupational Standard

Occupational Standard for TOURISM SERVICES MANAGEMENT, approved 23.06.2023, https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-253.pdf

Skills and Attitudes, PROFESSIONAL Knowledge and Competences Required for the Performance of the Main Tasks and Duties of the Occupation

Skills and attitudes	Professional knowledge	Competences (level of qualification)	Corresponding study courses in the study programme "Tourism and Hospitality Management"	Number of CPs
Setting up/establishing an organisation:				
• Assess the tourism business environment, influencing factors, etc. in setting up the organisation • Conduct regional, national and global market research in the sector • Use professional terminology in the tourism industry • Evaluate/analyse competitors and their methods of operation • Ensure objective documentation of the results of market research in the sector	***At the level of understanding:*** • Tourism policy and governance. • Classification and segments of organisations. • Organisational structures and hierarchies, their characteristics, organisational differences. ***At the level of use:*** • Market research methods. • Information/data processing. • Competition, competitors and explanation of competitive terms. • Professional terminology in foreign languages, including English.	Able to carry out regional, national and global market research in the tourism sector	• Latvian and Baltic History and Culture • Economics • Tourism Geography • World Market for Tourism Services and International Economic Relations • World Religions and Sacred Tourism	3 6 3 5 3
• Assess external and internal influencing factors. Determine the organisation's purpose • Develop the organisation's strategy • Develop the organisation's business processes • Manage the organisation's process arrangements	***At the level of understanding:*** • Local and foreign service/market statistics. • Mission and vision of the organisation ***At the level of use:*** Relevant laws and regulations affecting the tourism sector - tourism, accommodation, catering.	Able to define the purpose of the organisation based on the organisation's strategy.	• Economics • Introduction to Entrepreneurship • Introduction to Management • Management in Tourism and Hospitality • Strategic Management	6 3 3 3 3

• Establish the organisational structure • Apply the requirements of the binding laws and regulations			• Organisation and Management of Tourism Operation	4
• Define the structure of the business plan. • Determine human resource needs. • Select the appropriate accounting software for the size of the organisation. • Ensure the implementation of the online accounting software. • Determine technical support options and costs	*At the level of understanding:* • Specificity of the tourism sector - tourism, accommodation, catering. • Fixed/variable costs. • Markup and discount policy. • Investment planning - fixed assets and human resources. *At the level of use:* • Pay slips, tax calculations and payments, payment information, supplier payments, etc. • Pricing policy. • Accounting system.	Able to develop a business plan for a tourism sector organisation in a specific field for a specific period of time.	• Introduction to Studies and the Profession • Introduction to Entrepreneurship • Introduction to Management • Introduction to Marketing • Human Resources Management • Accounting and Taxation • Corporate Finance • Business Economics in Tourism and Hospitality • Organisation and Management of Tourism Operation	1 3 4 5 5 6 5 4 4
• Carry out a risk analysis of services. • Lead the development of service offerings. • Manage the costing of services. • Determine the capacity of the organisation to deliver services. • Analyse the profit/loss calculation. • Make proposals, including innovative ones.	*At the level of understanding:* • Internal and external factors affecting the sector, services in the region, LV and globally. • Natural factors and resources. *At the level of use:* • Tourism service, tourism destination, tourism flows, tourist attractions and facilities. • Seasonal and non-seasonal services/tourism seasonality.	Able to develop service offerings for the organisation, taking into account the criteria of service diversity and sustainability.	• Introduction to Entrepreneurship • Accounting and Taxation • Corporate Finance • Business Economics in Tourism and Hospitality • Organisation and Management of Tourism Operation • Insurance in Tourism and Hospitality	3 6 5 4 4 3
• Choose sources of finance. • Plan financial flows in the short term. • Plan financial flows in the long term. • Plan the attraction of investments.	*At the level of understanding:* • HR management • Communication orientations and flows. • Labour, environmental and civil protection *At the level of use:*	Able to develop and plan an investment plan for the short and long term.	• Corporate Finance • Human resources management • Tourism Project Management	5 5 4 3

• Organise the financial flow of the organisation. • Monitor financial flows in the short and long term.	• Stress and fatigue management. • Recruitment process and interviews. • Teamwork. • Labour law. • Managing and processing HR documents (job descriptions, employment contracts, etc.).		• Legal Framework for Tourism and Hospitality • Civil Defence and Labour Protection • Ecotourism and Nature Protection • Interpersonal Communication	3 3 3
• Develop the organisation's HR policy. • Define requirements for staff at all levels, including job descriptions, employment contracts. • Lead the planning, organisation and design of training. • Promote staff/employee development and loyalty. • Oversee the process of optimisation of personnel/employees/ human resources. • Assess the competences, skills and attitudes of project staff. • Ensure information flow processes in the organisation • Evaluate communication processes.	*At the level of understanding:* • HR management. • Human resource management. • Communication orientations and flows. • Labour, environmental and civil protection. *At the level of use:* • Outsourcing planning (incl. guides, ancillary services). • Recruitment process and interviews. • Teamwork. • Labour law. • Managing and processing HR documents (job descriptions, employment contracts, etc.). • Organisation of staff/employee training.	Able to provide the organisation's personnel/HR management functions in line with the objectives of the HR policy and strategy.	• Human Resources Management • Civil Defence and Labour Protection • Ecotourism and Nature Protection • Interpersonal Communication • Business Communication and Professional Ethics • Legal Framework for Tourism and Hospitality • Applied Informatics	5 3 3 3 3 3 3
Managing the organisation's work and processes:				
• Ensure the team has a common understanding of the organisation's objectives. • Ensure continuity of work processes across organisations in different sectors: - tourism, - accommodation, - catering. • Establish effective communication at work and process management stages. • Forecast and plan organisational resources	*At the level of understanding:* • Work environment management • Definition of mission and vision. • Factors affecting the working environment *At the level of use:* • Individual and team work - characteristics (responsibility, cooperation, etc.) • Characteristics of companies/work organisation in sectoral organisations - tourism,	Able to coordinate work processes in an organisation, ensuring continuity, systemicity and efficiency of work processes.	• Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Hotel Management • Catering Service	4 3 4 4 4

• Respond promptly to changes in work and processes in the organisation and the environment	accommodation, catering. • Resource planning.			
• Identify the external and internal resources needed to carry out work processes efficiently. • Delegate work tasks to departments. • Review work processes against the organisation's performance objectives. • Accurately plan the organisation's business activities. • Improve the environment related to work processes.	*At the level of understanding:* Work resources, work environment. *At the level of use:* Work organisation and management. Working time and its organisation.	Able to organise and improve the work process, ensuring efficient use of time and resources.	• Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Psychology	4 3 4 3
• Monitor the implementation of internal rules. • Evaluate and monitor components/elements/functions of the working environment - conditions, risks, effectiveness. • Determine the effectiveness and efficiency of work processes. • Ensure effective control of service performance. • Evaluate compliance with quality requirements. • Monitor the efficient use of financial resources.	*At the level of understanding:* • Interaction between workload and finance. • Comparability of the volume and content of staff work *At the level of use:* • Business etiquette. • Employee motivation.	Able to manage the work process, monitoring quality service delivery and value for money.	• Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Corporate Finance • Quality management • Business Etiquette	4 3 4 5 3 3
• Summarise performance results. • Ensure feedback. • Respond in a timely manner to deviations in the work process. • Analyse the work process.	*At the level of understanding:* • Profitability. • Main function and types of control. • Quality criteria/requirements and standards.	Able to control the work process by critically evaluating intermediate results, work processes and the return on all related resources.	• Fundamentals of Mathematics and Statistics • Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Corporate Finance • Quality Management	6 4 3 4 5 3

• Comply with the requirements of the Consumer Rights Protection Law in the organisation's service quality management system. • Gather necessary/existing/prepared information on the organisation's resources - human, financial, material, information, etc. • Plan human resources - number, qualifications, duties and responsibilities, etc. • Plan the processes to be carried out - infrastructure, working environment and locations, working hours, on-site and/or remote, deadlines, etc. • Analyse customer needs and expectations.	*At the level of understanding:* • Sustainability. • Social, physiological, culturally historical needs - physiological, social, self-esteem, etc. • Description of the quality management system. *At the level of use:* • Requirements of regulatory enactments binding the sector and the service • Change management. • Quality system models and management approaches.	Ability to establish a quality management system for the organisation's services in accordance with professional/industry and organisational standards.	• Legal Framework for Tourism and Hospitality • Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Human Resources Management • Quality Management • Introduction to Marketing	3 4 3 4 5 3 5
• Assess the risks to the organisation's performance - economic and industry; market changes; production; financial; human skills; availability, etc. • Control the organisation's operational risks, both material and non-material. • Review the organisation's operational risks, both material and non-material. • Establish a plan of solution minimising the risks. • Organise the implementation of the plan.	*At the level of understanding:* • Characterisation of the risk factors of the organisation's activities. • Basic macroeconomics. • Risk management. *At the level of use:* • Transparency of operations and processes. • Preventive risk mitigation measures and methods of dealing with situations. • Information gathering and communication in crisis situations	Ability to manage crisis situations in the organisation, making responsible decisions, including in situations of increased stress.	• Economics • Introduction to Entrepreneurship • Insurance in Tourism and Hospitality • Interpersonal Communication • Business Communication and Professional Ethics	6 3 3 3 3
• Collect and review the information and documentation needed for financial planning. • Plan the organisation's budget. • Monitor the implementation of the budget.	*At the level of understanding:* • Sustainability of the organisation. • Types of international payments. *At the level of use:* • Operational financial planning.	Ability to participate responsibly in the financial management of the organisation, ensuring efficient use	• Accounting and Taxation • Corporate Finance • Business Economics in Tourism and Hospitality • Introduction to Marketing	6 5 4 5

• Analyse the factors influencing budget execution. • Conduct market research (supplier price surveys) on services related to the provision of services.	• Budgeting of the organisation for different periods (quarterly, annual, etc.). • Multitasking - application, characteristics, limits, responsibilities.	of financial resources	• Marketing in Tourism and Hospitality • Marketing Research	3 3
Tourism services lifecycle management:				
• Assess the market for services - demand, competitors, environment, infrastructure, resources, etc. • Oversee costing of services. • Coordinate the development process of new service(s). • Evaluate service prices and forecast revenues. • Evaluate the sales of tourism services on the local and international market. • Keep abreast of innovative tourism solutions in different areas. • Be involved in the generation of new/innovative ideas, contributing to the visibility of the company.	*At the level of understanding:* • Description of the organisation's services: - in the field of tourism; - in the field of accommodation; - in the field of catering *At the level of use:* • Methods and types of control. • Types of tourism, forms of tourism, types of services.	Ability to monitor and supervise the organisation's service design and implementation processes.	• Business Economics in Tourism and Hospitality • Organisation and Management of Tourism Operation • Introduction to Marketing • Marketing in Tourism and Hospitality • Marketing Research • Advertising and PR • E-marketing • Marketing Communications Management in Tourism • Management in Tourism and Hospitality • Hotel Management • Organising and Managing Health Tourism • Business Tourism (MICE) • Organisation and Management of Special Events in Tourism • Catering Service • Organisation and Management of Excursions • Leisure and Entertainment Management • Tourism Destination Marketing	4 4 5 3 3 3 3 3 3 4 3 3 3 4 3 4 4 3

			• Cultural Tourism and Cultural Discourse	3
			• World Religions and Sacred Tourism	3
			• Ecotourism and Nature Protection	
• Identify the countries of origin of tourists. • Identify market segmentation. • Segment the target group. • Control/monitor the achievement of the objectives. • Identify domestic and international outlets. • Identify the types of tourism services for one's organisation.	*At the level of understanding:* • Types of organisations/businesses; - in the field of tourism; - in the field of accommodation; - in the field of catering. *At the level of use:* • Types of tourism services: - in the field of tourism; - in the field of accommodation; - in the field of catering.	Ability to assess the classification of tourists for the effective management of services for their organisation.	• Organisation and Management of Tourism Operation	4
			• Hotel Management	4
			• Catering Service	4
			• Tourism Geography	3
			• World Market for Tourism Services and International Economic Relations	5
			• Marketing Research	
			• Organising and Managing Health Tourism	3
			• Business Tourism (MICE)	4
			• Organisation and Management of Special Events in Tourism	3
			• Cultural Tourism and Cultural Discourse	3
			• Ecotourism and Nature Protection	3

			• World Religions and Sacred Tourism	3
				3
• Analyse the current service situation/status of the organisation, destination, region - costs, demand, sales, etc. in the context of sustainability. • Develop an organisational strategy to promote the sustainability of services. • Establish an action plan/measures for the sustainability of the services of the organisation, destination, regions. • Implement the principles of the UN Code of Ethics for Tourism in the implementation and delivery of services.	*At the level of understanding:* • City, county, national, regional tourism strategies. • Development of economic sectors/areas specific to the region. • Types of tourism impacts. • UN Code of Ethics for Tourism. *At the level of use:* • Implementation and improvement of environmental standards. • Use of local (city, region, country) producers, resources and services.	Ability to ensure sustainability of tourism services by targeting new opportunities for organisational development.	• Business Economics in Tourism and Hospitality • Organisation and Management of Tourism Operation • Strategic Management • Tourism Destination Marketing • Corporate Culture in Tourism and Hospitality • Social Entrepreneurship • Business Communication and Professional Ethics	4 4 3 4 2 3 3
• Apply the requirements of quality standards to service evaluation. • Evaluate service levels according to market and customer segments. • Apply international industry quality standards. • Participate and contribute to the implementation, maintenance and improvement of the quality management system. • Regularly carry out internal and external audits of service related processes (efficiency, productivity, costs, etc.).	*At the level of understanding:* • Quality standard. • Quality management systems in Latvia and worldwide, their characteristics. *At the level of use:* • Quality management system in the organisation. • Criteria of the 'Hotelstars Union'.	Ability to ensure quality management of tourism services.	• Quality Management • Information Technologies in Tourism and Hospitality	3 4
• Identify the target market. • Identify the organisation's Strengths, Weaknesses, Opportunities and Threats. • Carry out research on primary and secondary tourism resources.	*At the level of understanding:* • Economic situation, globalisation. • Primary/secondary resources. • Data processing methods. *At the level of use:*	Ability to critically research the tourism outlet market, assessing consumer needs and preferences.	• Marketing in Tourism and Hospitality • Marketing Research • Management in Tourism and Hospitality	3 3 3

	• Data collection. • Cooperation with partners - existing and potential. • SWOT analysis		• Information Technologies in Tourism and Hospitality	4
• Carry out a SWOT analysis of competitors' services. • Collect and analyse information on individual sectors/markets/customers and competitors from several reliable sources. • Analyse/examine the competitors' environment according to certain criteria (size of organisation, number of employees, main services, sales methods (incl. advertising), etc.). • Evaluate the strengths, weaknesses, etc. of one's own/the organisation/service. • Identify/segment the market position of the service(s).	*At the level of understanding:* • Statistics. • Data processing tools. • Data protection. • Regulatory requirements (directives). *At the level of use:* • Legal framework for the tourism sector • Competitiveness assessment.	Ability to carry out a comprehensive study of competitors' services, identifying the competitiveness of their services.	• Fundamentals of Mathematics and Statistics • Marketing in Tourism and Hospitality • Marketing Research • Applied Informatics • Information Technologies in Tourism and Hospitality • Legal Framework for Tourism and Hospitality	6 3 3 3 4 3
Service sales management:				
• Identify service market niches and segments. • Ensure a constructive targeting process. • Segment customers according to criteria set by the organisation. • Create a customer profile. • Personalise and tailor services to the specific customer. • Evaluate the differences in market orientation between organisations in the sector - tourism, accommodation, catering.	*At the level of understanding:* • Marketing elements or the 4P's. • Types of marketing activities. • Marketisation of a service. • Marketing. • Types of contracts - cooperation, service, etc. *At the level of use:* • Pricing policy. • Segmentation. • Costs, financial resources, profitability. • Trip categories. • Categories of travellers. • Handover and takeover deed.	• Ability to market services through effective communication and cooperation, including in a multicultural environment. • Ability to communicate with customers, business partners, using business communication and intercultural communication skills.	• Introduction to Marketing • Marketing in Tourism and Hospitality • Marketing Research • Advertising and PR • E-marketing • Marketing Communications Management in Tourism • Business Economics in Tourism and Hospitality	5 3 3 3 3 3 4

• Provide a marketing strategy to achieve the objective. • Design the service accordingly: - customer category; - service segmentation, etc. • Evaluate the differences in the implementation of the marketing strategy in the sectoral organisations - catering, accommodation, tourism.	*At the level of understanding:* • Marketing. • Marketing activities. • Copyright. *At the level of use:* • Social media as a communication model, its use for professional purposes • Marketing strategy. • Types of presentation of tourism services. • Text editor.	Ability to implement different marketing strategies using an analytical and innovative approach.	• Marketing in Tourism and Hospitality • Marketing Communications Management in Tourism • E-marketing	3 3 3
• Motivate staff to sell. • Determine staff productivity. • Create modern presentations. • Implement the sales process. • Control the active sales process. • Make decisions in the service sales process. • Analyse the results of active sales. • Promote services via social networks.	*At the level of understanding:* • Sales process and methods. • Customer behaviour, psychological portrait. • Social media statistics *At the level of use:* • Professional/business communication. • Motivation building. • Business etiquette and ethics. • Static data analysis methods.	Ability to sell and organise a proactive sales process, reacting promptly to possible changes.	• Introduction to Management • Management in Tourism and Hospitality • Organisation and Management of Tourism Operation • Marketing in Tourism and Hospitality • E-marketing • Psychology • Business Communication and Professional Ethics • Business Etiquette • Fundamentals of Mathematics and Statistics	4 3 4 3 3 3 3 3 6
Managing technology and digitalisation in one's organisation:				
• Oversee the process of entering data, information and digital content. • Use content management systems (CRS, CMS). • Control and check visual material for tourism service descriptions. • Monitor and control data in accordance with document management rules. • Select the most appropriate use of technological resources in sectoral	*At the level of understanding:* • Data, information and digital content management. *At the level of use:* • CRM (Customer Relationships Management System). • Hotel management systems. • Accounting management system. • Billing systems, their types.	Ability to use technological resources in the implementation of the organisation's work and services in sectoral organisations - catering, accommodation, tourism.	• Accounting and Taxation • Applied Informatics • Information Technologies in Tourism and Hospitality • Hotel Management	6 3 4 4

organisations - tourism, accommodation, catering.				
• Assess the differences in resource use between organisations in the sector - tourism, accommodation, catering. • Select the most appropriate digital resources/tools. • Evaluate the effectiveness and efficiency of digital resources. • Organise/ensure regular maintenance of digital resources, including updating to the needs of the organisation	***At the level of understanding:*** • Digital resources, including automated emails, applications, platforms. ***At the level of use:*** • Smart device capabilities, protection, use. • Communication applications. • Communication culture in the electronic environment. • Application of analytics. • Copyright and licences.	• Ability to use digital resources in organisational work processes, including in the digital environment. • Ability to manage information, data and content for the most appropriate form of easy retrieval and storage. • Ability to decide on the most appropriate ways to adapt and adjust the digital environment to their needs.	• Applied Informatics • Information Technologies in Tourism and Hospitality • E-marketing • Corporate Culture in Tourism and Hospitality • Organisation and Management of Tourism Operation • Hotel Management • Catering Service	3 4 3 2 4 4 4
• Assess the online booking systems. • Monitor sales on the organisation's websites. • Use a variety of sales channels. • Update digital tools.	***At the level of understanding:*** • Tools for making presentations. • Network etiquette (netiquette). ***At the level of use:*** • Booking channels for tourism services (IDS). • Tourism service distribution systems (GDS).	• Ability to use digital tools to sell tourism services. • Ability to find solutions to complex distribution problems using digital technologies.	• Applied Informatics • Information Technologies in Tourism and Hospitality • E-marketing • Organisation and Management of Tourism Operation • Hotel Management • Catering Service	3 4 3 4 4 4
• Ensure secure storage of data on different sites. • Establish the organisation's digital data storage policy.	***At the level of understanding:*** • Regulatory requirements. • GDPR (General Data Protection Regulation). ***At the level of use:***	Ability to ensure long-term digital data management in the organisation.	• Applied Informatics • Information Technologies in Tourism and Hospitality	3 4 3

• Monitor the updating and storage of data in the organisation's database. • Oversee the archiving of digital data - video, audio, images, presentations, digital documents - and other digital data formats. • Destroy outdated data.	• Procedures for use and storage of personal data. • Digitisation of documents. Storage, handling, destruction of documents. • IT data security. • Data cloud, storage and scope.		• E-marketing	9

Skills and Attitudes, GENERAL Knowledge and Competences Required for the Performance of the Main Tasks and Duties of the Occupation

Skills and attitudes	General knowledge	Competences (level of qualification)	Corresponding study courses in the study programme "Tourism and Hospitality Management"	Number of CP
• Communicate according to the target audience and the demands of the situation • Produce well-structured, detailed texts. • Use professional vocabulary of the industry/sector in Latvian. • Publish presentation materials and speak to different audiences. • Present a professional topic in a clear and reasoned manner in the national language.	*At the level of understanding:* • Language functions. • Types of verbal interaction. • Specificity of literary and non-literary texts. • Language styles and intonation features. *At the level of use:* • Vocabulary. • Functional grammar. • Diversity of language and communication in different contexts using visual, audio/sound and digital materials.	• Ability to communicate fluently in the national language, both orally and in writing, observing the norms of literary language and using professional terminology in the performance of professional duties. • Ability to discuss constructively and present one's opinion in an argumentative manner, ensuring the provision of information that is correct, comprehensible and in accordance with the norms of literary language.	• Theory and Methodology of Scientific Work • Professional English/Latvian in Tourism • Professional Terminology (German/French/Russian) in Tourism • Introduction to Conflictology • Business Etiquette • Corporate Culture in Tourism and Hospitality • Interpersonal Communication	3 9 9 3 3 2 3
• Use foreign languages in oral and written communication in a variety of professional situations and environments. • Use professional vocabulary in	*At the concept level:* • Concept of cultural diversity *At the level of understanding:* • Specifics of verbal and non-verbal communication in a	• Ability to use foreign languages in oral and written communication and professional terminology in two foreign languages to carry	• Theory and Methodology of Scientific Work • Professional English/Latvian in Tourism	3 9 9

professional communication. • Follow the principles of intercultural communication in a multicultural environment. • Analyse cultural similarities and differences. • Resolve intercultural conflicts flexibly in the work environment.	multicultural environment. • Principles of intercultural communication in a multicultural environment. *At the level of use:* • Vocabulary from different languages. • Extensive professional vocabulary. • Functional grammar. • Standards, values and behavior patterns of one's national culture and other cultures.	out one's job duties. • Ability to communicate effectively in a multicultural environment, following the principles of intercultural communication.	• Professional Terminology (German/French/Russian) in Tourism • Introduction to Conflictology • Business Etiquette • Corporate Culture in Tourism and Hospitality • Interpersonal Communication • Latvian and Baltic History and Culture • History of World Culture	3 3 2 3 3 3
• Evaluate the significance of models and patterns observed (or proposed) in the data. • Generalise the findings and raise new issues (in an industry, field, profession) in a generalised way. • Manipulate numbers, graphical and statistical data and information, algebraic expressions and equations and geometric representations. • Analyse functional relationships between mathematical quantities. • Systematise information on energy efficiency. • Make mathematical diagrams, graphs and constructions in everyday work. • Apply mathematical facts, laws, algorithms and structures to find a solution (in an industry, field, profession). • Analyse the impact of rational use of natural	*At the concept level:* • Principles of rational and sustainable use of natural resources. *At the level of understanding:* • Principles of research methodology. • Mathematical terminology. *At the level of use:* • Mathematical analysis methods. • Methods of linear algebra, vector algebra and analytic geometry. • Data analysis and collection methods. • Mathematical tools and methods. • Biodiversity monitoring methods. • Using scientific methods in technology, engineering, maths and science.	• Ability to apply mathematical reasoning in making predictions (industry, field, profession, organisation), in justifying arguments and in evaluating proposed solutions. • Ability to construct a diagram of the phenomenon under study which contains only the elements necessary for a mathematical interpretation of the question. • Ability to use industry research to influence and improve the qualitative performance of the industry and the organisation and to ensure	• Theory and Methodology of Scientific Work • Fundamentals of Mathematics and Statistics • Applied Informatics • Information Technologies in Tourism and Hospitality • Ecotourism and Nature Protection	3 6 3 4 3

resources on biodiversity.		sustainable performance.		
• Use browsing, search and selection tools to retrieve data, information and content (digital content) from the digital environment. • Generate digital content by creating new or using different pieces of text and information, transforming, updating, improving and refining them. • Disseminate digital content using appropriate digital communication tools and interaction technologies. • Prevent risks and threats to a person's physical and psychological health when using digital technologies to help others. • Solve different conceptual problems and situations in a digital environment through a cognitive process. • Act in accordance with the laws applicable to the use of digital technologies, property rights and data. • Manage multiple digital identities across digital platforms. • Develop digital skills to create digital content, innovative processes and services.	*At the level of understanding:* • Instructions for computer systems. • Information and communication systems security. • Data security. *At the level of use:* • Software to match the job. • Digital tools and technologies. • Digital communication means. • Computer security programs.	•Ability to manage data, information and content in the digital environment, using a variety of digital tools, technologies and platforms, as appropriate to one's professional activity. •Ability to provide digital content in a variety of formats and to distribute it using digital communication tools and technologies, while respecting copyrights and data protection standards. •Ability to perform professional tasks in a digital environment using techniques to protect digital devices, personal data, privacy and personal security.	• Applied Informatics • Information Technologies in Tourism and Hospitality •E-marketing • Civil Defence and Labour Protection	3 4 3 3
• Adequately assess one's own and other professionals' professional experience and level of professional competence. • Plan for the development of professional competences within the	*At the level of understanding:* • Common codes of conduct in different societies and environments. • Effective communication strategies.	•Ability to assess and plan targeted professional development, including for professionals in the organisation. •Ability to manage effectively own and professionals'	- Theory and Methodology of Scientific Work - Philosophy - Sociology - Introduction to Studies and the Profession - Introduction to Entrepreneurship	3 3 3 1 3

organisation and for professionals in a targeted manner. • Critically evaluate situations/events/action s/options and make decisions. • Keep abreast of developments in the theory and practice of professional activity and the professional field. • Engage in research processes in one's professional field. • Analyse research results and prepare a research report.	• Components of a healthy mind, body and lifestyle. • Learning strategies. • *At the level of use:* • Self-assessment mechanisms • Planning one's studies, career and work • Research methods. • Mechanisms for identifying competence development needs.	learning and professional development/care er. • Ability to take an analytical approach to professional practice and professional development. • Ability to analyse different points of view when managing/evaluati ng social interactions. • Ability to apply research methods in the professional field.	- Introduction to Conflictology - Business Etiquette - Corporate Culture in Tourism and Hospitality - Interpersonal Communication	3 3 2 3
• Compare the possibilities for cooperation and dialogue between the social partners (employers and trade unions). • Participate/initiate in the development of socially responsible initiatives. • Analyse different systems and processes of governance and examples of civic and political cultures. • Explain the relationship between competition, factor efficiency and the level of national or local welfare. • Get involved in solving issues of common or public interest, including ensuring the sustainable development of society.	*At the level of understanding:* • Global developments and sustainable systems in a multicultural environment. • Labour law system and its basic principles. • Directions for the development of society and statehood. • Social and political structure of society. • Levels of social dialogue and basic principles of formation thereof. • Manifestations/indica tors/criteria of societal well-being. *At the level of use:* • Nature of social dialogue and cooperation mechanisms. • Methods and mechanisms for studying social, political and economic problems.	• Ability to act as responsible citizens and participate fully in civic and social life. • Ability to take responsible decisions and apply standards in professional practice in accordance with the requirements of the labour law regulatory framework. • Ability to analyse information relating to non-standard work situations, assessing the responsibilities, rights and obligations of the parties involved.	• Latvian and Baltic history and culture • History of World culture • Business communication and professional ethics • Psychology • Human resources management • Social entrepreneurshi p • Introduction to conflictology • Business etiquette • Corporate culture in tourism and hospitality • Interpersonal communication • Legal framework for tourism and hospitality	3 3 3 3 5 3 3 3 2 3 3

	● Labour law regulatory framework.			
● Build a team to work together to create new value. ● Set one's own and the team's objectives, implementing them in line with the business plan. ● Apply financial planning and forecasting techniques to implement a business idea. ● Critically assess the risks associated with the activities planned to implement the business idea. ● Use feedback to set new goals for own work and the work of the team. ● Evaluate the achievement of objectives by assessing own and the team's contribution.	*At the concept level:* ● Interaction theories. *At the level of understanding:* ● Work organisation ● Principles of cooperation. *At the level of use:* ● Financial instruments. ● Decision-making methods. ● Planning methods. ● Self-assessment mechanisms.	● Ability to define an organisation's governmental business model and adapt one's plans to achieve the objectives in the face of change. ● Ability to conduct professional activities in line with the chosen business model, planning and evaluating own and team objectives to create new value. ● Ability to develop a business plan based on the model developed.	● Introduction to Entrepreneurship ● Introduction to Management ● Management in Tourism and Hospitality ● Human Resources Management ● Organisation and Management of Tourism Operation ● Interpersonal Communication ● Corporate Culture in Tourism and Hospitality ● Insurance in Tourism and Hospitality ● Corporate Finance	3 4 3 5 4 3 2 3 5

Internship programme of the study programme "Tourism and Hospitality Management"

1. INTRODUCTORY INTERNSHIP PROGRAMME

The **aim** of the internship is to get acquainted with the chosen profession and its areas of competence, to gain an understanding of the specifics, peculiarities and problems of professional tourism and hospitality organisation

Objectives of the introductory internship:
1. get a general idea of tourism and hospitality institutions/businesses and how they work;
2. gain an insight into the specific nature of the work and the different areas of competence of the job opportunities;
3. clarify the roles and tasks of the working professionals;
4. gain knowledge of the profession of company manager, its prerequisites and development prospects;
5. learn about the structure, specific features and working characteristics of tourist establishments and hotels;
6. familiarise oneself with the basic functions of a tour management organisation;
7. familiarise oneself with the culinary service of a tour operator;
8. write a report on the internship.

Below are a list of *questions* to consider when preparing the internship report.

1   Describe the variety of infocentres in Riga and Latvia.
The student should receive the information and check the following:
 - where they are usually located;
 - what services they offer;
 - what materials are available to obtain information;
 - the variety of handouts (free/payable);
 - the necessary character qualities for an infocentre worker, for communicating with customers;
 - the range of knowledge of the infocentre representatives, the conditions for choosing the location of the infocentres, their accessibility;
 - their necessity in cities (whether each one and why);
 - language skills required for staff;
 - the structure of the infocentre (stand-alone unit or linked to a higher authority, e.g. bus station, city council, etc.);
 - the scope of activities - possibilities to receive information only or to carry out some commercial activities (e.g. bookings);
 - terms of delivery of information material (volumes, costs, etc.)
 - whether there is a charge for displaying handouts;
 - suggestions for improving the functioning of infocentres.

2 Visit a tourism or hospitality business (e.g. hotel).
In this unit the student must learn :
 - general characteristics of the enterprise (legal status, main lines of activity, scale of operations);

- the organisational structure of the management of the business, taking into account its legal form and the nature of the organisational relationships between the business departments;
- the work processes of the visited enterprise and the main functions of its employees; the structure and functions of the management apparatus of the enterprise (firm).

The student is required to supplement this unit report with diagrams of the management and organisational structures of the departments of the enterprise.

During the internship, the student interviews a tourism or hospitality professional. The *aim of the interview* is not only to obtain specific information, but also to get an in-depth background about the specifics and problems of work in the field in Latvia in general.

The interview is summarised in an interview protocol, which includes both the information gathered during the conversation and a summary - own thoughts and feelings, conclusions, observations and judgements.

The following should be clarified in the conversation with the professional and included in the interview protocol:

- name, place of work;
- direct field of work and responsibilities;
- opinion on:
   a. *the development of tourism or hospitality in Latvia over the last 3 years,*
   b. *the public/government attitude towards the development opportunities and prospects of the business concerned.*
   c. *the most important problems of the tourism or hospitality sector in Latvia.*
   d. *the need for cooperation and interaction between tourism or hospitality businesses (transport companies, restaurants, cultural institutions, etc.),*
   e. *the development prospects, professional development and career opportunities in the sector.*

In addition to these key questions, other relevant and interesting information should be recorded in the interview protocol. It is important to highlight the specific nature of the work of the professional, as interviewees may represent different sectors of the system. When interviewing a professional in the field, the student should try to find out everything that may be useful in the study process. This is an excellent opportunity to gain unique information about the chosen profession.

1)
2)   **3 Participate in the organisation of cultural events.**
3)   The report is based on the following criteria:
-       description of the event;
-       the target audience of the event and its segment;
-       the venue and timing of the event and its layout;
-       the function of the event;
-       the operational process;
-       analyse the organisational aspect of the event;
-       recommendations for improving the event;

4 Attend a tour and be aware of the main steps in developing a tour itinerary (10-12 hours for a day tour).

1 After attending the tour, the report is based on the following criteria:
- the relevance of the name of the tour to the proposed itinerary;
- the job description of the tour leader (sufficiency of information, work with the group, contact with the tourists, answers to questions);
- transport services (comfort, adequacy of seats, knowledge of the itinerary);
- the relevance of the actual itinerary to the one originally proposed;
- sufficiency of the tour time;
- how well the group was briefed on the sightseeing itinerary;
- whether there were other sites on the itinerary that should have been included;
- whether sufficient time was allowed for each site;
- suggestions for improving the tour:
    o the work of the tour leader
    o transport
    o time
    o itinerary
    o lunch break
    o other

2 Understand the main stages of developing a tour itinerary and to develop an itinerary for a student trip to Latvia.
Tasks:
- select and formulate the theme and title of the tour:
    o *choosing a theme;*
    o *selection of literature (bibliographical list);*
    o *identify other sources of information;*
- design the itinerary of the tour:
    o *justify the choice of itinerary;*
    o *suitability of the itinerary name to the real offer;*
    o *itinerary design - detailed design of the itinerary, setting time constraints;*
    o *detours within the itinerary;*
    o *drawing up the technological map of the tour and completing the itinerary sheet (see Annex 6);*
    o *preparation of the passports for the tour sites* (Annex 7.1);
    o approval of the tour (Annex 7.2);
- Route inspection, determination of the methodological techniques for the oral presentation of the tour (guide narration):
    o *preparation of informative texts on the sites to be visited during the tour;*
    o *completing the "tour leader's portfolio";*
    o *identifying methodological ways of conducting the tour;*
- calculating the price of the tour:
    4) *cost positions for the resources involved:*
    o *tour leader;*
    o *transport;*
    o *entrance tickets (exhibitions, museums, etc.)*
    o *lunch break (if necessary);*

o *others;*
- Identification of target audience:
    o *justification for targeting;*
    o *principles of targeting;*
    o *rationale for the potential target audience interest of the proposed itinerary;*
    o *identification of other potential target groups or route options for other target audiences;*
- modes of transport, itineraries, duration of tours;
- prepare a text and a "portfolio" for each site;
- prepare a report on the technological map and the informative texts of the sites for the opinion of the internship supervisor;
- write a report on the implementation of the itinerary:
    o *identification of partners (transport, guides and other participants);*
    o *realisation of the tour;*
    o *feedback from the tour participants and the internship supervisor (Annex 7.3);*
    o *self-assessment;*
    o *report;*
- write a practice report, design itinerary sheets and guide information descriptions of the sites to be visited.

Requirements:
- analyse offers of other tour companies for travel itineraries in Latvia;
- create and design an itinerary for a student's trip in Latvia (itinerary design form: (Annex 7.4);
- identification of target audience;
- selection of a suitable time period for the implementation of the itinerary (travel time, time required for sightseeing, free time, etc.);
- justify and analyse the relevance of the proposed itinerary;
- calculate the cost-effectiveness of the proposed itinerary;
- compile promotional material for the proposed tour;
- implementation of the itinerary developed;
- feedback from tour participants.

5 Visit professional exhibitions (1 exhibition - 2 hours).
The report consists of the following points:
1. Title of the exhibition, subject matter, specifics of the exhibition;
2. History of the specific exhibition, statistics;
3. Number of participants, countries represented;
4. Promotional material;
5. What was liked and disliked about the exhibition.

6 Visit a museum (1 museum - 2 hours, but no more than 16 hours during the semester).
The report consists of the following points:
- Name of the museum, address, opening hours, how to get to the museum and date of visit;
- What is on offer at the museum, a brief history of the museum, facts about it;
- In which languages information is available (descriptions of exhibits, advertisements, etc.);
- What are the promotional materials (attach). Are there books, postcards about

the museum? Is there a gift shop?
- What is the technical offer of the museum (Audioguide? How many languages?);
- Is it adapted for people with disabilities? How?
- Does the museum offer additional events (lectures, concerts, exhibitions, meetings with interesting people, special events for children)? How is information about special events provided?
- Is there also scientific activity in the museum, are there scientific staff?
- How interactive is the museum?
- Does the museum have a high number of visitors (statistics)?
- Is there information material about this museum in the city's tourist information centres?
- Analyse the website of the museum;
- Your opinion about this museum. What did you like and dislike, why. What attracted your attention the most. Your recommendations;

> ** Visiting the museum shows how observant the student is, that he/she knows how to work with information, collect and analyse it, as well as how communicative he/she is*

The list of museums is summarised in Annex 7.5. The date of the visit must be indicated and the museum staff member must sign and stamp the form. The ticket must be attached to the report. In the spaces provided, museums visited in other Latvian cities or countries may be indicated.

7 Get familiar with a culinary service.

The report consists of the following points:
- table service, preparations to be made;
- preparation of crockery, cutlery, glasses, tablecloths, changing, napkin folding;
- menu analysis, food portioning technology, types of menu and presentation;
- beverage serving technology;
- food pricing mechanisms (calculation), price calculation.

2.   QUALIFICATION INTERNSHIP PROGRAMME

The **aim** of the internship is to familiarise oneself with the operation and management organisation of a tourism or hospitality enterprise.

Objectives of the qualification internship:
1. familiarise oneself with the general characteristics of a tourism or hospitality enterprise;
2. examine the organisational structure of management;
3. learn how to manage the production or service provision process of an undertaking and how to organise the workplace;
4. assess the external and internal environmental factors of the enterprise and their impact on the enterprise's activities;
5. become familiar with the personnel management system;
6. examine the firm's management information system.

Below are a list of *questions* to be considered when preparing the qualification internship report.

1.   General characteristics of the company.

The student should obtain the information and verify :

- the legal status of the enterprise;
- the main activities of the enterprise;
- the scale of the enterprise;
- the legal framework of the enterprise;
- the development of the enterprise in the last 3 years.

2. **Organisational structure of the management.**

   In this unit the student must learn :
   - the organisational structure of the management of the activity of the enterprise, taking into account its legal form;
   - the nature of the organisational relations between the departments of the undertaking;
   - the lines of action of each unit;

   The student is required to supplement this unit report with diagrams of the management and organisational structures of the departments of the enterprise.

3. **Managing production or service activities and organising workplaces.**

   9. This unit offers a study of the production function of the enterprise, in the course of which the student should become familiar with :
   - the organisation of the production or service process;
   - the organisation of material and technical supplies, transport and warehousing;
   - the system of promotion of goods, the organisation of sales, commercial and marketing activities;
   - the organisation of workplaces in the enterprise.

4. **Analysis of the company's business environment.**

   In this section, the student must learn the factors of the external and internal environment of the enterprise and the analysis of their impact on the activity of the enterprise:
   - assessment of the external environment of the enterprise (organisation), i.e. assessment of socio-economic factors in the region, their impact on the enterprise's activity.
   - assessment of the infrastructure;
   - assessment of the internal environment of the enterprise (organisation): employees, suppliers, customers, competitors, intermediaries, etc.

5. **Human resources management.**

   The company's HR potential should be understood, its development, including :
   - personnel statistics (number of employees, their dynamics over the last 3 years; gender and age distribution of employees);
   - professional composition, qualifications and educational level of staff (by staff category);
   - functional responsibilities of the management of the company;
   - work organisation and rationing issues and existing pay systems;
   - system of material and moral incentives;
   - methods of improving management efficiency.

6. **Management information system.**

   In this unit, students should learn :
   - characteristics of the general scheme of information flows;
   - the information process (transmission, transformation, storage, evaluation and use of information);
   - the means of transmitting and transforming information;
   - the circulation and characteristics of company documentation;

- organisation of records, rationalisation of the circulation of company documents;
- the communication process and ways to improve it.

During the internship, the student must take into account the specific nature of the enterprise as well as the specialisation of the relevant form of the enterprise's activity. Therefore, instead of practice, it is allowed to refine and adjust the given programme in the light of the analysis of the actual tasks and to exclude elements that do not exist.

Specific objectives of the internship in hotel business:
1) determine the hotel's compliance with the quality criteria, acquire work planning skills;
2) familiarise with hotel room reservation systems, service facilities, regulations, occupancy and maintenance;
3) calculating room costs, guest room rates;
4) standard and special rates for hotel rooms;
5) guest room facilities;
6) guest room service;
7) guest safety, measures to ensure safety;
8) staff to guest ratio;
9) know the duties, forms and systems of remuneration of service staff
10) familiarise with the types of culinary service provided to guests in hotels (breakfast service, room service, beverage service).

Requirements of hotel business practices:
1) basic functions of hotels and tourist complexes
2) options for guest check-in and accommodation planning strategies;
3) certification rules for tourism companies and hotel services;
4) sanitary, hygiene, disinfection, occupational safety and fire safety rules and regulations;
5) the system for assessing the adequacy of a hotel to a given level of service (quality stars).
   5)

Culinary service internship objectives:
1) select the type of culinary service business (restaurant, bar, café, fast food, etc.);
2) commercial, production premises, warehouses and their characteristics;
3) preparation of commercial premises;
4) organisation of waiters' and bartenders' work;
5) types of ordering, banqueting, organisation of service, table reservation procedures;
6) payment procedures, bar documentation;
7) bar equipment (inventory, appliances, glasses, crockery, cutlery);
8) compliance of dining premises with quality criteria;
9) work planning, criteria for work research and analysis;
10) measures to guarantee the safety of visitors;
11) national cuisines;
12) gastronomic tourism.
    6)

Culinary service internship requirements:
1) visit the dining complexes operating within the hotel;
2) compare the difference between culinary services and the basic principles

of operation inside and outside the hotel;

7)

2.

3. UNDERGRADUATE INTERNSHIP PROGRAMME

The undergraduate internship is the preparatory stage for the diploma thesis (project). The diploma thesis (project) is the final and most important stage of the learning process in the training of highly qualified professionals in the field of tourism and hospitality. The design of the diploma project is closely linked to the undergraduate practice.

The **aim** of the project is to collect, process, systematise and analyse specific data on the subject of the diploma thesis (project) - to study and analyse the activity of the enterprise related to tourism and hospitality business, to collect the necessary information and materials to be able to carry out analytical and research work according to the chosen topic of the bachelor thesis.

On the basis of theoretical and special disciplines, as well as on the basis of specific materials collected in the internship, the student analyses and, based on the results obtained, develops practical recommendations for his/her topic.

The main **objective** of the undergraduate internship is to complement and summarise the material previously collected. As a rule, the student starts collecting the outputs of the diploma thesis (project) during the introductory internship, continues during the qualification and project internships and concludes during the undergraduate internship.

During the undergraduate internship, students' general **tasks** are:

- collect the necessary practical materials and gather professional experience for the diploma thesis;
- collect material on the basic structure of the research object, its design, technical support, management functions of the structure;
- carry out a competitive market analysis;
- study the legislative documents of the Republic of Latvia related to the field of activity;
- collect and analyse statistical data on the chosen topic;
- collect and collate the necessary material to compile a professional practice report;
- be familiar with the developments in the chosen field of activity at a given time;
- develop skills in teamwork and correct performance of the tasks required in the relevant activities;

write a report and defend the undergraduate internship.

With the permission of the internship supervisor, the in-depth study of sections related to the chosen diploma thesis (project) topic may be allowed instead of individual sections of the proposed thematic plan.

During the undergraduate internship, the student is required to collect statistical materials, read the necessary extracts from the company's service documentation, get acquainted with the information necessary for the diploma project topic, collect and prepare graphic materials.

It is recommended to consult the literature, which reflects the experience of not only local, but also foreign companies (firms).

It is necessary to study the instructions, methodological guidelines, normative documents, decisions that are currently in force and regulate the activities of enterprises (firms).

In the final stage of the undergraduate internship, the student must collate the materials collected during the internship. The student must determine their sufficiency

and relevance for the development of the diploma thesis, and prepare a report on the internship.