

BALTIC INTERNATIONAL ACADEMY



Professional Master's study programme **"Management of Communication in the Leisure** **and Entertainment Industry"** **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 " MANAGEMENT OF COMMUNICATION IN THE LEISURE AND ENTERTAINMENT INDUSTRY"

Table 3.1.

Parameters of the Professional master's study programs "Management of communication in the leisure and entertainment industry"

Name of the study program	Management of communication in the entertainment and leisure industry	
Name of the study program in English	Management of communication in the leisure and entertainment industry	
Study program code according to Latvian education classification	47812	
Type and level of study program	Professional master's study program	
Obtainable qualification level (EKI)	7th level	
Profession code in the profession classifier	1120	
Study program volume, ECTS	90 CP	
Form, type, duration (if not round years, indicate in months) and language of implementation		
full-time in person studies.	1,5 years	Latvian and English
part-time in person	2 years	Latvian and English
Place of implementation	<i>BIA in Riga Riga, Lomonosova street 4, LV 1003, tel.: (+371) 67100610 http://www.bsa.edu.lv e-mail: info@bsa.edu.lv</i>	
Study program director	Žanna Caurkubule, Dr.sc.ing., prof.	
Admission requirements	Enrollment in the BIA professional master's program "Management of communication in the leisure and entertainment industry" is the right of persons who have obtained higher professional education in social, humanities and arts sciences or other sciences, provided that they have at least three years of management experience in the position of a manager	
Awarded degree, professional qualification or degree and professional qualification	professional Master degree in management of leisure and entertainment company qualification - Head of an organisation	

Volume in credit points	120 ECTS
Duration of studies in years	2 years
Degree and/or qualification to be obtained	professional Master degree in management of leisure and entertainment company and qualification - Head of an organisation
Admission requirements	Admission to the study programme is open to persons who have obtained: 1.) an academic Bachelor's degree in business, management, marketing, finance and/or economics (in this case, an additional internship of 30 CP aimed at deepening the practical understanding of the tourism, leisure, recreation or hospitality sector);

	<p>or</p> <p>2.) a bachelor's degree in professional higher education in other fields (in this case, it is necessary to complete 30 CP of study in the preparatory semester, which develop basic social, communicative and organisational skills, including study courses for the development of professional competence in entrepreneurship);</p> <p>or</p> <p>3.) an academic Bachelor's degree in other fields, provided that they have at least three years of work experience in the entertainment, leisure or hospitality sector (in this case, students are required to take an additional 30 CP of study in the preparatory semester, which develop basic social, communicative and organisational skills, including study courses to develop professional business competences).</p>
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3.1.1. Description and analysis of the changes in the study programme parameters that have been made since the previous accreditation sheet for the field of study was issued or the study programme licence was issued, if the study programme is not included in the accreditation sheet for the field of study, including changes planned as part of the evaluation procedure for the field of study.

In preparation for the evaluation procedure, the content of the study programme was reviewed and adapted to the latest and most relevant trends in the tourism, leisure and recreation industry. In accordance with the new occupational standard and in accordance with the recommendations received during the previous evaluation, current trends in the field, graduate surveys and student recommendations, the following changes and clarifications have been made since the previous accreditation sheet for the field of study was issued:

- the goal, tasks and achievable study results of the study programme were specified in the parameters of the professional master's study programme " Management of Communication in the Leisure and Entertainment Industry";

- the professional qualification to be awarded was specified in accordance with the new professional standard - Manager of Organisation;

- new study courses have been added ("Communication Research Methods and Presentation", "Intercultural Communication", "Leadership: Concepts and Strategies", " Introduction to Economic Theory", " Financial Planning and Management of an Organisation", "Introduction to Finance", "Legal Framework of Entrepreneurship", "Academic Writing");

- some courses have undergone name changes and course descriptions have been revised in line with the change in course name:

Old course name	New course name
Strategic management in the field of leisure and entertainment II: quality insurance system management	Quality management systems
Strategic management in the field of leisure and entertainment III: Intellectual capital management	Intellectual capital management
Strategic Marketing I	International marketing
Strategic Marketing II: Strategic Marketing Communications	Strategic marketing communications
Strategic Marketing III: E-marketing	Digital marketing

Socio-economic studies and scientific design in the industry of leisure and entertainment	Methodology and Methods of Socio-economic Research in Leisure and Entertainment
Business economics in leisure and entertainment	Business economics and management in leisure and entertainment

- 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) credits, in accordance with Article 1.8 of the Law on Higher Education Institutions and Cabinet Regulation No 305;

- 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 courses that make up the content of the programme provide the opportunity to achieve all the outcomes of the study programme. 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 goals and tasks of the programme and the defined study results.

On the other hand, such program parameters as the program goal, tasks and, accordingly, the achievable study results (Table 3.2) were specified and updated.

table 3.2

In the professional master's study program "Management of communication in the leisure and entertainment industry" specification and updating of parameters

The goal, tasks and expected study results of the study program for the next accreditation period	The goal, tasks and expected study results of the study program of the previous accreditation period
<i>The goal of the program - PG</i>	
The goal of the study program is to provide an internationally competitive high-level education in the field of communication, entertainment and recreation in order to prepare critical thinking and qualified professionals whose modern knowledge, leadership skills and competences would allow them to work in international teams and effectively manage organisations in the state, non-state and private sectors, ensuring that development and change.	Prepare qualified specialists in order to promote their competitiveness in changing socio-economic conditions, i.e.: prepare modern educated, highly qualified, competent and competitive professionals who are able to initiate and manage business changes in the industry, organise and plan changes in organisations and the community, initiate and manage projects of various scales, provide support and promote changes in the industry on a local, regional and international scale, multicultural environment, based on modern development trends in Europe and the world, giving students the opportunity to creatively solve set tasks, work in international teams and effectively manage institutions, obtain higher professional education in the field of communication, entertainment and recreation by obtaining a master's degree, promote personality self-growth with opportunities to continue studies for a doctorate in the program.
<i>Program tasks - PT</i>	
1 PT. To prepare students for practical work in the business environment of tourism, leisure and	– To prepare highly qualified and competitive employees for tourism, recreation and entertainment needs of the

<p>entertainment, providing a competitive education in line with LR and international standards; 2 PT. Provide an understanding of social, economic and environmental sustainability and their challenges, including in global context, development trends in the field of leisure and entertainment in Latvia and the world, deepen their learning in the context of communication science, providing skills for their evaluation; 3 PT. Develop deep knowledge and critical understanding of communication management theory, principles, concepts and methodology needed for research and/or innovation to create new knowledge and procedures, integrate knowledge from different fields in the tourism, leisure and entertainment industry; 4 PT. To develop students' analytical abilities, to think creatively and critically, analysing and evaluating the situation in the organisation, to develop development strategies in various management fields, levels and functional areas; 5 PT. To develop the students' skills in planning and managing research work and to promote the ability to convince the audience about effectiveness and validity of their decisions with arguments, creating interest in further education, raising professional qualifications and continuing studies in a doctoral study program.</p>	<p>Republic of Latvia and the EU, as well as to promote their competitiveness in changing socio-economic conditions and the international labor market; – to offer contemporary, high-quality and balanced training to ensure acquisition of theoretical, research and practical skills, professional further education and scientific research; – to ensure compliance of level of education obtained in the program with requirements of the labor market and employers, providing specific and comprehensive knowledge and skills that are required in the modern business environment; – to develop students' creative abilities in entrepreneurship, company management, as well as ability to develop creative potential and promote consumption of leisure and entertainment industry products in society; – to develop skills and abilities needed in the modern labor market - presentation, argumentation, communication, information acquisition and processing, the ability to think creatively and critically and analyse industry problems; – to develop specific problem-solving skills needed for research and/or innovation to create new knowledge and procedures, integrate knowledge from different fields in the tourism, leisure and entertainment industry; – to implement development trends in the field of leisure and entertainment in Latvia and Europe, deepen learning in the context of communication science; – to provide an opportunity to gain experience in planning, organising and evaluating recreational and entertainment events and projects; – to improve development of students' creative abilities, using modern study methods in cooperation with partner universities, organising the exchange of experience with partners according to the standards of global tourism, leisure and entertainment market; – to create students' interest in further education, raising their professional qualifications and continuing their studies in the doctoral study program.</p>
<i>Achievable study results - SR</i>	
<p>Knowledge: 1 SR Demonstrates in-depth knowledge and understanding of current theories, concepts and methodologies in economics and business, management and psychology, marketing and communications, and other disciplines related to the tourism, leisure and entertainment industry; Skills: 2 SR Be able to plan and implement professional activities using analytical abilities and skills in assessing business environment in the local and international market and development trends in the tourism, leisure and entertainment industry; 3 SR Able to analyse and evaluate situation in the organisation, develop development strategies in</p>	<p>Knowledge: 1. Demonstrates in-depth knowledge of the latest theoretical knowledge in the field of tourism entertainment and recreation; 2. Demonstrates understanding of the latest discoveries in business management; using the acquired knowledge, is able to conduct research and operate in the field of entertainment and recreation. Skills: 3. Able to work independently in the field of entertainment and recreation, knows management theories to solve current problems in the field of entertainment and recreation.</p>

<p>various business areas, management levels and functional areas, work in a team, use foreign languages in a multicultural environment, communication and interaction skills and abilities;</p> <p>4 SR Able to demonstrate company and project management skills, solve current company management issues by making decisions, take responsibility for work results, ensure competitive operation of the company, increase its added value in the changing and sustainable development conditions of the global economy;</p> <p>5 SR Can learn and critically evaluate research methods and approaches for conducting research in the field of management science, independently apply the latest theories, discoveries, methods and problem-solving skills in order to carry out scientific research and creative activities that ensure creative thinking</p> <p>Competencies:</p> <p>6 SR Able to assess the risks of management decision-making in different contexts and, if necessary, perform additional analysis</p> <p>7 SR Able to convince the audience of the effectiveness and validity of own decisions and take responsibility for the possible impact of actions on the environment and society</p> <p>8 SR Demonstrates a range of general skills including information and time management, team and project work, computer and independent learning, digital skills</p> <p>9 SR Be able to contribute independently to their own personal development and the development of their own knowledge, demonstrate an innovative, open and ethical mindset, and show initiative and leadership in the management of their organisation.</p>	<p>4. Able to reason and discuss complex and systemic aspects of management with both specialists and non-specialists.</p> <p>5. Able to join working groups, carry out research activities and take responsibility for the results of group work.</p> <p>6. Able to perform professional duties, further learning, search for solutions in complex and unpredictable operating (including crisis) conditions of entertainment and recreation industry companies, use new and creative approaches.</p> <p>Competencies:</p> <p>1. When developing a master's thesis, one is able to constantly formulate and critically analyse complex professional problems of the entertainment and recreation industry and companies.</p> <p>2. Able to integrate various knowledge of economics, management, marketing, and finance in solving industry problems.</p> <p>Cultural competences:</p> <ul style="list-style-type: none"> – to accumulate and improve experience in intercultural communication; – to create an understanding of diversity of cultures and their peculiarities – to orient oneself in the current affairs of your country and the world in the fields of culture, recreation and entertainment – to create international projects, respecting national and intercultural traditions <p>Intellectual competences:</p> <ul style="list-style-type: none"> – build a deeper understanding of the possibilities of the entertainment and leisure industry on a global scale – improve scientific potential, as well as develop the ability to impart knowledge to others – develop creative potential in the chosen specialty – improve professional development through continuing education and research opportunities <p>Professional competences:</p> <ul style="list-style-type: none"> – to use theoretical knowledge in professional activities – to develop a deeper understanding of the processes and interactions of the entertainment and leisure industry – to improve understanding of self-improvement processes in professional activity – to develop the principles of interprofessional team building – to integrate the knowledge of different fields in research, carry out research activities and introduce innovative ideas in the leisure and entertainment industry – to cultivate ethical and social responsibility for scientific results <p>Practical competences:</p> <ul style="list-style-type: none"> – to develop social responsibility – to use possibilities of modern technology – to promote entrepreneurship, attraction of innovations in the field of recreation and entertainment
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	<ul style="list-style-type: none"> – to create creative professional activity in leisure and entertainment industry – to improve their professional competence – to develop and implement projects in the field of recreation and entertainment, to assess the compliance of projects with market needs – to form cooperation with other participants in this field, state, local government, non-governmental and private institutions <p><i>Communication skills:</i></p> <ul style="list-style-type: none"> – to develop cultural skills of public speaking – to improve teamwork skills and abilities – to build communication technologies in a multicultural society – to create an understanding of interests, traditions, peculiarities and needs of different target groups
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The study program includes elements that promote growth of students' personality, develop organisational skills to organise and lead teamwork, and also promote students' critical understanding of issues related to business problems on a local, regional and international scale, in order to be able to analytically formulate specific problems and develop management skills, using existing and developing new community resources. The program is designed in such a way that theoretical knowledge and research skills are acquired in its mandatory part, which form a complete basis for the development of independent scientific research in the leisure and entertainment industry. Optional part of the program opens a possibility for broader and deeper studies in the fields of research interests of the master's students. 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.

Analysing table 3.2 "Changes, clarifications and updating of parameters of the professional study program "Management of communication in the leisure and entertainment industry" it can be concluded that the goal and tasks of the professional master's study program, as well as knowledge, skills and competences acquired during the studies are interconnected and allow to achieve goals of the study program according to the professional standard Head of an organisation.

3.1.2 Analysis and evaluation of the relevance of the study programme to the field of study. Analysis of the interrelationship between the programme title, code, degree, professional qualification or degree and professional qualification aims and objectives, learning outcomes and admission requirements. A description and assessment of the duration and scope of the study programme (including for different study programme options).

BIA professional master's study program "Management of communication in the leisure and entertainment industry" was developed in accordance with the Law on Higher Education Institutions of the Republic of Latvia, in accordance with Regulation of the Ministry of the Interior of the Republic of Latvia No. 512 ("Regulations on the state standard of second-level professional higher education" (26.08.2014) and No. 322 („Regulations on the classification of the Latvian education" (13.06.2017), for the State Standard of the Republic of Lithuania "Professional standard of the head of the organisation" (18.09.2019) and the Professions Classifier of the Republic of Latvia, the European Qualifications Framework and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015), as

well as the guidelines for the preparation of a Self-Assessment Report of Study Directions (20.08.2021).

Content of the master's program ensures acquisition of knowledge, skills and competences, which are necessary for the performance of professional activities in accordance with the knowledge, skills and competences of level 7 of framework structure determined in the Latvian education classification.

Professional master's study program "Management of communication in the leisure and entertainment industry" (47812), degree to be obtained: *professional Master degree in management of leisure and entertainment company and qualification - head of an organisation*, goals and objectives, as well as admission conditions are interconnected and appropriate.

The Professional Master's study programme " Management of Communication in the Leisure and Entertainment Industry" provides continuity with the Bachelor's study programme "Tourism and Hospitality Management" and opportunities for graduates of the Bachelor's study programme to continue their education in the field of tourism, entertainment and leisure.

The goal of the Master's study programme " Management of Communication in Leisure and Entertainment Industry" is in line with the strategic goals defined in the "Baltic International Academy's Long-term Strategy for Activity and Development 2022-2025", and specifically with the goal of the major field "Hotel and Restaurant Service and Tourism and Leisure Organisation".

In accordance with the mission and strategic plan of the Baltic International Academy, **the goal (PG)** of the master's program "Management of communication in the leisure and entertainment industry" is to provide an internationally competitive high-level education in the field of communication, entertainment and leisure in order to prepare critical thinking and qualified professionals with modern knowledge, leadership skills and competencies would allow working in international teams and effectively manage organisations in the public, non-governmental and private sectors, ensuring their development and change.

The Professional Master's study programme " Management of Communication in the Leisure and Entertainment Industry" is implemented in 1.5 years (90KP) and 2 years (120KP) of full-time study.

Formulation of goal of the study program indicates that students are provided with knowledge, skills and competences according to the 7th qualification level in the field of tourism, leisure and entertainment business. The name of the program and qualification to be awarded also indicate that the program is oriented towards tourism, recreation and entertainment management processes in the organisation. The **tasks (PT)** defined by the study program are aimed at achieving the defined goals and ensuring **study results (SR)** (Table 3.3).

Program tasks – PT:

- To prepare students for practical work in the business environment of tourism, leisure and entertainment, providing a competitive education in line with LR and international standards (1 PT);
- Provide an understanding of social, economic and environmental sustainability and their challenges, including in global context, development trends in the field of leisure and entertainment in Latvia and the world, deepen their learning in the context of communication science, providing skills for their evaluation (2 PT);
- Develop deep knowledge and critical understanding of communication management theory, principles, concepts and methodology needed for research and/or innovation to create new knowledge and procedures, integrate knowledge from different fields in the tourism, leisure and entertainment industry (3 PT);
- To develop students' analytical abilities, to think creatively and critically, analysing and evaluating the situation in the organisation, to develop development strategies in various management fields, levels and functional areas (4 PT);

- To develop the students' skills in planning and managing research work and to promote the ability to convince the audience about effectiveness and validity of their decisions with arguments, creating interest in further education, raising professional qualifications and continuing studies in a doctoral study program (5 PT).

Study results – SR

Knowledge:

Demonstrates in-depth knowledge and understanding of current theories, concepts and methodologies in economics and business, management and psychology, marketing and communications, and other disciplines related to the tourism, leisure and entertainment industry (1 SR).

Skills:

Be able to plan and implement professional activities using analytical abilities and skills in assessing business environment in the local and international market and development trends in the tourism, leisure and entertainment industry (2 SR);

Able to analyse and evaluate situation in the organisation, develop development strategies in various business areas, management levels and functional areas, work in a team, use foreign languages in a multicultural environment, communication and interaction skills and abilities (3 SR);

Able to demonstrate company and project management skills, solve current company management issues by making decisions, take responsibility for work results, ensure competitive operation of the company, increase its added value in the changing and sustainable development conditions of the global economy (4 SR);

Can learn and critically evaluate research methods and approaches for conducting research in the field of management science, independently apply the latest theories, discoveries, methods and problem-solving skills in order to carry out scientific research and creative activities that ensure creative thinking (5 SR).

Competencies:

Able to assess the risks of management decision-making in different contexts and, if necessary, perform additional analysis (6 SR);

Able to convince the audience of the effectiveness and validity of own decisions and take responsibility for the possible impact of actions on the environment and society (7 SR);

Demonstrates a range of general skills including information and time management, team and project work, computer and independent learning, digital skills (8 SR);

Be able to contribute independently to their own personal development and the development of their own knowledge, demonstrate an innovative, open and ethical mindset, and show initiative and leadership in the management of their organisation (9 SR).

Table 3.3

Interrelation of the goals (PG), tasks (PT) and study results (SR) of the Professional Master's study programme "Management of Communication in the Leisure and Entertainment Industry"

PG				
PT1	PT2	PT3	PT4	PT5
SR1 – SR9	SR1, SR2, SR5, SR8	SR1, SR3, SR4, SR5	SR3, SR4, SR8, SR9	SR5, SR6, SR7, SR8

The relevance of the study programme to the field of study is evidenced primarily by study courses that are significantly related to the tourism, leisure and entertainment industry (e.g. Leisure and Entertainment Industry, Strategic Management in the Leisure and Entertainment Industry, Sustainable Development in Tourism and Leisure, International Project Management in Leisure and Entertainment , Innovative Technologies in Leisure and

Entertainment, etc.); secondly, the professional experience of the lecturers, which allows to provide quality education and practical experience and skills in the relevant field; thirdly, the recognition of the Master's study programme in recognised organisations and associations (ALTA, LVRA, etc.) and accreditation by the World Tourism Organisation (UN WTO).

Descriptions of the programme's goals and tasks have been used in the mapping of courses. The results of the mapping show that the study courses of the programme provide the possibility to achieve all the study programme results (each study result is linked to several study courses, the completion of which ensures the achievement of the study programme result); all 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 full-time study programme "Communication Management in the Entertainment and Leisure Industry" at the Baltic International Academy is regulated by the Admission Rules and the Matriculation Procedure¹, 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 of the above factors are interrelated.

Analysing compliance of admission requirements with the name of the study program, degree to be obtained and professional qualifications, it can be concluded that:

- The programme is available in 90 credit points (3 semesters) or 120 credit points (4 semesters). To enrol in the 90-CP programme, applicants need a professional bachelor's degree or a level 5-6 professional qualification in business, management, marketing, finance and/or economics, or an equivalent qualification.
- Admission requirements, degree and professional qualification of the study program comply with the principle of succession, that is, students will be able to deepen and strengthen their knowledge, skills and competences acquired at the professional bachelor's level at the next, master's level;
- In turn, applicants with an academic bachelor's degree, or with a professional bachelor's degree in other sciences (pedagogical, technical, exact science, etc.), but with the desire to obtain professional education corresponding to the master's level under the management of leisure and entertainment industry organisations, can enter the program with the normative study duration of 4 semesters (120 CP), in which case students are additionally required to take 30 CP of courses in the preparatory semester that develop basic social, communicative and organisational skills, including courses to build professional competence in entrepreneurship. The first, or preparatory semester, of the master's study program with a normative study duration of 2 years is intended to give students the opportunity to quickly and intensively acquire the necessary knowledge, skills and competences for mastering the master's level program.
- Applicants with an academic Bachelor's degree in business, management, marketing, finance and/or economics, or an equivalent qualification, may enter the programme with a normative study duration of 4 semesters (120 CP), but the study programme additionally includes a 30 CP internship aimed at deepening practical understanding of the tourism, leisure, recreation or hospitality sector, as well as validating the knowledge gained during studies, thus better preparing for the Master's thesis.

¹ https://bsa.edu.lv/docs/admission/uznemsanas_noteikumi_BSA_2023_24_eng.pdf

- Applicants with an academic Bachelor's degree in other fields may enter the programme with a normative duration of 4 semesters (120 CP), provided that they have at least three years of work experience in tourism, leisure, recreation or the hospitality field (in this case, students must additionally take 30 CP of study courses in the preparatory semester that develop basic social, communicative and organisational skills, including study courses to develop professional business competences).

All applicants are assessed on their English language skills upon entry to the programme.

Therefore, 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 justification of the study programme, analysis of graduate employability

The BIA professional higher education master's study program was developed in accordance with the Law on Higher Education Institutions of the Republic of Latvia, in accordance with the State Standard of second-level professional higher education and the Professions Classifier of the Republic of Latvia.

Content of the master's program ensures acquisition of knowledge, skills and competences, which are necessary for the performance of professional activities in accordance with the knowledge, skills and competences of level 7 of framework structure determined in the Latvian education classification.

Professional master's study programs "Management of communication in the leisure and entertainment industry" graduates obtain a professional master's degree in the management of leisure and entertainment industry companies, thus the program prepares specialists for business management in the tourism, leisure and entertainment industry, as well as for work in companies and organisations in both the public and private sectors, locally and internationally. Implementation of the study program is economically justified, as the number of students in all groups is not less than 10 students, therefore the academy did not incur losses in the implementation of the study program. Social importance of the study program is justified by the fact that business education in the tourism and hospitality industry has a special importance in the development of the national economy. Latvia annually evaluates business results based on the World Bank's "Doing Business" rating². In 2020, Latvia is ranked 19th out of 190 countries, which is a high ranking internationally. This indicates the need for business management education and development perspectives, including in the leisure and entertainment industry. Taking into account the "Informative report on mid- and long-term forecasts of the labor market" prepared by the Ministry of Economy in 2022³ it can be concluded that the demand for highly qualified specialists (managers, senior specialists, specialists) will only increase in the future. The report indicates that there will also be a need for specialists with knowledge, skills and competences in the tourism and accommodation sector. This is related to the development of modern technologies and the need for their efficient transmission. These specialists need complex problem-solving skills, the ability to

² https://archive.doingbusiness.org/content/dam/doingBusiness/pdf/db2020/Doing-Business-2020_rankings.pdf

³ <https://www.em.gov.lv/lv/media/14720/download?attachment> (LV only)

think and reason critically, make decisions, creativity, manage and coordinate personnel, manage emotions and stress, who are service-oriented and able to adapt to different situations. BIA master's study program "Management of communication in the leisure and entertainment industry"

the uniqueness is related to its interdisciplinary nature, which distinguishes the program "Management of communication in the leisure and entertainment industry" from similar study programs in Latvian Higher educational establishments:

table 3.4

Master's study program "Management of communication in the leisure and entertainment industry" comparison with other Latvia study programs

Higher educational establishment	Program	Degree	Qualification	Duration	Language
BIA	Management of communication in the leisure and entertainment industry	Professional Master degree in management of leisure and entertainment company	Head of the organisation	full-time studies – 1.5 years; 2 years part-time studies – 2 years	Latvian, English
Turība	Strategic management of tourism	Professional master's degree in business administration	Head of companies and institutions	full-time study per day – 1.5 years; part-time remote study - 2 years	Latvian, English
Vidzemes Augstskola	Strategic management of tourism for competitiveness	Master of social sciences degree in tourism business management	-	1.5 years, 2 years Full-time in person studies.	Latvian, English

It should be noted that only three out of more than 30 higher education institutions in Latvia implement master's study programs for the preparation of specialists in the tourism, leisure and entertainment industry, which shows the relevance and necessity of training such specialists for the Latvian economy.

Professional master's study programs "Management of communication in the leisure and entertainment industry" content is updated every year according to industry, labor market and scientific trends. Compliance with the trends of the labor market and requirements of professional environment is ensured by attracting management professionals to teach study courses. Compliance with the requirements of science is ensured by lecturers' participation in international scientific conferences and the publication of research in scientific publications, as well as the addition of study courses according to current events in science. Students of the program are also involved in carrying out scientific works. For example, research carried out as part of master's theses is presented at both scientific and industry professional conferences. Compliance with the trends of the labor market and the requirements of professional environment is ensured by cooperation with business professionals and experts, engaging them as guest lecturers, for teaching study courses and at the end of examination committees, we also try not to lose contact with graduates, especially considering, as some of them, for the last 6 have been continuing their studies in the doctoral program at BIA and have been invited to work as lecturers at the Academy.

Many master's students start their master's studies in order to increase their level of knowledge and competence, for some it is an opportunity to get a promotion at their place of work, because, most often, master's students already have a stable job. Practically all students studying at the master's degree work in hotel and restaurant service, tourism and recreation organisations or event organisation companies.

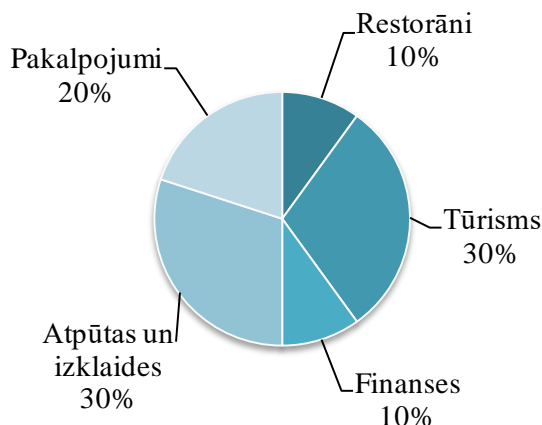


Figure 3.1. Distribution of Master's study program students by sector %

The 2017-2022 graduates took part in the survey. Results of the survey show that:

- 84.6% of graduates believe that their professional activity is related to the education obtained at the BIA and acknowledged that the study program is competitive in the labor market in Latvia and the EU, providing a competitive education that meets international standards;
- 77.8% of graduates evaluate their prospects in the labor market as good and excellent;
- 71.5% of graduates stated that the education they received during their studies has contributed to their career growth and has sufficiently prepared them for continuing their education;
- 84.3% of the graduates indicated that the knowledge gained during the learning process helps to find creative solutions to problems of various complexity and to make decisions based on previously performed information analysis.

An indicator of the quality of education is that the graduates of the study program hold quite high positions, work as managers, and are middle and senior managers.

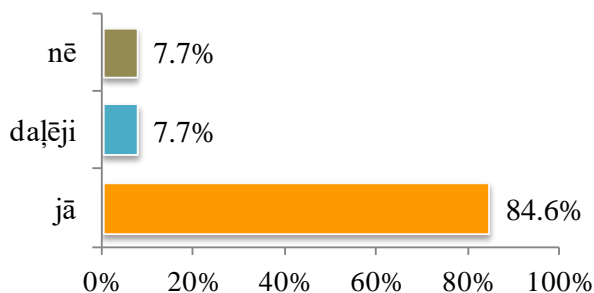


Figure 3.2. Answers of graduates of the master's study program to the statement that their professional activity is related to the education obtained at the BIA

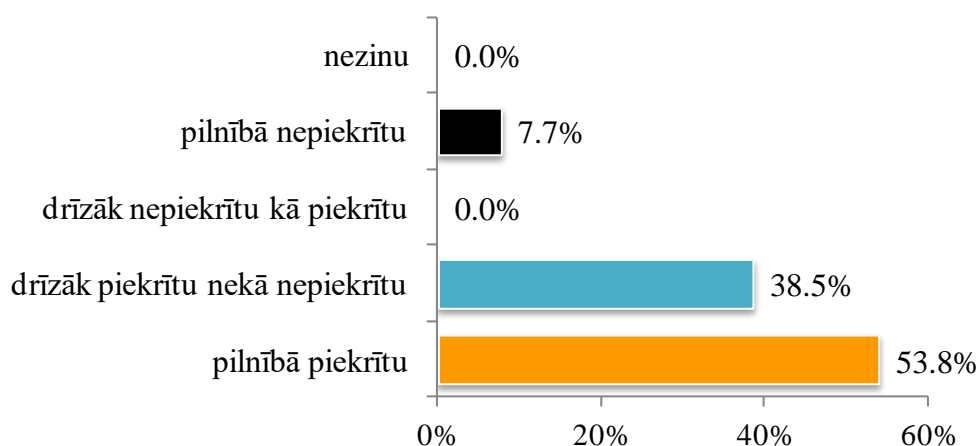


Figure 3.3. Opinion of the graduates of the master's study program is that the education they received sufficiently prepared them for work in the position they hold

Results of the research show that the graduates who received education in the master's study program "Management of communication in the leisure and entertainment industry" meet these requirements, which is confirmed by the following facts:

1. Most of the graduates who were born in Latvia have stayed to work in Latvia.
2. A significant number of graduates work in the specialty or service industry, despite the fact that some of them lost their jobs during the COVID19 pandemic and have not yet returned to the industry.
3. 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.
4. There are graduates who have started their own hospitality business.
5. A large number of graduates (both in Latvia and abroad) hold quite high positions.
6. 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.
7. Most of the graduates highly valued the acquired theoretical knowledge and practical skills, which can be applied in practice, - ability to evaluate, analyse and systematise information, as well as find creative solutions for the realisation and implementation of various tasks, make decisions based on information analysis.
8. Graduates particularly valued the ability to plan, organise and manage their work, present information, as well as the ability to create teamwork, which they learned during the study process.
9. In addition, according to the majority of graduates, studies helped to develop their abilities.

3.1.4. Statistical data on students enrolled in the study programme, dynamics of the number of students, analysis and evaluation of the factors influencing the changes in the number of students. In the analysis, separate out the different forms, types, languages

In the reporting period from academic year 2016/2017 until the beginning of academic

year 2022/2023 (as of 01.10), the number of students in the professional master's study program "Management of communication in the entertainment and recreation industry" decreased by only 11.5%. Taking into account statistics of the last years on the number of students in the master's study program (Fig. 3.6), it can be concluded that the total number of students is relatively even, and taking into account the demographic situation of Latvia and high competition, the total number of local students will continue to decrease, so it is necessary to look for opportunities attract more foreign students to the program.

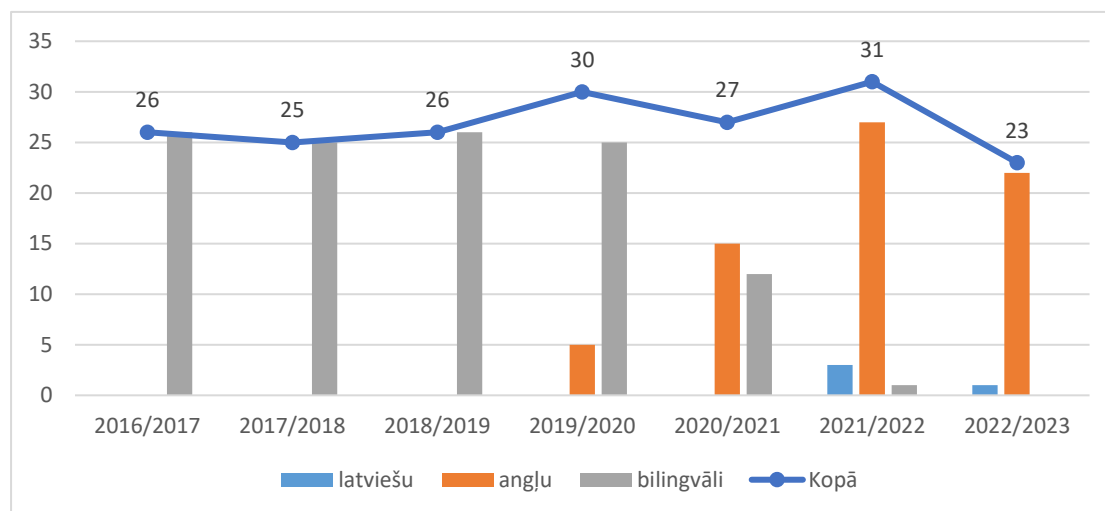


Figure 3.4. Dynamics and distribution of students studying master's study programs by languages of study programs from 2016/17 to 2022/23 study year

The master's study program "Management of communication in the leisure and entertainment industry" was implemented in Latvian, English, Russian and bilingually (Latvian and no more than 20% of credits in English), in full-time face-to-face (day) form until the 2019 academic year. From 2019, admission to the study program takes place in Latvian and English.

The study program is privately funded, there are also opportunities for cooperation partners, annual programs, achievements and relatives discounts for study fees.

In the period from academic year 2016/2017 until autumn of academic year 2022/2023, *the number of students enrolled* in the professional master's study program "Management of communication in the leisure and entertainment industry" is 101:

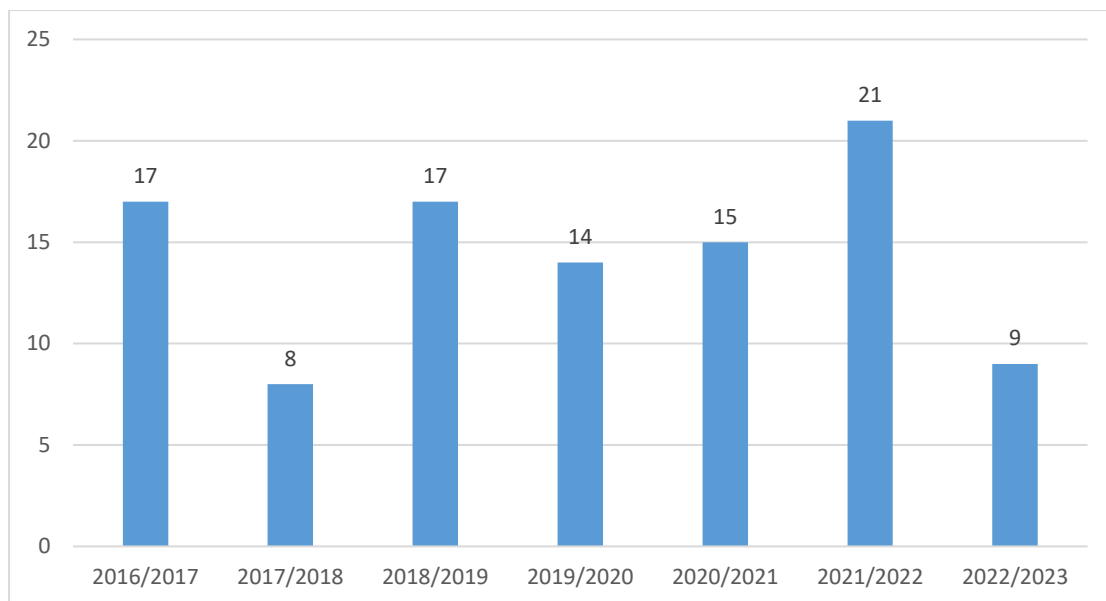


Figure 3.5. Dynamics of matriculated students of the master's study program from study year 2016/2017 to study year 2022/2023

In general, dynamics of the number of matriculated students in the study program has almost been unchanged. The number of matriculated students was higher in the study year 2021/22 when 21 students enroll, but in study year 2017/2018 the number of matriculated students was minimal - 8 students.

In the review period from academic year 2016/2017 until beginning of academic year 2022/2023, 43 graduates have successfully completed their studies:

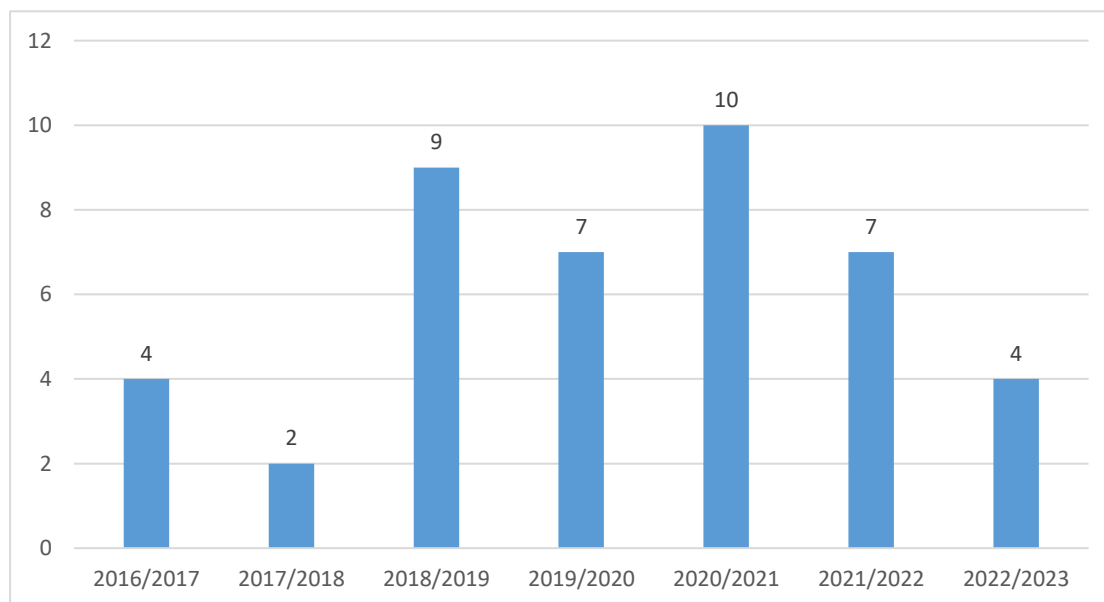


Figure 3.6. Dynamics of the number of graduates of the master's study program from the study year 2016/2017 to 2022/2023

Many students in Latvia start their studies, but do not finish them⁴. This is shown by the latest OECD study. Some students decide to earn money instead of studying, but for others

⁴OECD (2022), https://www.oecd-ilibrary.org/education/education-at-a-glance-2022_3197152b-en

studies are too difficult. Thus, student dropout (Fig. 3.9) in the study program in the period from academic year 2016/2017 to academic year, is 50 people, taking into account statistical data of the Baltic International Academy:

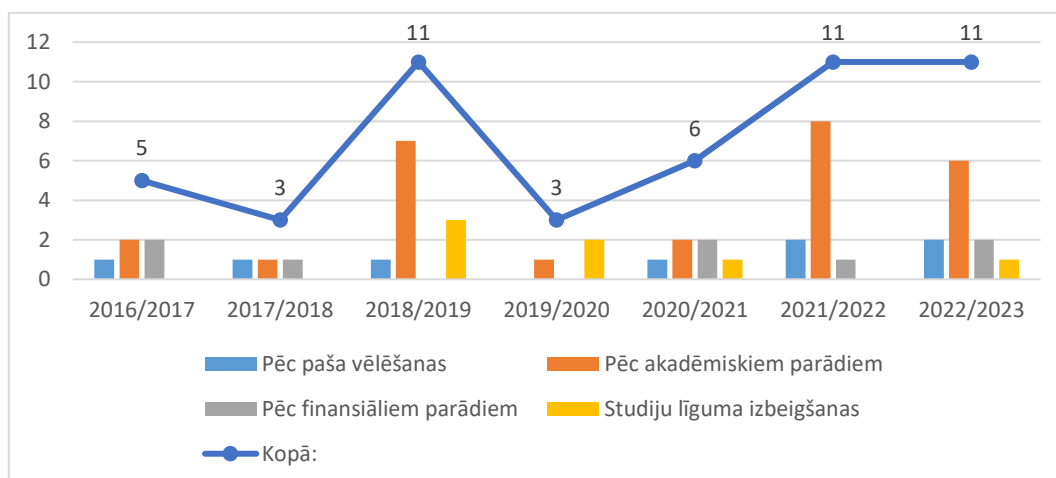


Figure 3.7. Dropout in the Master's study program students from study year 2016/2017 to 2022/2023

The reasons for it in the reporting period are the following:

- due to academic debts – 27 students;
- by own choice – 8 students;
- due to financial debt – 8 students;
- termination of the study contract - 7 students.

The first year tends to have the highest dropout rate. Talking to the students, it can also be concluded that studies in the master's degree require much more persistence and self-organisation. Another reason - students who did not return from the study break, who have learned the study program, but for personal reasons have not written a master's thesis.

Number of foreign students (Fig. 3.10) – in the period from study year 2017/2018 until study year 2021/2022 has doubled (from 11 to 23 students), but in the study year 2017/2018, the number of foreign students in the study program was minimal - only 11 students. In the period from academic year 2016/2017 till the fall of academic year 2022/2023, the number of foreign students in the professional master's study program is 118 students, not including students who came and studied within the framework of the ERASMUS exchange program (40 students).

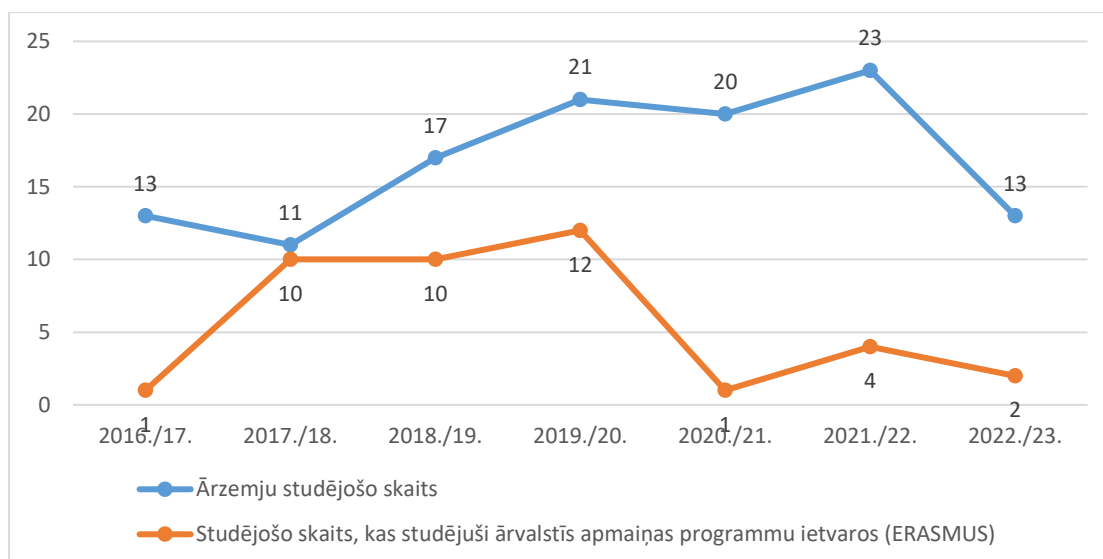


Figure 3.8. Dynamics of foreign students of the master's study program from the study year 2016/2017 to study year 2022/2023

Analysis shows that a greater part of foreign students came to study at BIA from Russia, Uzbekistan and Azerbaijan (Fig. 3.11):

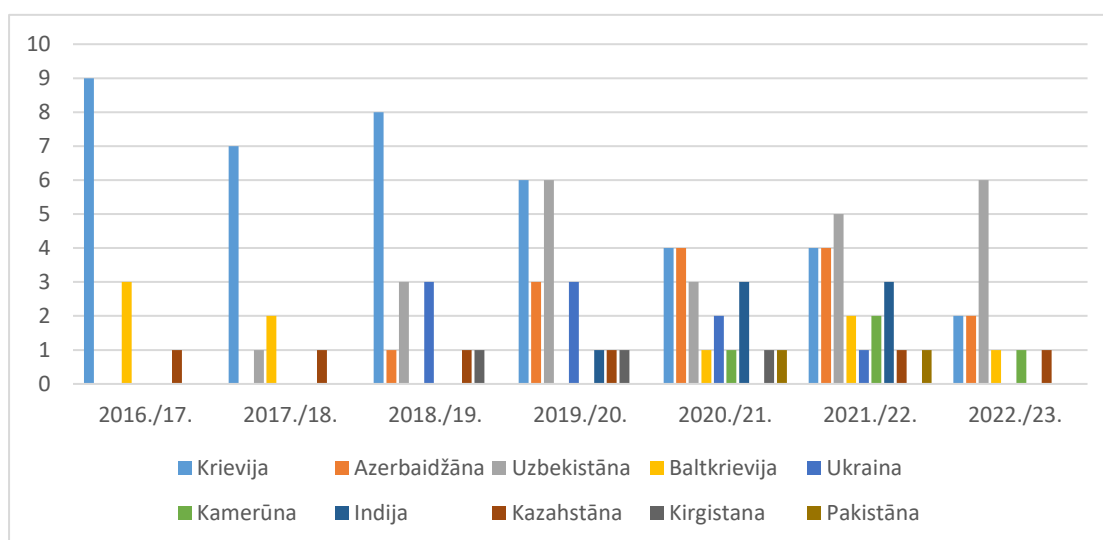


Figure 3.9. Dynamics of foreign students of the master's study program from the study year 2016/17 to study year 2022/23, depending on the country of residence

3.2 The Content of Studies and Implementation Thereof

3.2.1. Assessment of the interrelationship between the information contained in the courses/modules, the outcomes to be achieved, the objectives set, etc., and the objectives and outcomes of the study programme. Assessment of the relevance and appropriateness of the content of the study courses/modules to the needs of the sector, the labour market and scientific trends, whether and how the content of the study

courses/modules is updated in line with sector, labour market and scientific trends

The Baltic International Academy professional master's study program "Management of communication in the leisure and entertainment industry" generally provides the knowledge, skills and competence necessary to overcome the global challenges of tourism development and meet the development needs of Latvia, the Baltic and European Union countries as tourism destinations. Based on the results of surveys of graduates and job titles and recommendations for higher education in the tourism, leisure and entertainment industry, lecturers' experience, both study course topics and cross-cutting topics that can be integrated into study courses throughout the program have been identified in the program content. In the light of the recent geopolitical turmoil and the Covid19 pandemic, the content of the programme is designed to prepare tourism and hospitality, leisure and recreation 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 profession and in the hospitality, leisure and recreation fields in different sectors. The content of the programme responds to the challenges and tendencies that characterise the tourism industry - the need for innovation and creativity, the growing importance of technology in various aspects of tourism and hospitality, leisure and recreation organisations - from product development to smart venue management, from organisational 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. Connection is clearly visible from the mapping of the study program. Each study course ensures learning of 1 to 3-5 achievable results of the program. At least 1 study course corresponds to each achievable study result of the program, but on average it is 3-5 or more courses.

The study program fully complies with regulations of the Cabinet of Ministers of the Republic of Latvia of August 26, 2014 No. 512 (in force until December 31, 2022), which regulate the mandatory content of the master's study program of professional higher education, by converting the credits into European Credit Transfer System (ECTS) credits, in accordance with Article 1.8 of the Law on Higher Education Institutions, namely:

1. study courses that ensure in-depth learning of the latest achievements in the theory and practice of the industry - at least 5 CP (7.5 ECTS);
2. research work, creative work, design work and management study courses - at least 3 CP (4.5 ECTS);
3. practice - at least 6 CP (9 ECTS) for graduates of the bachelor's program and at least 26 CP (39 ECTS) for graduates of the academic bachelor's study program;
4. state examination, the component of which is the development and defense of a master's thesis - at least 20 CP (30 ECTS).

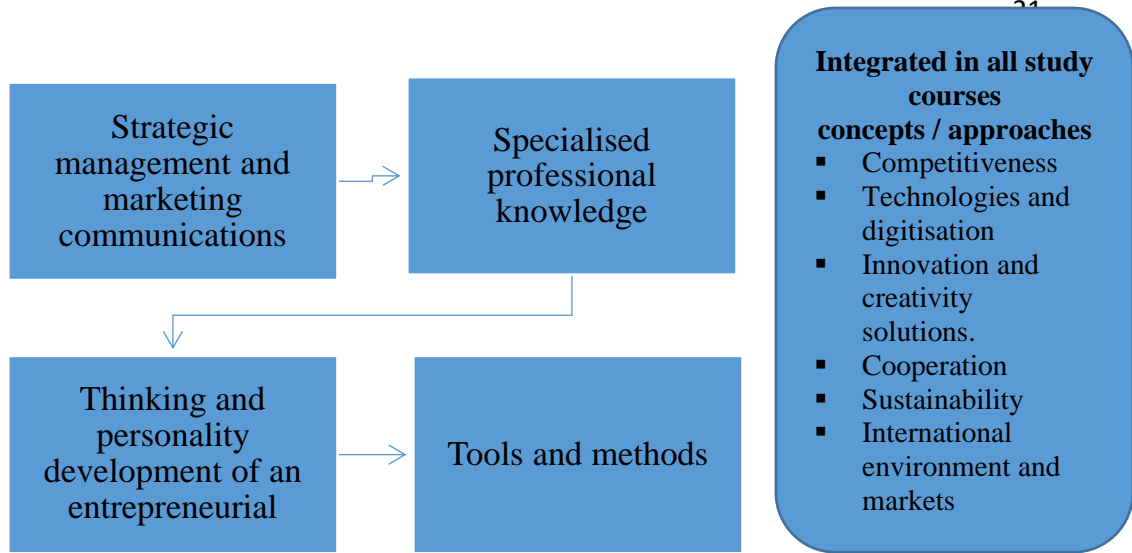


Figure 3.10. Content of the study program "Management of communication in the entertainment and leisure Industry".

The Professional Master's study program includes both courses focused on personal development, as well as macro-level courses that provide knowledge about the wider context, as well as organisational/destination management-level courses. Compulsory part of the study program is focused on macro-level, strategic management, marketing communication courses, tourism and leisure product creation and sales factors and development trends. Increasing the influence of technology, it is important to emphasise in the study program support tools in the management of organisational and destination processes, as well as innovative solutions in the field of recreation and entertainment, as well as the development of research competencies. The offer of study courses also includes a wide offer of study courses related to personality development.

The study program is interdisciplinary. The nature of the study program combines various directions that are included in the name of the study program and in the study courses implemented within the program.

table 3.5

Study program directions

Management direction	Communications direction	Direction of creative industry and research work	Direction of intercultural and culturology
Strategic management in the leisure and entertainment industry	Intercultural communication	Methodology and methods of socio-economic research in the field of leisure and entertainment	Globalisation and cultural diversity
Quality management systems	Strategic marketing communications	Creative thinking technologies	Cultural markets and cultural practices
Intellectual capital management	Digital marketing	Leisure and entertainment industry	Business English in a multicultural environment
Management of international projects in the leisure and	Business English in a multicultural environment	Innovative technologies in the field of leisure and entertainment	Management of international projects in the leisure and

entertainment industry			entertainment industry
Organisation financial planning	Leadership: concepts and strategies	Sustainable development in the field of leisure and entertainment	Intercultural communication

The study courses include both industry current affairs and scientific trends.

All courses of the study program incorporate the basic ideas of the research in tourism, leisure and entertainment industry, presentation and methodology of the most frequently used quantitative and qualitative research tools, the ability to use acquired knowledge in research activities, which are carried out within the framework of several courses of the program. Summarising the mentioned information about the study process in the master's study program, it is concluded that structure of the program is logical, promotes independent research activity and targeted development of practical skills, which corresponds to the principles of the field of tourism, leisure and entertainment management science. The changes made in the program correspond to the current needs of the job market of the head of organisation. The study program and the study courses included in it correspond to the modern development trends of science and offer a competitive education.

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 the progress of studies and master's theses, 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 general, the professional master's study program "Management of communication in the leisure and entertainment industry" meets requirements of the State Standard of the second level of professional higher education, as well as the professional standard "Organisation Manager". 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 study program.

When evaluating compliance of study programs and study courses with the needs of labor market and employment opportunities of graduates, labor market forecasts are taken into account. The platform for reflecting labor market forecasts has been developed under the operational program "Growth and employment" point 2.2.1 specific support objective "Ensure increase in the reuse of public data and effective interaction between public administration and private sector" 2.2.1.1 within the framework of measure "Creation of centralised ICT platforms of public administration, optimisation and development of public administration processes" of the European Regional Development Fund project "Creation of labor supply and demand forecasting and monitoring system" (No. 2.2.1.1/17/I/032). In the period from August 13, 2018 to June 2021, the project was implemented by the State Employment Agency of Latvia⁵, in cooperation with the LR Ministry of Economics⁶ and platform developers LLC "UNISO" and LLC "Caballero". As a result, a platform for reflecting labor supply and demand forecasts was developed, according to the ESF project No. 7.1.2.2/16/001 "Improving labor market forecasting".

⁵ <https://prognozes.nva.gov.lv/en>

⁶ <https://prognozes.em.gov.lv/en>

Currently, the most demanded profession groups in the labor market in Latvia are collective managers and various specialists who need leadership and management skills, political and organisational skills. In Latvia until 2030, the biggest changes in labor demand are expected in the service sector sectors, which corresponds to common trends both in Europe and in other countries of the world - the demand for managers will increase, as well as for various specialists who also need appropriate education. In the labor market, there is a demand for flexible and competent employees who are ready to perform the duties of several positions at the same time, who, in addition to the specific necessary knowledge of the profession, also possess some of the basic competencies, such as knowledge of foreign languages. The demand for highly qualified specialists will grow faster and faster. This will mainly be determined by the increase in demand for labor in manufacturing and services, especially commercial services.

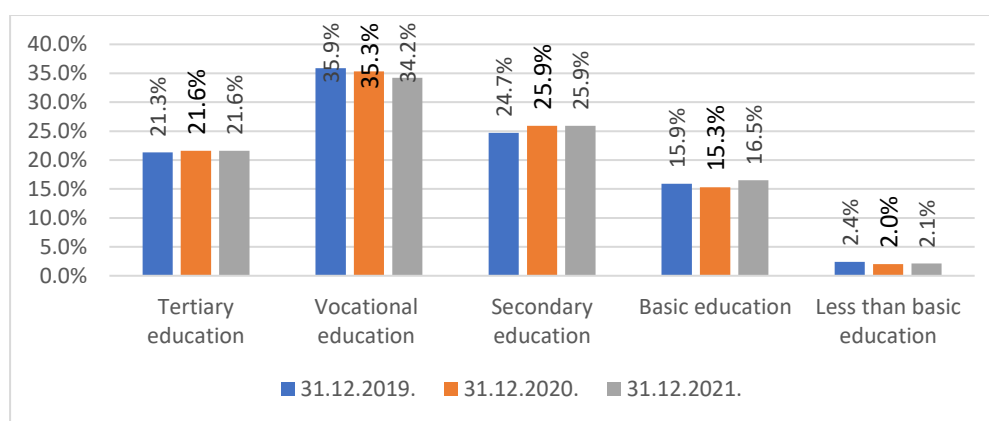


Figure 3.11. Number of unemployed people by level of education⁷

Employers in all industry groups expect an increase in demand, and employers in all industry groups assess it similarly. In 2023, the Latvian labor market will be characterised by positive development trends compared to the pre-pandemic and pandemic years of COVID19. This mainly concerns the tourism industry, which in turn is related to entertainment and recreation.

According to the data published by the Central Statistical Office on February 15, 2022 the number of foreign and resident visitors to Latvia was 2.2 million, which is 66.2% more than in 2021, but still 23.9% less than before the pandemic in 2019. The number of nights spent by visitors increased by 63.2% and was 3.9 million nights. In 2022, tourist accommodation received 1 million Latvia visitors, which is 19.5% more than in 2021 and 13.9% more than in 2019. Compared to last year, the number of nights spent by foreign guests has increased 2.4 times and amounted to 2.1 million. The number of nights they spent was 1.8 million, an increase of 16.7% compared to last year.

⁷LR Labour Market Report 2022 <https://www.lm.gov.lv/en/labour-market-reports-and-statistics>

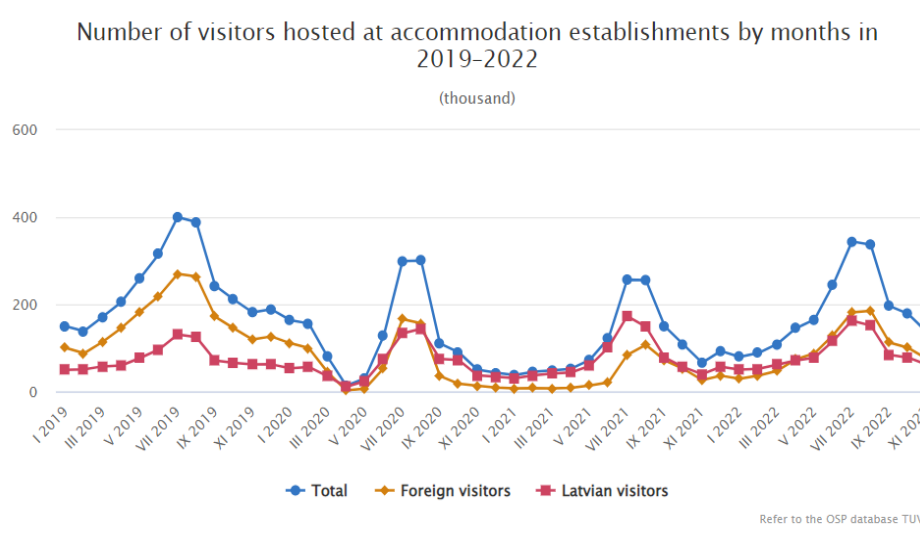


Figure 3.12. Number of visitors admitted to accommodation facilities by month 2019-2022.

Important general development goals such as the UN Sustainable Development Goals are taken into account in the development of the content of the study program⁸, Latvia sustainable development strategy until 2030 (Latvija 2030)⁹, goals of the tourism industry as the European Tourism Manifesto (Tourism Manifesto (2020))¹⁰, as well as current reports on the transformation of the tourism industry.¹¹ The study program meets challenges of the future and is based on emphasising students' independent work, the synergy of study research work, preparing specialists who are competitive in the international labor market, developing their abilities and motivating lifelong learning. The Latvian National Development Plan 2021-2027 for the year¹² stipulates mutual synergy of the emphasised priorities "Knowledge and skills for personal and national growth" and "Competitiveness and material well-being of enterprises" and directions of action provided for in them confirm importance and impact of the study program on the socio-economic development of the country. The need for close interaction between academic and private sectors (i.e. more successful transfer of knowledge between companies and universities, as well as between the state and the private sector) is also emphasised in the European Commission documents.¹³ On the other hand, professional education programs, as opposed to academic ones, provide for a close connection between theoretical knowledge and innovations, the wider involvement of private sector professionals in the academic environment, as well as the emphasis on applied studies and deeper integration into the traditional theoretical model, ensure the real implementation of these recommendations. In the future, ever closer connection of higher education, the labor market and a flexible approach (transformation) will be important for the development of the EU in order to ensure the development of a smart Europe.¹⁴ In a society characterised by both increased development dynamics and uncertainty, individuals with entrepreneurial skills are of immense importance. Entrepreneurial skills enable to identify and take advantage of

⁸ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁹ https://www.pkc.gov.lv/sites/default/files/inline-files/Latvija_2030_6.pdf

¹⁰ <https://tourismmanifesto.eu/policy-priorities/>

¹¹ <https://etc-corporate.org/reports/european-tourism-2022-trends-prospects-q3-2022/>

¹² https://pkc.gov.lv/sites/default/files/inline-files/20200204_NAP_2021_2027_gala_redakcija_projekts_.pdf (LV only)

¹³ Modernisation of Higher Education in Europe: Funding and the Social Dimension. Brussels: Eurydice; EACEA/Eurydice, 2012.

¹⁴ https://ec.europa.eu/regional_policy/2021-2027_en

opportunities to create a new business, as well as to work in existing businesses as function managers, project managers or organisational leaders. Digitisation has a significant impact on the labor market, changing the usual professions to new ones, changing the types of companies, work style and interpersonal relationships.

3.2.2. For Master's or Doctoral programmes, indicate and justify whether the award of degrees is based on the achievements and insights of the relevant scientific discipline or field of artistic creativity. In the case of a doctoral programme, a description of the main lines of research, the impact of the programme on research and other levels of education (if applicable).

The study programme is designed to take account of the latest theoretical developments in economics and business, management science and psychology, marketing and communications and other fields of study related to tourism, leisure and entertainment industries.

Lecturers' research activities ensure that the results of their research and the latest research findings are integrated into their courses. It is common practice at BIA that Master's students themselves are involved in current research studies, regularly present the results of their research at scientific and practical conferences, and within the framework of these conferences, master's theses are also produced.

The Professional Master's Degree in Management of Leisure and Entertainment Industry Enterprises is awarded after successful completion of the study courses and passing the state examination - Master's thesis defence. The Master's thesis is an independently carried out, qualified summary of research results with theoretical substantiation, based on the latest research in economics and business, management science and psychology, marketing and communications, as well as other sciences related to tourism, leisure and entertainment industry and their practical application in various aspects of the management of organisations and destinations. It integrates the theoretical knowledge acquired during studies in interdisciplinary courses and the practical skills to apply theoretical knowledge in research. It demonstrates the learning outcomes that the student is skilled in combining theory and practice and is able to develop the processes related to professional working life theoretically and practically; and has mastered and is able to carry out ongoing research. The Master's thesis development process is strictly controlled and guided, starting from the choice of the thesis topic, which ensures the exploration of issues relevant to the relevant fields of study, support for the student's individual work and a systematic approach to the writing of the thesis, which is focused on high quality results.

3.2.3. An evaluation of the implementation of the study programme, including the methods of course/module delivery, indicating the methods and how they contribute to the achievement of the course outcomes and the study programme objectives. In case the study programme is delivered in a foreign language or distance learning format, describe in detail the methods used to deliver such a study programme. Include an explanation of how the principles of student-centred education have been taken into account in the implementation of the study process

Study results – a set of knowledge, skills and competences. The guidelines for assessment of study results are determined in the "Regulations on the Evaluation of Study Results at the Baltic International Academy"¹⁵, which have been applied in the master's study program.

BIA study and knowledge assessment methods are objective and are consistently followed.

¹⁵ https://bsa.edu.lv/docs/nolikums/Regulations_Evaluation_Study.pdf

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. Study results are evaluated by BIA according to two indicators:

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

Amount of credit points to be obtained is specified in the study plan. In order to assess compliance of the amount of work performed by students with the plan, it is quantitatively evaluated in credit points every semester and study year - 1 credit point (1.5 ECTS) corresponds to 40 hours.

Evaluation of the study results of the master's study program is carried out in accordance with the regulation on the evaluation of study results at the Baltic International Academy. The regulation was developed with the aim of specifying the content formulated in BIA study program content and study course descriptions, which is related to the formulation of study course learning criteria for the achievement and evaluation of study results, the types of competence testing, forms and order.

The program adheres to the following main assessment principles:

- **transparency of knowledge and skills evaluation** – in accordance with the set goals and results of the programs, as well as the goals and results of the study courses, a set of requirements for positive evaluation of educational achievements has been determined;
- **the principle of compulsory evaluation** – it is necessary to obtain a positive evaluation for learning compulsory content of the program.
- **the principle of a variety of assessment methods** - in several forms:
 - 1) students are involved in the assessment process within their courses, e.g. by assessing each other's contributions within group work, reviewing group members' work, etc., and
 - 2) the lecturer uses different forms of assessment during the course, e.g. by marking some assignments as 'pass', others as 'mark', etc.

The final thesis is evaluated by professionals from the field, who are included in the Master's thesis defence committee.

The content and scope of tests and events correspond to the content determined in the course programs and determined expected study results of learning the program - requirements of skills, knowledge and competences.

The evaluation methods are chosen in such a way that it is possible to evaluate study result achieved by the students. So, until the expected study results of the study course have been formulated, evaluation methods are formulated.

Assessment refers to the processes that academic staff use to judge student achievement in a course of study, both mid-term and at the end of the course. These processes include deciding what is relevant evidence for a particular outcome, how to collect and interpret evidence, and how to provide feedback to intended users (students, academic staff, academy administration).

For the evaluation system of study results:

- student learning should be promoted;
- students' achievements must be measured against the study results, so that they are obtained grades are reliable and meet academic standards;
- and is clear, transparent and fair.

Students' achievements are evaluated in a 10-point system and in accordance with BIA requirements, suitable evaluation criteria. The lowest positive rating is 4 points (almost average).

Then, when the process and evaluation criteria have been determined, study implementation methods are determined, guided by the principle that they should be clear, meaningful and useful. Due to the fact that the groups of the master's program are usually

small, the study implementation methods that correspond to the level of the master's program are easier to implement.

Acquisition of knowledge, strengthening of skills and competencies in the study program includes theories, tools, practical examples, lectures, group assignments, interactive discussions and lectures by guest lecturers representing the industry. Learning within the program mainly takes place in working groups and through self-study, which is an essential part of learning in all courses of the program.

In the practical implementation of the study program, lecturers use several study methods in their work with students, such as interactive lectures (including discussions), classes, seminars (including case studies), small group work (3-4 students in a group) to improve communication and dialogue building skills, the skills of formulating an opinion and expressing it accurately, analysing various problem situations and cases.

The following study methods are used in the study process:

- 1) lectures, seminars, practical works;
- 2) methods that promote analytical, critical, systemic and creative thinking, build communication skills - group work, discussions, presentations, situation analysis;
- 3) promotion of independent and research work carried out by students individually or in groups - development of reports, projects;
- 4) meeting with the invited experts - industry professionals - as part of the study courses.

The Master's study programme offers guest lectures from local practitioners, where students can learn practical skills and hear from industry experts, as well as the Erasmus+ Academic Staff Exchange Programme, where Master's students can learn about industry developments in other EU countries. Inviting practitioners to lectures (in the study programme the classes are conducted by J. Serebrjakova - a tenant of the travel agency Nikos Travel, A. Rogale-Homika - a crew travel manager at SmartLynx Airlines Ltd, Ž. Jeļisejeva - a Quality Management Systems consultant, team management trainer, development consultant, etc.) increases the practical aspect of the studied ideas, as well as creates contact between students, professionals and professional associations. In addition, the professionals themselves are always positive about the idea of working with students, as this way they also enrich their experience.

The study programme actively uses the "case method" - the study and analysis of concrete examples of practice activities. This is a special teaching method that is widely recommended for the implementation of the study programme. It is an excellent tool for learning the links between theories and their application, explaining practices in concrete situations. This method is used at all levels of classroom activities - lectures, seminars, practicals - with the aim of: strengthening interest in the ideas being studied. **(from p.3.2.3 of the Bachelor programme)**

The study process is based on "problem-based learning", i.e. on the analysis of problem situations, in order to develop students' theory application abilities, discussion, argumentation skills, as well as presentation skills of their theoretical findings, analysing research literature and practical problems of the industry.

Teaching methods are chosen according to the tasks, specifics and planned study results of each study course. The lecturers of the study courses use lectures not only as a lecture, but also integrate active study methods, stimulating discussions and organising work in small groups, presenting their independent works. Active learning methods are widely used in seminar classes. Through these methods, lecturers create a democratic and free atmosphere in the study process, which in turn stimulates students' personal and professional development. Moreover, these methods can be used more and more frequently as a wider range of study literature becomes available for students to read for themselves. **(from p.3.2.3 of the Bachelor programme)**

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

See table 3.5 for the connection of the professional master's study program "Management of communication in the leisure and entertainment industry" between study implementation methods, evaluation processes and program study results. 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 3.6

The connection between study implementation methods, evaluation processes and program study results (SR) of the professional master's study program "Management of communication in the leisure and entertainment industry"

Study results of the program (SR)		Study implementation methods for achievement of SR	Assessment methods for achievement of SR
Knowledge			
1 SR	Demonstrates in-depth knowledge and understanding of current theories, concepts and methodologies in economics and business, management and psychology, marketing and communications, and other disciplines related to the tourism, leisure and entertainment industry	Discussion and resolution of individual problems. Discussions of real-time problems using terms and concepts learned in the classroom. Analysis of situations Lectures Reading	Tests Exams Situation analysis Presentations Exams Situation analyses Participation / attendance
Skills			
2 SR	Be able to plan and implement professional activities using analytical abilities and skills in assessing business environment in the local and international market and development trends in the tourism, leisure and entertainment industry	Execution of data analysis tasks, including using computer programs: PSPP solution and/or MS Excel and/or MS Access basic and other Seminars	Tests Situation analyses Reports Exams Presentations Participation / attendance
3 SR	Able to analyse and evaluate situation in the organisation, develop development strategies in various business areas, management levels and functional areas, work in a team, use foreign languages in a multicultural environment, communication and interaction skills and abilities	Analysis of publications in leading academic journals Lectures Project	Tests Reports Exams Presentations
4 SR	Able to demonstrate company and project management skills, solve current company management issues by making decisions, take responsibility for work results, ensure competitive operation of the company, increase its added value in the changing and sustainable development conditions of the global economy	Individual research projects	Research projects (report) Presentation of research projects Business plan Budget Participation / attendance

5 SR	Can learn and critically evaluate research methods and approaches for conducting research in the field of management science, independently apply the latest theories, discoveries, methods and problem-solving skills in order to carry out scientific research and creative activities that ensure creative thinking	Analysis of situations. Work in groups. Individual / group projects Lectures Reading	Analysis of situations. Reports Research projects (report) Presentations Business plan Budget
Competences			
6 SR	Able to assess the risks of management decision-making in different contexts and, if necessary, perform additional analysis	Individual / group projects Execution of data analysis tasks, including using computer programs: Excel, PSPP and others	Analysis of situations. Reports Presentations
7 SR	Able to convince the audience of the effectiveness and validity of own decisions and take responsibility for the possible impact of actions on the environment and society	Group presentations Discussions Business games	Discussions Presentations Speaking
8 SR	Demonstrates a range of general skills including information and time management, team and project work, computer and independent learning, digital skills	Individual / group projects Research projects A mixed learning approach Business games	Individual projects Group projects Internship report
9 SR	Be able to contribute independently to their own personal development and the development of their own knowledge, demonstrate an innovative, open and ethical mindset, and show initiative and leadership in the management of their organisation.	Problem solving Discussions Business games	Reports Essays Analysis of situations

The following principles of student-centered education are taken into account in the implementation of the study process:

- students have different learning styles and methods;
- students have different experiences and previous knowledge, which are taken into account when discussing various problems of the leisure and entertainment industry;
- there is an opportunity to study independently, conducting various studies and developing research projects;
- ensuring cooperation between students and teachers, etc

Practically all teaching staff involved in implementation of the professional master's study program use electronic learning environment - e-studijas, MOODLE platform, which provide ample opportunities for both placement of study materials and organisation of submission of independent works. The following e-learning tools and methods are used in the implementation of the study programmes:

- e-study materials (study methodological complexes) in electronic format, which are hosted on the e-study website¹⁶,

¹⁶ <https://do.bsa.edu.lv/?lang=en>

- videoconferences, video lectures and teleconferences,
- Internet forums,
- presentations and videos,
- on-line consultations with the lecturer via electronic means of communication (Skype, Skype for Business or Big BlueButton-BBB);
- electronic library and catalogues.

Using the Moodle system, students can ask the lecturer any questions they may have, both during the lecture and during the tutorial. In the Moodle system, students can discuss answers with course mates, work in groups, prepare for exams together, get additional information, give each other suggestions and advice, or communicate about current events at the Academy or in the world.

The BigBlueButton (BBB) programme provides:

- lectures, seminars, discussions in a virtual environment;
- live virtual tutorials before an exam or assessment;
- students can attend lectures, seminars and practical sessions in the virtual environment, ask the tutor questions, present homework and group work, and discuss with course mates and the tutor.
- if you are unable to attend a video lecture, you can watch it on BigBlueButton (BBB).

During the teaching process, pre-exam tutorials are organised online in a web-based environment before compulsory tests or examinations. Each subject is preceded by a tutorial before the assessment or examination. During the online tutorial, the student can ask the tutor questions and get an answer to his/her question.

In order to ensure a better quality of the study process, individual or group counselling sessions are organised at the BIA, according to the counselling schedule approved by the study department. In addition, individual consultations¹⁷ are possible by asking questions in the e-learning environment or by sending individual e-mails to the lecturer. (from p.3.2.3 of the Bachelor programme)

3.2.4. if the study programme includes an internship, describe the internship opportunities, provision and organisation offered to students, including whether the university/college assists students in finding an internship placement. If the study programme is conducted in a foreign language, provide information on how internship opportunities are provided in the foreign language, including for international students. Provide an analysis and assessment of the relevance of the student placement tasks included in the study programme to the learning outcomes to be achieved in 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 "Communication management in the entertainment and leisure Industry" and its organisation is carried out in accordance with the "Regulations on Internships at the Baltic International Academy".¹⁸ **Internship** is a form of learning that takes place outside the educational institution, in a real workplace corresponding to the profession, or in another way, according to the internship program. The internship included in the master's study program can take place in any company in the field of tourism, hospitality, recreation or entertainment. If the student is employed in one of the companies, he can choose his workplace as the place of practice. The field of study "Management of communication in the leisure and entertainment industry" has concluded many internship contracts, which contribute to the provision of internships.

In accordance with the Cabinet of Ministers' regulations of August 26, 2014 No. 512 "Regulations on the state standard of the second-level professional higher education", the

¹⁷ https://intra.bsa.edu.lv/nexus_stud/index.php?lng=eng

¹⁸ https://bsa.edu.lv/docs/2020/BSA_Prakses_nolikums_en.pdf

amount of practice in the professional master's study program must be at least 6 CP (9 ECTS). The master's study program provides for the following internships (practice implementation time -☺):

table 3.7

Internship implementation time

Duration of studies	1 sem.	2 sem.	3.sem.	4 sem.
1.5 years (3rd semester) of full-time studies		☺	☺	
2 years (4th semester) of full-time studies	☺	☺	☺	

The purpose of internship is to promote strengthening and development of theoretical knowledge, professional skills and abilities, to strengthen the acquired knowledge in practice, to study and analyse the institution's or community's resources, opportunities, its development directions, to develop proposals using alternative and innovative methods. Internship is organised according to the internship program. Internship is carried out in accordance with the internship agreement on providing an internship. The higher educational establishment concludes internship contract with the employer and the student. Representatives of the organisations with which the contract for the implementation of the internship has been concluded take part in the internship evaluation.

General goals of internship:

- to promote application of theoretical knowledge in professional activities;
- to improve skills to choose solutions to problems that integrate knowledge from various sciences;
- to accumulate professional experience and build professional competences in the leisure and entertainment industry;
- to improve practical skills and abilities in the field of recreation and leisure;
- to evaluate your level of professional training in accordance with the requirements of the modern labor market;
- to improve professional development through continuing education and research opportunities.

Research activity is implemented in practice throughout the study period. Research consists of several stages:

- collection of empirical material;
- raising the problem issue;
- research and analysis of scientific literature relevant to the topic;
- systematisation and analysis of empirical material;
- conclusions about possible solutions to the problem.

In the study program, internship is implemented together with the development of a master's thesis in order to promote the practice of improving professional independence.

Internship program was developed on the basis of didactic principles for the improvement of professional continuity in practice.

table 3.8

Didactic principles for the improvement of professional permanence in internship

Didactic principles of internship organisation	Provision of the didactic principle
PERSONAL DIMENSION	

CHOICE principle	The choice of the place of internship is made according to one's research interests. Development of practical tasks and report documentation, taking into account students' different ability levels, professional interests and perspectives; creating situations for professional trials and self-examination; promotion of students' creative activities and research activities (presentation of creative works developed during internship, publication of author's works, etc.).
INDEPENDENCE and RESPONSIBILITY principle	Agreement on the conclusion of a tripartite internship agreement, their preparation and development of internship documentation.
PARTICIPATION, CREATIVE ACTIVITIES principle	Completion of practice tasks. Offering of alternative and innovative solutions. Critical evaluation of experience, self-evaluation, formation of one's educational philosophy.
SOCIAL DIMENSION	
COOPERATION principle	Interrelationship of management components (determination of practice tasks, content, use of management forms and methods, determination of uniform criteria for evaluation of practice results); guidelines for practice managers.
CONTENT DIMENSION OF STUDIES	
INTEGRATION principle	Completion of practice tasks. Carrying out methodical, research activities, acquiring professional knowledge and skills, developing a research paper - master's thesis.
UNITY OF THEORY AND PRACTICE principle	
REFLECTIVITIES principle	Practice documentation – self-analysis, self-assessment forms.
ACTIONS principle	Participation and involvement during the internship in community or institution events, decision-making, brainstorming, etc.
SYSTEMATICITY, CONTINUITY, COMPREHENSIBILITY principle	Practice methodical materials - tasks, schemes, evaluation sheets, evaluation criteria, etc. Determination of uniform requirements for students.
CONTROL principle	Preparation of practice documents, guidelines for practice managers, practice defense, uniform requirements for students.
COMPENSATION principle	Introductory lectures, consultation schedule at the higher educational establishment and at the place of practice.

Student's readiness for independent professional activity is determined by his preparation: knowledge, skills, experience and desire to realise professional tasks or motives of activity. The effectiveness of practice is determined by:

- attitude towards the profession;
- professional knowledge and skill level;
- cognitive activity;
- the ability to creatively use acquired knowledge;
- independent work intensity;
- responsive and supportive place of practice, open to alternative solutions and innovative methods.

The content of the internship according to the degree to be obtained is determined in accordance with the professional standard.

At the end of the internship, students should develop the following competencie

table 3.9

Competences of students' internship

Study results (SR) intended for the program	Competences (analysis, synthesis and evaluation)	Professional tasks that require this competence
8 SR 3SR; 4SR; 9SR;	- knows how to use computer skills for business/organisational analysis; - is able to develop solutions to problems, taking into account interests of the company/organisation, legislation and ethical norms, integrating the knowledge acquired during studies;	Work with statistical information, preparing forecasts, trends, etc.; Database use, classification of information; Preparation of a research plan, monitoring of implementation of the plan, evaluation of results;
5 SR 5SR; 8 SR	- develop and prepare a detailed written internship report. - develop a preliminary coursework/master's thesis content on the basis of analytical conclusions and open problems.	Information collection, grouping, development of information quality criteria; Develop a research plan, plan research stages and results.

The study direction regularly receives requests from industry organisations for interns, including from abroad, as well as cooperation agreements with internship employers - long-term work in tourism education and links with the industry have allowed to create a database of employers. Experience so far shows that students are mainly looking for internships on their own, as they can choose a company in their field of professional interest, a location that is often important for financial reasons (low transport costs, proximity to home and family). Often the traineeship is carried out in the workplace, thus providing an in-depth study of the organisation and giving feedback to the companies, which value it and put it into practice.

In order to ensure that English-speaking students learn the internship, the "Regulations on the practice of the Baltic International Academy" have been translated into English¹⁹ and the internship programme, its goal and tasks, as well as the search for and implementation of the internship are explained to the students during the training sessions on internships. The BIA does not assume any obligation to provide internships for students, as students develop their communicative skills and competences by searching for internships. If the choice of a placement is difficult for a student, the BIA offers assistance in the implementation of the placement. Sometimes the BIA assists students in their internship search by providing internships with its graduates. As there are many branches and representative offices of foreign companies in Latvia,

¹⁹ https://bsa.edu.lv/docs/2020/BSA_Prakses_nolikums_en.pdf

English language students have the opportunity to find internships both in Latvia and in their home country, and to apply for internships within the ERASMUS student exchange programme. (from p.3.2.4 of the Bachelor programme)

3.2.6 Analysis and evaluation of the themes of students' final theses, their relevance to the field, including the labour market, and the assessments of the final theses

The student chooses the topic of the Master's thesis as a business management issue. Since "Management of communication in the leisure and entertainment industry" is a professional master's study program, the topic of the work must necessarily be related to a problem that can be solved practically - a specific existing company, institution, creation of a new company, analysis of the market situation, determining competitiveness of the product, developing a strategy, etc.

Creation and defense of the Master's degree 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".²⁰

In the period from academic year 2016/2016 spring of academic year 2022/2023, 43 master's theses were defended in the professional master's study program "Communication management in the entertainment and leisure industry". See the division of Master's thesis topics by research directions in table 3.9.

table 3.10

Distribution of Master's thesis topics by research directions

No.	Research directions	Works, number	Works, %
1.	Tourism industry and types and services of the tourism industry, incl. - Management of the company - Human Resource Management - Marketing management and types	20 3 1 1	46.5
2.	Entertainment and beauty industry	5	11.6
3.	Hotel management, incl. - Management of the company - Marketing management and types	6 1 1	14.0
4.	Catering service	4	9.3
5.	Cultural and historical objects and recreation areas	8	18.6
6.	Total	43	100.0

Master's students mostly choose to write scientific works on marketing communications in the tourism industry, entertainment and beauty industry, cultural and historical resources and recreation areas, which underlines that the topics of students' work are closely related to their further professional and scientific activities. For example, master's students have developed topics such as "Marketing communication model for the promotion of "Sogdiana" art center", "Communication model for the development of equestrian tourism in Latvia", "Integrated model of hotel business marketing communications", "Event marketing: events as a promotion platform for beauty care companies" , "Experience marketing in the diving tourism market under conditions of force majeure", "Event planning and organisation:

²⁰ https://bsa.edu.lv/docs/2020/BSA_diplomdarbu_nolikums_ENG.pdf

principles and mechanisms of the development of a "street food" festival", "Gastronomic tourism as a means of promoting the development of the territory", "New trends in British cuisine: creation of a modern culinary guide in Great Britain", "Intangible cultural heritage in the territory branding system: gastronomic tourism in Azerbaijan", "Sustainable development of the hotel industry in India", "Experience and satisfaction of visitors to theme parks: examples of three theme parks in Tashkent", "Event tourism as a way to increase competitiveness of the tour company Happy Tour". As can be seen from the above-mentioned topics, the studies are dedicated to the research of various industries, where the majority is related to the problems of business management. Also, master's students have chosen topics related to the use of modern information technologies and tools. For example, such topics as "Digitalisation as a tool for simplifying marketing research in the tourism industry in Latvia", "Digitalisation of tourism as a way to popularise Uzbekistan during the pandemic", "Digital platforms in the development of the tourism industry in Uzbekistan", "The role of franchising in the leisure and entertainment industry", "Hybrid events as the future of the event management industry", "Algorithm for creating niche tours as a component of interactive tourism", "Tools for preservation of viability of cultural products in the cultural market", "Advancement of a low tourist choice area as a leisure and health tourism object using the example of Azerbaijan", "Modern approaches for the development of cognitive tourism in Russia", "Photography as a means of promoting tourist destinations in social networks on the example of Kazakhstan". Evaluating the above-mentioned topics, it must be concluded that the majority of master's theses contain interdisciplinary aspects that correspond to the trends of modern science development.

Evaluation of final works

At the end of the study program, master's students must develop a master's thesis, which is an empirical study that combines practical work experience and theoretical knowledge acquired during studies.

A month before the defense, a pre-defense is organised, to which only those master's students who have been certified by the supervisor in writing to be at least 90% ready for the defense are admitted. The defense takes place in front of the commission, which consists of supervisors of master's theses and BIA leading lecturers;

The master's thesis is defended before the final examination commission, which operates in accordance with the Regulations approved by the BIA Senate. The commission consists of a chairman and members. The head of the commission and a part of its composition are representatives of industry professional organisations or employers.

When defending a master's thesis, the evaluation criteria are as follows:

- ability to obtain and process relevant information and solve management problems using theoretical knowledge;
- understanding of organisational management processes and management decisions, their impact on organisational performance results;
- the ability to obtain, collect, process and analyse data (analytical reasoning abilities) for decision-making;
- the ability to apply management and economic tools and methods for original problem solving;
- ability to draw reasoned conclusions and formulate appropriate recommendations;
- ability to present and argue developed proposals and personal opinion.

Evaluating the distribution of evaluations of master's theses, it can be concluded that "good", "very good" and "excellent" are the most frequently received evaluations for more than half of graduates.

3.3 Resources and provision of the study programme

3.3.1 Evaluate the adequacy of the resources and facilities (study base, research base (if applicable), information base (including library), material and technical base) to the conditions for the implementation of the study programme and the achievement of the study outcomes, provide examples.

In the assessment, reference may be made to the information provided in criteria 2.3.1 to 2.3.3 of Part II, Chapter 3.

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 sufficient (from p.3.2.4 of the Bachelor's programme).

Methodological and informational support provided by BIA is sufficient to ensure a high-quality study process in the study program "Management of communication in the leisure and entertainment industry". 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. The Moodle and the BigBlueButton systems are designed to extend the possibilities for lecturers to interact with as large an audience as possible and to enable two-way communication during lectures: lecturer - audience; audience - lecturer. The BigBlueButton software provides:

- lectures, seminars, virtual discussions
- live virtual tutorials before an exam or assessment;
- students can attend lectures, seminars and practical classes in the virtual environment, ask the lecturer questions, present homework and group work and discuss with course mates and the lecturer; (from p.3.2.4 of the Bachelor programme)
- listen to seminars by practitioners and guest speakers.
- participate in scientific conferences, etc.

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 21 February 2020, BIA signed an agreement with the University of Latvia to join the plagiarism control system. (from p.3.2.4 of the Bachelor programme)

Library

The task of the library is to provide students of the study program "Management of communication in the leisure and entertainment industry" 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 the students of the study programme "Management of Communication in the Leisure and Entertainment Industry" specific literature sources in the field of tourism and hospitality, leisure and entertainment, apart from the teaching and scientific literature of the related departments, are provided for the Master's study programme. During the reporting period, a total of 177 book titles in tourism and hospitality, leisure and recreation, 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 "Management of Communication in the Leisure and Entertainment Industry" for a total amount of EUR 1463,41.

Further information on the evaluation of the information base (library) is available in Part 2.3, subsection 2.3.3. (from p.3.2.4 of the Bachelor programme)

Infrastructure

For students of the "Management of communication in the leisure and entertainment industry" 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.

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, students of the study programme "Management of Communication in the Leisure and Entertainment Industry" are offered the opportunity to undertake training using the computer programme "Amadeus", including in the framework of a training laboratory (in a study tourism agency). (from p.3.2.4 of the Bachelor programme). 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.

In order to ensure academic honesty and to prevent cases of plagiarism, it is planned to start checking students' final theses with the inter-university computerised plagiarism control system.

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 "Management of communication in the leisure and entertainment industry" and 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 BIA 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. (from p.3.2.4 of the Bachelor programme)

Upon joining the World Tourism Organisation, UNWTO experts positively assessed the resources available for the Master's programme, noting that they fully meet the conditions for the implementation of the Master's programme.

3.3.3. Provide information on the cost per student of the study programme, indicating the items included in the cost calculation and the percentage distribution of funding between the identified items. The minimum number of students required for the study programme to ensure its cost-effectiveness (indicating separately for each language, mode and form of delivery of the study programme)

The main source of funding for the study process of the Master's study program "Management of communication in the leisure and entertainment industry" 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, leisure and recreation, 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-environment with study materials, a videoconferencing system (for lectures, seminars and discussions) and electronic information resources. (from p.3.2.4 of the Bachelor programme)

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 minimal number of students in the study program, thus giving the right to train students from small groups. Thus, the minimum number of students to be enrolled 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. (from p.3.2.4 of the Bachelor's programme)

Table 3.11 shows the costs per student in the study program "Management of communication in the leisure and entertainment industry":

Table 3.11.

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

Cost items	Master's study program "Management of communication in the leisure and entertainment industry"
Expenditure amount, Total	1 547
Remuneration for work	794
for academic staff	425
for administrative and general staff	369
The employer's mandatory state social insurance contributions, benefits and compensations of a social nature	173
Goods and services	362
Business trips and trips on assignments	2
Services	328
of which utilities	178
Stocks, materials, energy resources, goods, office supplies and inventory, which are not listed in PL	23
Expenses for the purchase of periodicals	5
Tax payments for budgetary institutions	4
Equity formation	127
incl. fixed assets	127
Other expenses	91

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 1463.41.
3. Participation in international conferences: EUR 2 500.

The cost of a study place for the study program "Management of communication in the leisure and entertainment industry" is 1547 EUR. In the 2021/2022 school year, tuition fees for the professional master's study program "Management of communication in the leisure and entertainment industry": full-time in Latvian - 2150 EUR per year, full-time in a foreign language (depending on the country) - 2600 - 3000 EUR per year. Considering the number of students in the study program (as of 01.02.2022 - 26 students), the financial support of the professional master's study program "Management of communication in the leisure and entertainment industry" 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 conformity of the qualifications of the teaching staff involved in the implementation of the study programme (academic staff, visiting professors, associate visiting professors, guest docents, guest lecturers and guest assistants) with the conditions for the implementation of the study programme and the requirements of the regulatory enactments. Provide information on how the qualifications of teaching staff contribute to the achievement of learning outcomes

The Master's 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 determines the wide range of scientific fields represented by the faculty members. Both academic and professional experience in the field were also taken into account in the recruitment of guest lecturers.

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 structure of academic staff of the program meets all the requirements in Latvia for the composition of academic staff in higher educational institutions - academies: in the master's program, no less than 50% of the academic staff of the program are doctors of science. In the master's study program "Management of communication in the leisure and entertainment industry", 60% of the employees are doctors of science.

For the further studies of bachelor's graduates, professional master's study program "Management of communication in the leisure and entertainment industry" is planned, composition of which is shown in table 3.11. It is planned to hire 29 teaching staff for the implementation of the professional master's study program. Of these, 20 teaching staff are involved in the **Latvian** stream (12 elected BIA, 10 not elected), 22 teaching staff in the **English** stream (12 elected BIA, 10 not elected).

According to academic positions - 2 professors (6.9%), 5 associate professors (17.3%), leading researchers – 1 (3.4%), 13 assistant professors (44.8%) and 8 lecturers (27.6%).

According to scientific degrees – 18 (12 elected BIA, 6 not elected) lecturers have a doctorate degree (62%), 11 (4 elected BIA, 7 not elected) lecturers have a master's degree (38%), three of them are studying for a doctoral degree.

table 3.11

Scientific degree of the teaching staff of the professional master's study program "Management of communication in the leisure and entertainment industry"

	Doctors	Masters	Total

	Number	%	Number	%	Number	%
Elected BIA	12	40	4	15	16	55
Not elected BIA	6	22	7	23	13	45
Total:	18	62	11	38	29	100

According to academic positions (table 3.11), study quality is ensured by two professors (7%), three associate professors (10%), two associate visiting professors (7%), 8 assistant professors (28%), 5 visiting assistant professors (17%), 2 lecturers (7%), 6 guest lecturers (21%) and 1 leading researcher (3 %).

table 3.12

**Academic position of teaching staff of the professional bachelor's study program
"Management of communication in the leisure and entertainment industry"**

Ac. positions	Professors		As.prof.		Associate professors		Lecturers		Leading researchers		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Elected BIA	2	7	3	9	8	29	2	7	1	3	16	55
Not elected BIA	-	0	2	8	5	16	6	21	-	0	13	45
Total	2	7	5	17	13	45	8	28	1	3	29	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.

Due to the fact that the program to be accredited will be implemented in Latvian and English, qualifications of the teaching staff are the following: in Latvian - for all those who do not have it in their native language - C- level; English language skills – for those who teach in the English stream – B2 and above.

Qualifications of the involved lecturers meet the requirements of regulatory acts and the implementation of BIA strategic goals and tasks. 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").

Each lecturer who works in the study program has the following responsibilities:

- **Within the competence of the teacher's qualifications:**
 - to develop and publish teaching methodical materials for the courses he/she leads, supplement and renew the MOODLE platform,
 - to prepare PowerPoint presentations, handouts (summaries, assignments), authentic illustrative material (video and audio), etc. c. materials that optimise educational process,
 - to conduct consultations for students - 4 hours per semester and pre-examination consultations,
 - within the framework of the hospitation, once a year lead open classes and attend at least 2 classes of your colleagues and participate in their discussion,
 - to upgrade qualification, submitting a relevant certificate,
 - to organise one event a year within the implementation of the program or actively participate in it : seminar, conference, round table, discussions, etc. etc.,
 - to participate in events that are organised within the framework of program implementation or BIA educational activities,
- **In international operations:**
 - to actively participate in international conferences with papers;
 - to give lectures at Erasmus universities, including within the framework of the international mobility program Erasmus,
- **In scientific research activities:**
 - to speak at scientific conferences and seminars (at least 2 speeches per year),
 - to publish articles (at least 1 publication per year),
 - to follow the latest publications of scientific literature, to correct the literature lists offered to students, to inform the director of the library about the need to supplement the library funds.

The qualifications of teaching staff are very important as far as the quality of the learning outcome is concerned. The qualifications of teaching staff are directly related to the formation of students' knowledge, skills and competences. This is usually expressed in a coherent set of scientific, study and organisational activities of teaching staff, where a student-centred approach is applied in the teaching process. The Baltic International Academy creates opportunities for teaching staff to develop their professionalism by providing support for scientific research, innovative methods and new learning technologies that can be used in the teaching process.

The systematic way of thinking of qualified scientists and practitioners ensures and facilitates the master students to acquire in-depth and extended knowledge and achievements in the study courses in the field of tourism and recreation. The ability of the teaching staff to create a creative atmosphere, awaken interest and curiosity in the students during the learning process, develops the master students' skills and abilities to find different solutions in non-standard situations. Using interactive teaching methods, the lecturers develop students' communicative skills, the ability to work in a team and individually, as well as to interact with other specialists, to give feedback on the results of the research.

The research activities of teaching staff also influence the development of students' research skills and are directly linked to the choice of research topic. Teachers act as mentors who teach Masters students to independently select, analyse and critically evaluate scientific information from different sources, to use it; to independently conduct research, to use innovative methods and technologies in the field of leisure and entertainment, to process the obtained data, to interpret them and to evaluate their practical relevance. Thus, the directions

of scientific research carried out by the lecturers are reflected in the Master's theses developed by the students. Students are involved in the preparation of scientific papers in collaboration with the lecturers (supervisors), as a result of which students develop a culture of scientific work. Each year students are invited to participate in various scientific conferences.

The lecturers of the professional master's study program "Management of communication in the leisure and entertainment industry" have a high scientific potential, which is confirmed by the existing scientific publications that can be found in international databases. The profile of scientific publications and researches of the teaching staff is related to the expertise required in the study courses.

In the implementation of the professional master's study program "Management of communication in the leisure and entertainment industry", the scientific and pedagogical experience of the teaching staff ensures the achievement of the goals of the educational program, as well as the development of appropriate knowledge, skills and competences for the master's students, achieving the set study results.

Scientific activity of the teaching staff also affects development of students' scientific activity skills. The teachers of the professional bachelor's study program "Management of communication in the leisure and entertainment industry" have a high scientific potential, which is confirmed by existing scientific publications that can be found in international databases.

3.4.2 Analysis and evaluation of changes in the composition of the teaching staff over the reporting period, their impact on the quality of studies

In the period from academic year 2016/2017 until autumn of academic year 2022/2023, analysis of the dynamics of the number of teaching staff shows that number of teaching staff has increased from 19 to 29 people. Not only the quantitative composition of the teaching staff has changed, but also its qualitative changes were made, for example, in academic year 2016/2017, there was only 1 professor among the lecturers of the study program, then in 2022/2023 – 2. This also results from the teaching staff development and succession policy - involving in the teaching process BIA graduates who obtained a master's degree or a doctorate degree from BIA. A. Iljina un 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 Latvia, Svetlana Polovko-Valtere is a doctoral student at the University of Latvia. There are also positive trends associated with the increase in the number of associate professors. In the period from 2016 to 2023, Marina Gunare, Vladislavs Volkovs have become associate professors, Žanna Caurkubule and Irina Plotka have become professors (repeatedly).

When joining the World Tourism Organization, UN WTO experts assessed the qualifications of teaching staff as adequate, because qualifications of the teaching staff can be assessed as adequate, since in general the implementation of the program involves both teaching staff who actively carry out research activities and publish results in cited publications, therefore, are able to ensure high quality in the acquisition of knowledge in connection with the latest scientific findings in the relevant field, as well as recognised professionals in the field of tourism and hospitality.

3.4.5 Assessment of cooperation between teaching staff, indicating mechanisms to promote cooperation in the implementation of the study programme and to ensure interconnection of study courses/modules. Indicate also the student-teaching staff ratio within the study programme (at the time of submission of the self-assessment report).

Collaboration among program teaching staff is encouraged through both formal and informal mechanisms. Council meetings of the study direction are organised regularly, in which the leading teaching staff of the program take part, as well as students and representatives of the industry are invited. The Direction Council approves changes in the structure of study courses, their interconnection, as well as discusses the work of teaching staff.

The following forms of cooperation between teaching staff are used to improve the quality of the academic and scientific activities of the study program implementation:

- Mutual attendance of lectures/classes, master classes/exams by the lecturers of the Academy, which allows to evaluate the strengths and weaknesses of the work;
- Preparation of annual reports of academic and scientific activity, publications, participation in scientific researches and scientific conferences of the Academy's lecturers;
- Promotion of international exchange of the Academy's lecturers by attracting funding from international funds and creating an opportunity for the Academy's lecturers to gain experience in foreign universities;
- inviting highly qualified guest lecturers and lecturers to teach study courses, conduct master classes, including from foreign universities;
- analysis and evaluation of the content of the study program, preparing self-assessment reports for the past academic year. The obtained data and conclusions are considered at the meetings of the direction council and the Senate;
- control and analysis of the study process and teaching quality, which is regularly carried out by the direction Council,
- surveys and analysis of graduates' work skills and suitability for the labor market,
- student surveys, obtaining an opinion on the implementation of specific courses of the study program, compliance of the content and form of presentation with the requirements of study quality,
- the use of external experts for the evaluation of the study process and student knowledge,
- strategic planning of the study process, analysing the weak points of the study program, their prevention and program development opportunities.

Mutual cooperation between lecturers and communication between lecturers in the field of study is regular in meetings of the direction, as well as in meetings of program lecturers and conversations with the program director. In order to increase the quality of lecturers' work and students' benefit from the courses, some of the study courses are taught by two or even three lecturers in collaboration (courses with the involvement of two or more lecturers - Methodology and Methods of Socio-economic Research in Leisure and Entertainment, Strategic Management in the Leisure and Entertainment Industry, Creative Thinking Technologies, Culture of Business Communication and Public Speaking), where one of the lecturers assumes the role of coordinator for course planning and organization, including the coordination of industry guest lecturers. Such courses promote the cooperation of lecturers to ensure an interdisciplinary approach, and ensure that students learn the course with greater interest and success.

In general, in the planning and implementation of study courses, lecturers pay a lot of attention to the planning of students' individual and group work in such formats that would allow students to consolidate and/or test the acquired knowledge with the help of practical tasks - for example, case analyses, solving problem situations of real companies - starting from field work and from collecting data to presenting solutions. In this way, the acquisition and approbation of knowledge is promoted in an integrated way. Case studies can be analyzed from a multi-course perspective (e.g. marketing, strategic management, financial management). Such an approach corresponds to the common trend in higher education institutions in Europe

– to offer an integrated approach that touches on the level of thinking, process management, and operational activity.

BIA mission is fulfilled by highly qualified academic staff, which consists of the core - professors and associate professors, as well as qualified teaching staff (docents) and lecturers invited to the academic renewal reserve. BIA uses opportunities to attract internationally recognised specialists. Uniform, special approach criteria have been set for academic staff elections. The optimal BIA staff structure results from the operational tasks of the BIA and may differ by study program. Operating in the market of free competition in education and academic services, BIA promotes a flexible and attractive personnel recruitment policy. The work of experienced but non-degreed practitioners is also used.

In EU countries, the ratio of the average number of students and teaching staff is 15.4, in Latvia - 16.6.

Currently, 27 full-time students are studying in the master's study program "Management of communication in the leisure and entertainment industry", 22 teaching staff are working in the accredited study program in English, 12 of them are elected BIA. Accordingly, the coefficient is 1.3.

The lower ratio of the number of students and teaching staff can allow students to establish closer relationships with teachers, get feedback on the evaluation of written work faster, as well as participate in interactive seminars and discussions.

ANNEXES

Annex 3.1.

Curriculum of the Study Programme "Management of Communication in the Entertainment and Leisure Industry",
Curriculum of Master's Study Programme 90 CP, 1 Year and 5 Months

Course title	Name, surname of responsible professor	CP	Plan		
			Year 1		Year 2
			Semester		
			1	2	3
A. Study courses providing in-depth study of the latest developments in the theory and practice of the field (area of professional activity) of at least eight credits*		30	12	18	
Globalisation and Cultural Diversity	Mg. MBA G. Bukovska (LV,Eng) Dr.paed. I. Popova (Eng)	3	3		
Strategic Management in the Leisure and Entertainment Industry	Dr.sc.ing.Ž.Caurkubule (LV) Dr. admin. R.Kočanova (LV) Dr.oec. J. Popova (Eng) Dr.oec. G.Fainšteins (Eng)	3	3		
Quality management systems	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. I.Ratanova (LV,Eng) Mg. MBA Ž.Jelisejeva (Eng)	3		3	
Intellectual Capital Management	Mg. MBA K. Doronina (LV,Eng) Dr.philol. A.Šnaidere (Eng)	3		3	
Strategic Marketing Communications	Dr.oec. J. Vozņuka (LV,Eng) Dr.oec. A.Iļjina (Eng)	3		3	
Digital Marketing	Dr.oec. J. Vozņuka (LV,Eng) Mg. MBA, Mg.art. I.Beliatskaya (Eng)	3		3	
Leisure and Entertainment Industry	Mg. art. A.Rogale-Homika (LV,Eng)	4	4		
Sustainable Development in Tourism and Leisure	Mg. MBA N. Sotikova (LV) Mg. art. A.Rogale-Homika (LV,Eng)	3		3	
Business English in a Multicultural Environment	Dr.paed. I. Popova (LV,Eng)	5	2	3	
Civil Defence and Environmental Protection*	Mg. MBA K. Doronina (LV,Eng)	3	3		
Professional Latvian language **	Mg. MBA N. Sotikova (LV)	3	3		
B. Study courses providing at least five credits of research work, creative work, design work and management studies		21	15	6	
Methodology and Methods of Socio-economic Research in Leisure and Entertainment	Dr. sc. soc.V.Volkovs (LV,Eng) Dr.phil.V. Kačans (LV) Mg.oec. S.Polovko-Valtere (LV,Eng) Dr.oec. J. Popova (Eng)	6	6		
International Project Management in Leisure and Entertainment	Mg.oec. I.Ratanova (LV,Eng) Dr.oec. J. Popova (Eng)	3		3	
Financial Planning and Management of an Organisation	Mg.oec. I.Ratanova (LV,Eng) Dr.sc.admin. I.Mavļutova (LV,Eng)	3		3	

Innovative Technologies in Leisure and Entertainment	Mg. art. A.Rogale-Homika (LV,Eng) Mg.oec. S.Polovko-Valtere (LV,Eng) Mg. MBA, Mg.art. I.Beliatskaya (Eng)	3		3	
Cultural Markets and Cultural Practices	Dr.art. N. Pazuhina (LV,Eng)	6	3	3	
Communication Research Methods and Presentation	Mg.sc.soc. A.Lujāne (LV,Eng)	3	3		
Leadership: Concepts and Strategies	Dr. biol. V.Krieviņa (LV) Mg.oec. S.Polovko-Valtere (LV,Eng)	3	3		
Creative Thinking Technologies	Dr.psyh. O.Ņikiforovs (LV) Dr. philol. I.Dimante (LV) Dr.sc.pol. M. Gunare (Eng)	3	3		
Culture of Business Communication and Public Speaking	Mg.sc.soc. A.Lujāne (LV,Eng) Dr.psyh. O.Ņikiforovs (LV) Mg. philol. L. Bavrina (Eng)	3	3		
Academic Writing	Dr.paed. I. Popova (LV,Eng)	3	3		
C. Internship	Mg. art. A.Rogale-Homika (LV,Eng)	9	3	6	
Research practice		9	3	6	
Final / State Examination		30			30
Master's Thesis	Research Supervisor				
Total		90	30	30	30

* The 3 CP study subject "Civil Defence and Environmental Protection" is intended for students who have not studied it at Bachelor level (requires a certificate)

** For foreign students

Curriculum of Master's Study Programme 120 CP, 2 Years

Course title	Name, surname of responsible professor	CP	Plan			
			Year 1		Year 2	
			Semester			
			1	2	3	4
A. Study courses providing in-depth study of the latest developments in the theory and practice of the field (area of professional activity) of at least eight credits*		30	12	18		
Globalisation and Cultural Diversity	Mg. MBA G. Bukovska (LV,Eng) Dr.paed. I. Popova (Eng)	3	3			
Strategic Management in the Leisure and Entertainment Industry	Dr.sc.ing.Ž.Caurkubule (LV) Dr. admin. R.Kočanova (LV) Dr.oec. J. Popova (Eng) Dr.oec. G.Fainšteins (Eng)	3	3			
Quality management systems	Dr.sc.ing.Ž.Caurkubule (LV) Mg.oec. I.Ratanova (LV,Eng) Mg. MBA Ž.Jelisejeva (Eng)	3		3		
Intellectual Capital Management	Mg. MBA K. Doronina (LV,Eng) Dr.philol. A.Šnaidere (Eng)	3		3		
Strategic Marketing Communications	Dr.oec. J. Vozņuka (LV,Eng) Dr.oec. A.Iļjina (Eng)	3		3		
Digital Marketing	Dr.oec. J. Vozņuka (LV,Eng) Mg. MBA, Mg.art. I.Beliatskaya (Eng)	3		3		
Leisure and Entertainment Industry	Mg. art. A.Rogale-Homika (LV,Eng)	4	4			
Sustainable Development in Tourism and Leisure	Mg. MBA N. Sotikova (LV) Mg. art. A.Rogale-Homika (LV,Eng)	3		3		
Business English in a Multicultural Environment	Dr.paed. I. Popova (LV,Eng)	5	2	3		

Civil Defence and Environmental Protection*	Mg. MBA K. Doronina (LV,Eng)					
Professional Latvian language **	Mg. MBA N. Sotikova (LV)					
B. Study courses providing at least five credits of research work, creative work, design work and management studies		21	15	6		
Methodology and Methods of Socio-economic Research in Leisure and Entertainment	Dr. sc. soc.V.Volkovs (LV,Eng) Dr.phil.V. Kačans (LV) Mg.oec. S.Polovko-Valtere (LV,Eng) Dr.oec. J. Popova (Eng)	6	6			
International Project Management in Leisure and Entertainment	Mg.oec. I.Ratanova (LV,Eng) Dr.oec. J. Popova (Eng)	3		3		
Financial Planning and Management of an Organisation	Mg.oec. I.Ratanova (LV,Eng) Dr.sc.admin. I.Mavļutova (LV,Eng)	3		3		
Innovative Technologies in Leisure and Entertainment	Mg. art. A.Rogale-Homika (LV,Eng) Mg.oec. S.Polovko-Valtere (LV,Eng)	3		3		
Cultural Markets and Cultural Practices	Dr.art. N. Pazuhina (LV,Eng)	6	3	3		
Communication Research Methods and Presentation	Mg.sc.soc. A.Lujāne (LV,Eng)	3	3			
Leadership: Concepts and Strategies	Dr. biol. V.Krieviņa (LV) Mg.oec. S.Polovko-Valtere (LV,Eng)	3	3			
Creative Thinking Technologies	Dr.psyh. O.Ņikiforovs (LV) Dr. philol. I.Dimante (LV) Dr.sc.pol. M. Gunare (Eng)	3	3			
Culture of Business Communication and Public Speaking	Mg.sc.soc. A.Lujāne (LV,Eng) Dr.psyh. O.Ņikiforovs (LV) Mg. philol. L. Bavrina (Eng)	3	3			
Academic Writing	Dr.paed. I. Popova (LV,Eng)	3	3			
C. Internship	Mg. art. A.Rogale-Homika (LV,Eng)	39	3	6	30	
Internship I - Introductory Internship		12			12	
Internship II - Qualification Internship		18			18	
Research practice		9	3	6		
Final / State Examination		30				30
Master's Thesis	Research Supervisor					
Total		120	30	30	30	30

* The 3 CP study subject "Civil Defence and Environmental Protection" is intended for students who have not studied it at Bachelor level (requires a certificate)

** For foreign students

Annex 3.2

Statistics on Students Enrolled in Professional Master's Degree Programme

"Management of Communication in the Entertainment and Leisure Industry"

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 "Management of Communication in the Entertainment and Leisure Industry"			
	Latvian	English	Bilingual	Total:
a.y. 2016/17			26	26
a.y. 2017/18			25	25
a.y. 2018/19			26	26
a.y. 2019/20		5	25	30
a.y. 2020/21		15	12	27
a.y. 2021/22	3	27	1	31
a.y. 2022/23	1	22		23

Enrollments in the 1st year of the study programme from 2016/17 to 2022/23

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

Study period	Students enrolled in the programme "Management of Communication in the Entertainment and Leisure Industry"
	Total:
a.y. 2016/17	17
a.y. 2017/18	8
a.y. 2018/19	17
a.y. 2019/20	14
a.y. 2020/21	15
a.y. 2021/22	21
a.y. 2022/23	9

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

Table 3. Number of graduates

Study period	Graduates of the programme "Management of Communication in the Entertainment and Leisure Industry"	
	Total:	
a.y. 2016/17	4	
a.y. 2017/18	2	
a.y. 2018/19	9	
a.y. 2019/20	7	
a.y. 2020/21	10	
a.y. 2021/22	7	
a.y. 2022/23	4	

Student Attrition from 2016/2017 to 2022/2023

Table 4. Student attrition

Study period	Student attrition of the programme "Management of Communication in the Entertainment and Leisure Industry"				
	By own choice	By academic debt	By financial debt	Termination of study contract	Total:
a.y. 2016/17	1	2	2		5
a.y. 2017/18	1	1	1		3
a.y. 2018/19	1	7	-	3	11
a.y. 2019/20	-	1	-	2	3
a.y. 2020/21	1	2	2	1	6
a.y. 2021/22	2	8	1		11
a.y. 2022/23	2	6	2	1	11

Distribution of Student Numbers by Language of Instruction of Study

Table 5. Languages of instruction of study

Study period	Languages of study of the programme "Management of Communication in the Entertainment and Leisure Industry"				
	Latvian	English	Bilingual	Russian	Total
a.y. 2016/17			26		26
a.y. 2017/18			25		25
a.y. 2018/19			26		26
a.y. 2019/20		5	25		30
a.y. 2020/21		15	12		27
a.y. 2021/22	3	27	1		31
a.y. 2022/23	1	22			23

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

Table 6. Number of foreign students of the programme "Management of Communication in the Entertainment and Leisure Industry"

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Russia	9	7	8	6	4	4	2	40
Azerbaijan			1	3	4	4	2	14
Uzbekistan		1	3	6	3	5	6	24
Belarus	3	2			1	2	1	9
Ukraine			3	3	2	1		9
Cameroon					1	2	1	4
India				1	3	3		7
Kazakhstan	1	1	1	1		1	1	6
Kyrgyzstan			1	1	1			3
Pakistan					1	1		2
Total:	13	11	17	21	20	23	13	118

Annex 3.3

Compliance of the Study Programme "Management of Communication in the Entertainment and Leisure Industry" to the Occupational Standard

Occupational Standard for ORGANISATION MANAGER, approved 18.09.2019,
<https://registri.visc.gov.lv/profizglitiba/dokumenti/standarti/2017/PS-114.pdf> (LV only)

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 "Management of Communication in the Entertainment and Leisure Industry"	Number of ECTS
Defining the organisation's development directions and objectives:				
-Formulate the organisation's mission, vision and values -Think critically and make decisions based on the available information	<i>At the level of understanding:</i> -Corporate governance theory <i>At the level of use:</i> -Principles of mission, vision and value development -Objective formulation methods -Strategic leadership -Critical thinking	-Ability to formulate the mission and vision of the organisation, define the values of the organisation	- Strategic Management in the Leisure and Entertainment Industry	3
			- Sustainable Development in Tourism and Leisure	3
			- Creative Thinking Technologies	3
-Develop an organisational development strategy -Understand the impact of the internal and external environment on the organisation's development strategy -Develop policies appropriate to the organisation's specific activities -Implement innovative solutions in the organisation	<i>At the level of understanding:</i> -Issues in strategic management - Innovation technologies <i>At the level of use:</i> -Organisational strategies and strategic management -Business model development -Internal and external environment analysis methods -Introduction of corporate governance	-Ability to develop an organisational development strategy and set priorities according to the results of the analysis of the internal and external environment -Ability to develop policies appropriate to the specific nature of the organisation's activities -Ability to implement innovative solutions to achieve the organisation's objectives	- Strategic Management in the Leisure and Entertainment Industry	3
			- Sustainable Development in Tourism and Leisure	3
			- International Marketing	3
			- Marketing and Marketing Research	3
			- Innovative Technologies in Leisure and Entertainment	3
- Creative Thinking Technologies	3			

-Determine the organisation's strategic priorities	principles in the organisation -Managing innovation			
-Build an organisational culture -Lead oneself and others in achieving the organisation's goals by effectively fostering a team environment -Function effectively in a cross-cultural environment, understanding the nature of globalisation	At the level of understanding: -Corporate governance theory -Organisational culture, its elements -Leadership theory At the level of use: -Leadership strategies and effective management -Internal and external communication methods -Intercultural communication methods -Personnel development methods -Team building and management	-Ability to create an organisational culture that is consistent with the organisation's strategy -Ability to lead self and others in achieving the organisation's objectives through effective teamwork	- Globalisation and Cultural Diversity - Strategic Management in the Leisure and Entertainment Industry - Intellectual Capital Management - Business English in a Multicultural Environment - Cultural Markets and Cultural Practices - Intercultural Communication - Communication Research Methods and Presentation - Leadership: Concepts and Strategies	3 3 3 5 6 3 3 3
-Define the strategic objectives of the organisation -Define the tactical objectives of the organisation -Determine the organisation's key performance objectives -Understand and act on the principles of professional ethics and social responsibility in a global environment	At the level of understanding: Theories and principles of professional ethics and social responsibility At the level of use: -Aim formulation and cascading -Introducing and implementing corporate governance principles in the organisation -Leadership	-Ability to define strategic and tactical objectives for the organisation in line with the interests of owners, other stakeholders and society -Ability to set the organisation's key business directions and make decisions in the interests of owners, other stakeholders and the society	- Globalisation and Cultural Diversity - Management of Tourism, Leisure and Entertainment Companies - Strategic Management in the Leisure and Entertainment Industry - Sustainable Development in Tourism and Leisure	3 3 3 3
Planning and managing the effective performance of the organisation:				
-Plan, manage and coordinate the overall functioning of the organisation -Know and understand how organisations and their stakeholders work	At the level of understanding: - Theory of organisations At the level of use: - Managing the organisation -Developing the organisation's operating policies	- Ability to ensure that the organisation operates coherently according to its defined mission, vision and values	- Strategic Management in the Leisure and Entertainment Industry - Sustainable Development in Tourism and Leisure	3 3

Develop and manage staff to achieve the organisation's strategic objectives, in line with the organisation's HR policy	<p>At the level of understanding:</p> <ul style="list-style-type: none"> - Theories of personnel development and management -HR policy and HR strategy <p>At the level of use:</p> <p>Methods of staff development, their use to achieve the organisation's objectives</p>	Ability to design a personnel management system that is consistent with the organisation's strategy	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Intellectual Capital Management - Business English in a Multicultural Environment - Leadership: Concepts and Strategies 	3 3 5 3
Analyse the body of information available on the organisation and the related sectors to which the organisation's activities relate -Evaluate the financial performance of the organisation	<p>At the level of understanding:</p> <p>Basic principles of financial analysis</p> <p>At the level of use:</p> <ul style="list-style-type: none"> - Methods of analysis of financial statements -Analysis of economic performance 	Ability to evaluate the financial and operating performance of the organisation	<ul style="list-style-type: none"> - Financial Planning and Management of an Organisation - Business Economics and Management in Leisure and Entertainment 	3 3
-Monitor the implementation of the organisation's business plans -Use control indicators to monitor the implementation of objectives	<p>At the level of understanding:</p> <p>Awareness level: At the level of use:</p> <ul style="list-style-type: none"> - Methods for assessing effectiveness -Methods of process analysis - Defining indicators to monitor the achievement of objectives 	Ability to set control indicators and monitor action plans to achieve objectives	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Quality Management Systems - Business Economics in Leisure and Entertainment 	3 3 3
-Make decisions to optimise operational and strategic performance -Make adjustments to operational and strategic activities -Understand the implications of management decisions	<p>At the level of understanding:</p> <ul style="list-style-type: none"> -Strategic planning principles -Financial performance indicators <p>At the level of use:</p> <ul style="list-style-type: none"> -Management decision making in the organisation -Methods for improving the 	Ability to make decisions and changes to optimise the operational and strategic performance of the organisation, understanding the consequences of management decisions	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Sustainable Development in Tourism and Leisure - Financial Planning and Management of an Organisation 	3 3 3

	performance of the organisation			
-Manage crisis situations -Manage organisational change	At the level of understanding: -Change management theory -Crisis management theory At the level of use: -Change and crisis management approaches -Change management process and principles -Crisis communication	-Ability to manage crisis situations in the organisation -Ability to manage change in the organisation	- Strategic Management in the Leisure and Entertainment Industry - Sustainable Development in Tourism and Leisure - Communication Research Methods and Presentation	3 3 3
Ensuring the smooth running of the organisation:				
Organise the rational and coordinated action of departments to achieve the strategic objectives of the organisation	At the level of understanding: - Project management - Team management At the level of use: -Leadership -Personnel development and management -Habits of effective managers -Operation planning of the organisation -Process management	Ability to work with functional managers and staff to organise the rational and coordinated activities of departments	- Strategic Management in the Leisure and Entertainment Industry - Intellectual Capital Management - Sustainable Development in Tourism and Leisure - International Project Management in Leisure and Entertainment - Leadership: Concepts and Strategies	3 3 3 3 3
-Know the functional areas of the organisation -Control the functional areas of the organisation in the context of the organisation's objectives	At the level of understanding: -Marketing management -Financial management -HR management -Quality management -Risk management At the level of use: -Preserving and enhancing the value of the organisation -Process management	Ability to know and control the functional areas of the organisation in the context of the organisation's objectives	- Strategic Management in the Leisure and Entertainment Industry - Quality Management Systems - Intellectual Capital Management - Marketing and Marketing Research - International Marketing - Strategic Marketing Communications - Digital Marketing - Financial Planning of an Organisation	3 3 3 3 3 3 3 3

<p>-Oversee the implementation of the organisation's strategy and action plans</p> <p>-Monitor the implementation of the organisation's strategy and action plans</p>	<p>At the level of understanding:</p> <ul style="list-style-type: none"> -Basic principles of internal control - Quality management <p>At the level of use:</p> <ul style="list-style-type: none"> -Strategic leadership - Methods for assessing effectiveness -Control methods -Financial analysis methods - Project management methods 	<p>Ability to ensure the execution of the organisation's strategy and action plans by supervising and controlling the work of departments</p>	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Quality Management Systems - Sustainable Development in Tourism and Leisure - International Project Management in Leisure and Entertainment - Financial Planning and Management of an Organisation 	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>
<p>-Evaluate the organisation's performance and results</p> <p>-Ensure effective use of resources for the benefit of the organisation and society</p>	<p>At the level of understanding:</p> <ul style="list-style-type: none"> -Resource analysis and assessment -Determining the value of the organisation <p>At the level of use:</p> <ul style="list-style-type: none"> -Process management methods -Financial analysis methods - Economic performance indicators -Organisational value measurement methods 	<p>-Ability to evaluate processes in the context of the organisation's performance and results</p> <p>-Ability to use the organisation's resources efficiently, maximising benefits for the organisation and society</p>	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Intellectual Capital Management - Financial Planning and Management of an Organisation - Business Economics in Leisure and Entertainment 	<p>3</p> <p>3</p> <p>3</p> <p>3</p>
<p>Ensure the implementation of the organisation's development plans</p>	<p>At the level of understanding:</p> <p>Organisation development opportunities</p> <p>At the level of use:</p> <ul style="list-style-type: none"> -Organisational development strategies -Operation planning of the organisation 	<p>Ability to ensure the implementation of organisational development plans, preserving and enhancing the value of the organisation</p>	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Sustainable Development in Tourism and Leisure 	<p>3</p> <p>3</p>
<p>Manage the organisation's risks</p>	<p>At the level of understanding:</p> <p>Sources of internal and external environmental risks</p> <p>At the level of use:</p> <p>Risk management</p>	<p>Ability to manage the risks associated with the organisation's activities</p>	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry 	<p>3</p> <p>4</p>

			- Leisure and Entertainment Industry	

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 "Management of Communication in the Entertainment and Leisure Industry"	Number of ECTS
<ul style="list-style-type: none"> -Comply with the requirements of occupational health and safety laws and regulations -Apply the requirements of civil and environmental protection laws and regulations 	<p><i>At the concept level:</i> Organisation of the occupational health and safety system</p> <p><i>At the levels of understanding:</i> Basic principles of the circular economy</p> <p><i>At the level of use:</i> Requirements of regulatory enactments on civil and environmental protection</p>	<ul style="list-style-type: none"> - Ability to organise compliance with labour protection requirements - Ability to ensure compliance with civil protection and environmental legislation 	Civil Defence and Environmental Protection (intended for students who have not studied it at Bachelor level (requires a certificate))	3
<ul style="list-style-type: none"> - Understand the requirements of the laws and regulations governing the field - Apply the regulatory framework needed to solve the problem - Apply standards relevant to the field 	<p><i>At the level of use:</i> Requirements of the laws, regulations and standards governing the field</p>	<ul style="list-style-type: none"> - Ability to ensure compliance with the requirements of the relevant laws to the regulations - Ability to ensure compliance with labour legal relations - Ability to apply knowledge and methods to explain sustainable development issues and draw evidence-based conclusions 	<ul style="list-style-type: none"> - Sustainable Development in Tourism and Leisure - Quality Management Systems 	3 3
<ul style="list-style-type: none"> - Adhere to cultural and professional standards of communication - Be tolerant of differences of opinion - Find compromises 	<p><i>At the level of understanding:</i></p> <ul style="list-style-type: none"> - Social and political structure of society - Social diversity and the principle of equality 	<ul style="list-style-type: none"> - Ability to demonstrate personal, social and civic, interpersonal and intercultural skills - Ability to ensure active and effective 	<ul style="list-style-type: none"> - Globalisation and Cultural Diversity - Business English in a Multicultural Environment - Cultural Practices and Cultural Markets - Intercultural Communication 	3 5 6 3

<ul style="list-style-type: none"> - Manage stress in social communication - Think critically and creatively 	<ul style="list-style-type: none"> -Intercultural communication At the level of use: - Business communication - Intercultural communication in a multicultural company - General and professional ethics 	<ul style="list-style-type: none"> participation in social dialogue in society - Ability to observe basic principles of professional and general ethics and generally accepted standards of behaviour 	<ul style="list-style-type: none"> - Communication Research Methods and Presentation - Creative Thinking Technologies 	<p style="text-align: center;">3</p> <p style="text-align: center;">3</p>
<ul style="list-style-type: none"> - Represent the organisation in a professional environment - Communicate orally and in writing in a variety of professional situations and environments - Use professional terminology - Present issues both in a professional environment and to the public 	<ul style="list-style-type: none"> At the level of use: - Wide and relevant vocabulary - Functional grammar - Professional terminology -Basics of intercultural communication -Conducting business negotiations - Public communication methods 	<ul style="list-style-type: none"> - Ability to represent the organisation in a professional environment - Ability to communicate, write, read, work and speak fluently in one or more foreign languages, understanding and using professional terminology and concepts 	<ul style="list-style-type: none"> - Globalisation and Cultural Diversity - Leisure and Entertainment Industry - Business English in a Multicultural Environment - Cultural Practices and Cultural Markets - Intercultural Communication - Communication Research Methods and Presentation - Creative Thinking Technologies 	<p style="text-align: center;">3</p> <p style="text-align: center;">4</p> <p style="text-align: center;">5</p> <p style="text-align: center;">6</p> <p style="text-align: center;">3</p> <p style="text-align: center;">3</p> <p style="text-align: center;">3</p>
<ul style="list-style-type: none"> - Assess one's professional experience -Understand learning needs for career development - Systematically acquire new knowledge and experience - Keep up to date with industry news - Apply knowledge gained in practice - Promote own development and self-education 	<ul style="list-style-type: none"> At the level of understanding: Planning and decision-making At the level of use: - Self-assessment mechanisms - Planning one's studies, career and work - Time management -Self-growth methods and lifelong learning planning 	<ul style="list-style-type: none"> Ability to self-organize and, assuming responsibility, continue to learn and educate oneself in the professional field, as well as develop personal skills 	<ul style="list-style-type: none"> - Strategic Management in the Leisure and Entertainment Industry - Leisure and Entertainment Industry - Business English in a Multicultural Environment - Methodology and Methods of Socio-economic Research in Leisure and Entertainment - Creative Thinking Technologies 	<p style="text-align: center;">3</p> <p style="text-align: center;">4</p> <p style="text-align: center;">5</p> <p style="text-align: center;">6</p> <p style="text-align: center;">3</p>
<ul style="list-style-type: none"> - Use information technology tools and services 	<ul style="list-style-type: none"> At the level of understanding: - Information technology 	<ul style="list-style-type: none"> Ability to use information technology for work, including 	<ul style="list-style-type: none"> - Strategic Management in the Leisure and 	<p style="text-align: center;">3</p> <p style="text-align: center;">5</p>

<ul style="list-style-type: none"> - Communicate in networks using the internet - Ensure electronic storage of documentation and data -Solve problems related to specialised research and innovation -Encourage the creation and transfer of knowledge within the organisation 	<p>opportunities and potential risks</p> <ul style="list-style-type: none"> - Electronic information security -Knowledge management -Innovation technologies and types <p><i>At the level of use:</i></p> <ul style="list-style-type: none"> - Information technology for data processing, analysis and management -Innovation management 	<p>communication in the relevant field</p> <ul style="list-style-type: none"> -Ability to create an effective organisational environment for knowledge generation and use - Ability to integrate knowledge of different fields, contributing to the creation of new knowledge 	<p>Entertainment Industry</p> <ul style="list-style-type: none"> - Business English in a Multicultural Environment - Innovative Technologies in Leisure and Entertainment - Creative Thinking Technologies 	<p>3</p> <p>3</p>
<ul style="list-style-type: none"> - Know research methods in the field - Process information, choosing the most appropriate solution - Produce reports, publications and presentations -Explain and discuss complex or systemic aspects of the field, arguing one's point of view 	<p><i>At the level of understanding:</i></p> <ul style="list-style-type: none"> -Theory of public communication -Intercultural communication in a multicultural society <p><i>At the level of use:</i></p> <ul style="list-style-type: none"> -Research methods in management science - Public communication methods 	<ul style="list-style-type: none"> - Ability to conduct, interpret and analyse value-added research - Ability to prepare and present publications - Ability to argue, explain and debate complex or systemic aspects of the respective field or professional area 	<ul style="list-style-type: none"> - Globalisation and Cultural Diversity - Business English in a Multicultural Environment - Methodology and Methods of Socio-economic Research in Leisure and Entertainment - Cultural Practices and Cultural Markets - Intercultural Communication - Communication Research Methods and Presentation - Creative Thinking Technologies 	<p>3</p> <p>5</p> <p>6</p> <p>6</p> <p>3</p> <p>3</p> <p>3</p>