
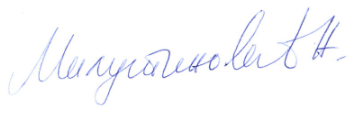
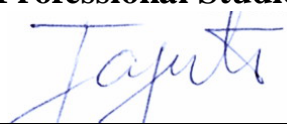


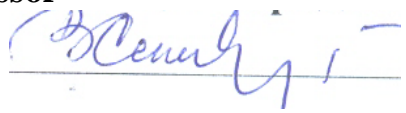




544543-TEMPUS-1-2013-1-RS-TEMPUS-JPCR	
Work package 1	Activity 1.1

Report on analysis of current tourism study programmes in the Republic of Serbia

Authors:	
Miloš Jovanović, PhD, Professor of Professional Studies 	Nenad Milutinović, Master of Organizational Sciences 
Tamara Gajić, PhD, Professor of Professional Studies 	Žika Stojanović, PhD, Professor of Professional Studies 
Marija Mandarić, PhD, Assistant Professor 	Vladimir Senić, PhD, Associate Professor 

Užice, January 2014

Project task:

1.1 Report on analysis of current tourism study programmes in the Republic of Serbia

The description of the project task:

Review and critical evaluation of existing tourism study programmes at the first and second level of studies in Serbia is the backbone of higher education quality improvement. Each higher education institution from Serbia participating in the project shall analyze its existing tourism study programme. The aim is to identify the advantages and disadvantages of the analyzed study programmes in order to obtain information necessary for later curriculum design.

The description of the outcome:

This report is the result of joint work of the partner higher education institutions from the Republic of Serbia.

Table of Contents

List of abbreviations	4
Introduction	5
1. The overview of accredited study programmes of tourism at the first and second level in the Republic of Serbia	5
1.1 Accredited study programmes at the first and second level at Higher Schools of Professional Studies	6
1.2 Accredited study programmes at the faculties.....	8
2. Analysis of the accredited study programmes of tourism at the first and second level in the Republic of Serbia	12

LIST OF ABBREVIATIONS

NCHE The National Council for Higher Education
CAQA Commission for Accreditation and Quality Assurance
MESTD Ministry of Education, Science and Technological Development
CSU Conference of Serbian Universities
ECTS European Credit Transfer and Accumulation System
HEI Higher Education Institution
BTC Business Technical College, Užice
NSBS Novi Sad Business School
HBS Higher Business School of Leskovac
FHMT Faculty of Hotel Management and Tourism, Vrnjačka Banja

INTRODUCTION

It has been 10 years since September 2003, when Serbia signed the Bologna declaration on higher education and more than 6 years since the start of the accreditation process for higher education institutions and their study programmes. Upon signing the Bologna declaration, with the passing the Law on Higher Education the three most responsible subjects for its application were decided: NCHE, CAQA, and MESTD. The Conference of Serbian Universities (CSU) and the Conference of the directors of higher education institutions were established and upon their suggestions the National Assembly of Serbia chose the members of NCHE. Upon the suggestions from CSU, NCHE chose the members of CAQA, who started their tenure in June 2006. Since then, CAQA has managed, with extreme efforts and the eagerness of all the expert members as well as the support of the National Council and the Ministries, to finalize the difficult process of the first accreditation of higher education institutions and study programmes in Serbia (2007-2011) as well as to begin the second cycle of accreditation.

CAQA has prepared, based on the adopted standards and the list of ranks, the forms and instructions for the accreditation process: *Accreditation request for institutions and programmes*, *General instructions for the preparation of documents for higher education institutions accreditation*, *Instructions for the preparation of documents for the accreditation of the first and second level of higher education study programmes* and *Instructions for the preparation of documents for doctoral study programme accreditation*.

All higher education institutions and their study programmes are subject to the HEI and study programme accreditation procedure. In April 2007, the accreditation procedure for higher education professional studies was finished. The second accreditation round for higher education professional studies was completed in 2012 and the second accreditation round for universities and faculties started the same year. The content of qualifications and diplomas of some types and levels of studies are in accordance with the character and the goals of the study programmes. HEI study programmes are in accordance with the basic assignments and goals and are in the service of their realization. HEI systematically and effectively plans, carries out, supervises, values and improves the quality of study programmes.¹

The existing tourist study programmes in the Republic of Serbia were accredited in accordance with the above-mentioned documents and the procedures.

1. The overview of accredited tourism study programmes at the first and second level in the Republic of Serbia

The higher education study programmes in the Republic of Serbia are implemented through academic and professional studies. There are 3 study levels (degrees) in the system of high education:

- The first level: basic academic and professional studies;

¹ *Accreditation and external quality check in higher education*, Ministry of Education, Science and Technological Development of the Republic of Serbia, Belgrade, September 2013, taken from:
<http://www.kap.k.org/images/stories/dokumenta/Akreditacija%20i%20SPK%20u%20visokom%20obrazovanju%202013.pdf>, January 7, 2014

- The second level: academic studies for the master's degree, specialist professional studies and specialist academic studies;
- The third level: doctoral academic studies.

Study programmes from the area of tourism have been accredited for 18 HEIs in the Republic of Serbia. The data that will be presented refer to the balance after the last accreditation of study programmes. There are 33 study programmes in total that have been accredited, with 2,799 enrolled students.

Only one HEI accredited a study programme belonging to the third level – Singidunum University, Belgrade. This institution accredited the programme of doctoral studies Tourism Management, both in Serbian and English, which belongs to the field of humanities. According to the data regarding the last accreditation in 2013, five students enrolled the programme.

1.1 Accredited study programmes at the first and second level at Higher Schools of Professional Studies

A total of seven higher professional education institutions have accredited their study programmes in the field of tourism. Among them, one school was obtained a warning from CAQA during the re-accreditation process. A total of ten study programmes have been accredited, where nine were undergraduate professional study programmes and one was a specialist professional study programme. All these accredited programmes belong to the scientific field of humanities. According to the data related to the last accreditation, the total number of enrolled students is 1,232, out of which 1,182 attend undergraduate professional studies, whereas 50 students attend specialist professional studies.²

Study programmes in the field of tourism have been accredited by the following higher education institutions for professional studies in the Republic of Serbia:

1. The College of Tourism Belgrade				
Address: Bulevar Zorana Đinđića 152a, Novi Beograd www.visokaturisticka.edu.rs		Accreditation certificate - April 30, 2007		
		Accreditation certificate - April 27, 2012		
Scientific field	Study type and level	Study programme	Outcome	Number of students
Humanities	Undergraduate professional studies	Economy and tourism	Accredited in 2007	400
			Accredited in 2012	400

2. Higher Business School of Leskovac				
Address: Durmitorska 19, Leskovac www.vpsle.edu.rs		Accreditation certificate - April 30, 2007		
		Accreditation certificate - April 27, 2012		
Scientific field	Study type and level	Study programme	Outcome	Number of students
			Accredited in	120

² A guide through the accredited study programmes at HEI in the Republic of Serbia, Commission for Accreditation and Quality Assurance, Belgrade, November 28, 2013, taken from: <http://www.kapk.org/images/stories/Vodic-29-11-2013.pdf>, December 21, 2013.

Humanities	Undergraduate professional studies	Tourism and catering	2007	
			Accredited in 2012	99

3. Business Technical College Užice

Address: Trg Svetog Save 34, Užice www.vpts.edu.rs			Accreditation certificate - April 30, 2007		
			Accreditation certificate - April 27, 2012		
No.	Scientific field	Study type and level	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate professional studies	Tourism	Accredited in 2009	93
2.	Humanities	Specialist professional studies	Tourist destination management	Accredited in 2011	50

4. Novi Sad Business School

VPS - Novi Sad Business School				
Address: Vladimira Perića Valtera 4, Novi Sad www.vps.ns.ac.rs		Accreditation certificate - April 30, 2007		
		Accreditation certificate - April 27, 2012		
Scientific field	Study type and level	Study programme	Outcome	Number of students
Humanities	Undergraduate professional studies	Tourism and hotel business	Accredited in 2007	100
			Accredited in 2012	110

5. Business School of Applied Studies Blace

Address: Kralja Petra 58, Blace www.vpskp.edu.rs		Accreditation certificate – April 30, 2007		
		Accreditation certificate – April 27, 2012		
Scientific field	Study type and level	Study programme	Outcome	Number of students
Humanities	Undergraduate professional studies	Tourism	Accredited in 2012	40

6. The College of Hotel Management Belgrade					
Address: Kneza Višeslava 70, Belgrade www.vhs.edu.rs			Accreditation certificate – June 2, 2007		
			Accreditation certificate – August 31, 2012		
No.	Scientific field	Study type and level	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate professional studies	Restaurant business	Accredited in 2007	80
				Accredited in 2012	60
2.	Humanities	Undergraduate professional studies	Gastronomy	Accredited in 2007	170
				Accredited in 2012	150
3.	Humanities	Undergraduate professional studies	Hotel business	Accredited in 2007	140
				Accredited in 2012	150

7. College for Management and Business Communications Sremski Karlovci				
Address: Mitropolita Stratimirovića 10, Sremski Karlovci www.mpk.edu.rs		Accreditation certificate – February 8, 2008		
		Warning act - September 27, 2013		
Scientific field	Study type and level	Study programme	Outcome	Number of students
Humanities	Undergraduate professional studies	Management in Catering	Accredited in 2013	80

1.2 Accredited study programmes at the faculties

A total of 11 faculties accredited the study programmes of the first and second levels in the field of tourism. Among them, two faculties published the information on their websites that within their accredited study programmes there are optional areas - modules in tourism. A total of 23 academic programmes were accredited, including 12 study programmes of undergraduate academic studies and 11 programmes of master's studies. The study programmes of undergraduate academic studies belong to the scientific fields of humanities (nine programmes) and natural and mathematical sciences (three programmes). The study programmes of master's studies belong to the scientific field of humanities (six programmes), natural and mathematical sciences (four programmes) and technology and engineering sciences (one programme). According to the data related to the last accreditation, the total number of students is 1,567, out of which there are 1,120 undergraduate students and 447 master's degree students.³ The following faculties accredited the study programmes in the field of tourism:

³ Ibid. This number does not include students of the two mentioned faculties - The Faculty of Economics Belgrade and The Faculty of Economics Kragujevac, which published the data on the modules on their websites. The data on the number of students of the Faculty of Sport and Tourism, Novi Sad (90 undergraduate students + 25 students of master's studies), which are not presented in Table of CAQA, are taken from the following address:

1. University of Belgrade, The Faculty of Geography					
Address: Studentski Trg 3/III, Belgrade www.gef.bg.ac.rs			Accreditation certificate – April 10, 2009		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Natural and Mathematical Sciences	Undergraduate academic studies	Tourismology	Accredited in 2009	80
2.	Natural and Mathematical Sciences	Master's studies	Tourismology	Accredited in 2012	50

2. University of Novi Sad, the Faculty of Agriculture, Novi Sad					
Address: Trg Dositeja Obradovića 8, 21000, Novi Sad www.polj.uns.ac.rs			Accreditation certificate –August 18, 2008		
			Accreditation certificate –May 17, 2013		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Natural and Mathematical Sciences	Undergraduate academic studies	Agrotourism and Rural Development	Accredited	50
				Accredited in 2013	50
2.	Technology and Engineering Sciences	Master's studies	Rural Development and Agrotourism	Accredited	25

3. University of Novi Sad, The Faculty of Sciences, Novi Sad					
Address: Square Dositeja Obradovića 3, Novi Sad www.pmf.uns.ac.rs			Accreditation certificate – April 12, 2008		
			Accreditation certificate – June 7, 2013		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Natural and Mathematical Sciences	Undergraduate academic studies	Tourism Management	Accredited (The National Council for Higher Education, NCHE)	150
2.	Natural and Mathematical Sciences	Undergraduate academic studies	BSc in Tourism	Accredited in 2012	160

3.	Natural and Mathematical Sciences	Master's studies	Tourism Management	Accredited (NCHE)	100
4.	Natural and Mathematical Sciences	Master's studies	Master Tourismologist	Accredited in 2012	100

4. University of Kragujevac, The Faculty of Hotel Management and Tourism in Vrnjačka Banja

Address: Vojvodjanska bb, Vrnjačka Banja www.hit-vb.kg.ac.rs			Accreditation certificate – September 13, 2013		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate academic studies	Hotel Management and Tourism	Accredited in 2013	100
2.	Humanities	Master's studies	Hotel Management	Accredited in 2013	30
3.	Humanities	Master's studies	Tourism Management	Accredited in 2013	30

5. University of Niš, The Faculty of Science and Mathematics in Niš

Address: Visegradska, 33 Niš www.pmf.ni.ac.rs		Accreditation certificate –April 10, 2009		
Scientific field	Type and level of studies	Study programme	Outcome	Number of students
Natural and Mathematical Sciences	Master's studies	Tourism	Accredited in 2009	27

6. Singidunum University, Integrated Singidunum University, Belgrade

Address: Danijelova 29, Belgrade www.singidunum.ac.rs			Accreditation certificate – August 19, 2008		
			Accreditation certificate – October 11, 2013		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate academic studies	Tourism and Hospitality Management in Serbian and English	Accredited in 2008	300
				Accredited in 2013	300
2.	Humanities	Undergraduate academic studies	Tourism and Hospitality Management (distance learning)	Accredited	90

3.	Humanities	Master's studies	Business Systems in Tourism and Hospitality in Serbian and English	Accredited in 2008	30
				Accredited in 2013	60

7. Singidunum University, Integrated Singidunum University Belgrade – OFF-CAMPUS SITE WITHOUT THE STATUS OF THE LEGAL ENTITY, NOVI SAD

Address: Novi Sad					
Scientific field	Type and level of studies	Study programme	Outcome	Number of students	
Humanities	Undergraduate academic studies	Tourism and Hospitality Management in Serbian and English	Accredited in 2013	50	

8. Singidunum University, The Faculty of Business Valjevo

Address: Zeleznicka 8, Valjevo www.pf.singidunum.ac.rs			Accreditation certificate – June 2, 2007 Accreditation certificate – June 21, 2013		
Scientific field	Type and level of studies	Study programme	Outcome	Number of students	
Humanities	Undergraduate academic studies	Tourism and Hospitality	Accredited in 2007	40	
			Accredited in 2013	50	

9. EDUCONS University, The Faculty of Sports and Tourism- TIMS, Novi Sad

Address: Radnicka 30a, Novi Sad www.tims.edu.rs			Accreditation certificate – October 2, 2009		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate academic studies	Studies of Management in Tourism	Accredited (NCHE)	
2.	Humanities	Master's studies	Management in Tourism (2 years)	Accredited (NCHE)	

10. The Faculty of Economics, Belgrade

Address: Kamenicka 6, Belgrade www.ekof.bg.ac.rs			Accreditation certificate – April 3, 2009		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students

1.	Humanities	Undergraduate academic studies	Economics, Business Management and Statistics – Optional area – Module: Tourism and Hotel Industry (http://www.ekof.bg.ac.rs/akreditacija/13_Struktura_100.pdf)	Accredited in 2010	1,350*
2.	Humanities	Master's studies	Business Management - Optional area – Module: Tourism Management (http://www.ekof.bg.ac.rs/akreditacija/19_Struktura_205.pdf)	Accredited in 2009	175*

* The number of students for all modules of the study programme

11. The Faculty of Economics, Kragujevac					
Address: Djure Pucara Starog 3, Kragujevac www.ekfak.kg.ac.rs			Accreditation certificate – January 31, 2009		
No.	Scientific field	Type and level of studies	Study programme	Outcome	Number of students
1.	Humanities	Undergraduate academic studies	Business Economics and Management –module Tourism and Hotel Industry (http://www.ekfak.kg.ac.rs/osnovne_sp_poslovna_ekonomija_i_menadzment)	Accredited in 2009	350*
2.	Humanities	Master's studies	Business Economics and Management –module Management in tourism (http://www.ekfak.kg.ac.rs/diplomske_sp_poslovna_ekonomija_i_menadzment)	Accredited	120*

* The number of students for all modules of the study programme

2. Analysis of the accredited study programmes of tourism at the first and second levels in the Republic of Serbia

The documentation submitted by the institution for the accreditation of study programmes of tourism at the first and second level is based on the following:

- Standards for accreditation of study programmes at the first and second levels of higher education;
- Revised standards for accreditation of study programmes within a particular educational scientific or artistic field;

3. Guidelines for the preparation of documentation for the accreditation of study programmes at the first and second levels of higher education;
4. Guidelines for the preparation of documentation for accreditation (November 2007);
5. Regulations on the list of professional, academic and scientific titles;

If necessary, the accreditation of the study programme is also based on the following documents:

6. Guidelines for the preparation of documentation for the accreditation of IMT (interdisciplinary, multidisciplinary, trans-disciplinary) study programmes;
7. Guidelines for the preparation of documentation for the accreditation of a study programme which is realized by distance learning;
8. Guidelines for the preparation of documentation for the accreditation of joint study programmes.

Each study programme is accredited separately, and as such should meet the necessary standards. The institution that is a legal entity can accredit study programmes of different types and levels of study as long as it submits, for each study programme, complete documentation in a form that is required and defined by certain guidelines. The institution may accredit more study programmes within one level and type of study, with the obligation to state the exact number of students enrolled for each study programme. As recommended, the study programme of undergraduate academic and professional studies (except for the area of medicine and arts) differs from other study programme for at least 35% of the total number of ECTS points. This percentage must include courses from the group of applied and scientific-professional subjects, but also optional courses from the study programme and from modules. The study programme of graduate studies, as recommended, differs from other study programmes for at least 40 % of the total number of ECTS credits, including a thesis.

Standards for accreditation of study programmes at the first and second levels of higher education are:

Standard 1: The structure of the study programme

Standard 2: The purpose of the study programme

Standard 3: The objectives of the study programme

Standard 4: Competencies of graduates

Standard 5: Curriculum

Standard 6: Quality, modernity and the international harmonization of study programmes

Standard 7: Student enrolment

Standard 8: Evaluation and development of students

Standard 9: Teaching staff

Standard 10: Organizational and material resources

Standard 11: Quality control

Standard 12: Distance learning.

The redesign of the curriculum of existing study programmes at the first and second levels of studies in the field of tourism in the Republic of Serbia is the primary task in this project. Accordingly, it is very important to fully understand the requirements of Standard 5: Curriculum.

Standard 5: Curriculum

The curriculum of the study programme contains a list and structure of obligatory and optional courses and modules and their description.

Guidelines for the application of the standard 5:

5.1. The structure of the curriculum includes the schedule of courses and modules per

semester, trimester, or blocks, number of active teaching lessons and ECTS credits.

5.2. Course description contains the name, type of course, year and semester of study, the number of ECTS credits, the name of the teacher, the course objectives with expected outcomes, skills and competencies, prerequisites for attending the course, course content, suggested reading materials, teaching methods, the method of assessment and evaluation and other data.

5.3 Within the structure of the study programme at the undergraduate level, except for the field of art, the following groups of subjects are present in relation to the total number of ECTS credits:

- academic and general education courses – 15%,
- theoretical and methodological courses – about 20%,
- scientific, artistic or professional courses – about 35%,
- applied courses – about 30%.

5.4. Within the structure of the study programme at the graduate level, except for the field of art, the following groups of subjects are present in relation to the total number of ECTS credits:

- academic and general education course – about 15%,
- professional, i.e. artistic-professional courses – about 40%,
- applied courses – about 45%.

5.5. Within the structure of the study programme, except in the field of art, optional courses are represented with at least 20% of the total number of ECTS credits at the undergraduate level and at least 30% of the total number of ECTS credits for graduate studies.

One of the important parts of the Work Package 2 of this project is aimed at developing a common basis for the study programmes of the first degree (180 ECTS points). The plan is that redesigned curriculum of these studies, for all partner institutions of higher education in Serbia, has at least 50% of common subjects (Outcome 2.3). Bearing this in mind, it is necessary to focus the analysis of the existing study programmes on the current situation in this context. The same or similar courses (where the percentage of match is at least 70%) in the accredited study programmes at the first level in the field of tourism which are represented in the curricula of all institutions of higher education in Serbia - partners in the project are shown in the following table.

A list of the same or similar courses within the accredited tourism study programmes at the first level of the partner higher education institutions in Serbia

No.	Course name	The name of higher education
1.	Business Mathematics	<i>BTC</i>
	Mathematics	<i>NSBS</i>
	Mathematics for Economists	<i>HBSL</i>
	Business Mathematics	<i>FHMT</i>
2.	Accounting	<i>BTC</i>
	Financial Accounting	<i>NSBS</i>
	Accounting	<i>HBSL</i>
	Accounting	<i>FHMT</i>
3.	English 1	<i>BTC</i>
	The First Foreign Business language 1 – English	<i>NSBS</i>
	English 1	<i>HBSL</i>
	The English Language 1	<i>FHMT</i>
4.	Management in Tourism	<i>BTC</i>
	Tourist and Hospitality	<i>NSBS</i>

	Organizations Management	
	Tourism and Hospitality Management	<i>HBSL</i>
	Management in Tourism	<i>FHMT</i>
5.	English 2	<i>BTC</i>
	The First Foreign Business – language 2 English	<i>NSBS</i>
	Business Foreign Language – English 2	<i>HBSL</i>
	The English Language 2	<i>FHMT</i>
6.	Entrepreneurship	<i>BTC</i>
	Entrepreneurship	<i>NSBS</i>
	Entrepreneurship	<i>HBSL</i>
	Entrepreneurship and Management	<i>FHMT</i>
7.	Applicative Software	<i>BTC</i>
	Information Technology Application	<i>NSBS</i>
	Information Systems	<i>HBSL</i>
	Computer Science in Business	<i>FHMT</i>
8.	Commercial Law	<i>BTC</i>
	Business Law	<i>NSBS</i>
	Trade Law	<i>HBSL</i>
	Business Law in Hotel and Tourism Industry	<i>FHMT</i>
9.	Ecology and Tourism	<i>BTC</i>
	Ecology and Sustainable Development in Tourism	<i>NSBS</i>
	Ecology Management and Sustainable Development	<i>HBSL</i>
	Tourism and Natural Environment	<i>FHMT</i>
10.	Quality Management in Tourism	<i>BTC</i>
	Quality of Services in Tourism and Hospitality	<i>NSBS</i>
	Quality Management in Tourism	<i>HBSL</i>
	Quality Management	<i>FHMT</i>

The share of the same or similar courses that are present in the curricula of all partner HEIs from Serbia in the total number of courses in certain study programmes of tourism is at relatively low level and totals: 27.03% - BTC (10 out of 37 courses), 20.83% - NSBS (10 out of 48 courses); 26.32% - HBSL (10 out of 38 courses); and 24.39% - FHMT (10 out of 41 courses). This suggests the need for an increase in the relative share of common courses in the curricula of tourism of the partner HEIs in Serbia.

A detailed analysis of the description of the courses indicates that even among courses with the same name there are substantial differences – related to the course content; course objectives with expected outcomes, skills and competencies; teaching methods; methods of assessment and evaluation, etc. In the following stages of the project, it is necessary that all partner HEIs from Serbia agree on a common approach in this field.

The SWOT analysis assessed the quality of study programmes of tourism in the Republic of Serbia. The quality of the programme is ensured through monitoring and verification of its aims,

structure, workload of students, as well as the upgrading of content and constantly collecting information about programme quality from relevant organizations in the region. The results of the analysis are shown in the following table. They are an important input for the identification of available strategic options and proposed measures and activities aimed at redesigning these study programmes.

STRENGTHS	
➤	There is recognition of programmes and courses in the national and international context (the credibility of the programme) as well as terminological and methodological harmonization with the Bologna process
➤	Study programmes of tourism at the first and second levels are accredited in accordance with the standards, guidelines and regulations that are brought by NCHE and CAQA
➤	The degree of alignment of aims of tourism study programmes with basic tasks and aims of higher education institutions that have accredited these programmes is relatively good
➤	Higher education institutions have established procedures for approving, monitoring and controlling study programmes
➤	The student involvement in the assessment and quality assurance of study programmes is provided
➤	Requirements and procedures that are necessary to complete the study and get a degree of the first and second level of higher education are defined and available to the public, especially in electronic form. Furthermore, these requirements and procedures are aligned with the objectives, content and scope of accreditation of study programmes of tourism.
➤	Learning outcomes and competencies expected of graduates are largely harmonized
WEAKNESSES	
➤	The use of modern teaching methods and teaching materials, as well as information and communication technologies in teaching is at very poor level.
➤	Professional practice, field work and foreign languages are not present enough in a significant number of the curriculum, especially in academic studies
➤	The lack of opportunities for improving the functional integration of knowledge and skills is dominant
➤	Non-compliance of the programme with the modern trends and demands of the labour market
➤	Lack of compliance of programmes with programmes of HEIs from the EU
➤	Insufficient mobility of students
➤	Encouraging of creative thinking of students and fostering student success through appropriate learning activities are undeveloped
➤	Connecting topics of final thesis with solving practical problems of the tourism market is insufficiently present
➤	Unequal access to HEIs to the selection of the courses of the first and second levels of studies
➤	The inertia, reluctance and lack of motivation among teachers regarding the implementation of activities for ongoing modernization of study programmes and positioning of students in the centre of learning; Activities in this area are mostly geared towards fulfilling formal criteria for accreditation
	Establishing a formalized relationship with graduate students, non-application of segments of quality system related to the provision of feedback about practice of these students and their competences
➤	The grading system based on the measurement of learning outcomes is not sufficiently present

OPPORTUNITIES	
➤	Forming modernized and flexible study programmes in tourism of the first and second degree in higher educational institutions in Serbia, according to ET 2020, the Bologna process, quality standards of the European system of higher education and best educational practices in the European Union
➤	Favourable economic conditions in the tourism market and increase in the demand for highly educated staff
➤	Strengthening cooperation with stakeholders and professional networks in tourism
➤	Increasing the competitiveness of Serbian tourism and its rapid growth through the implementation of EU experiences and best practices
➤	Increasing the number of common courses in the study programmes of tourism, as well as scientific, professional and applied courses adapted to the current requirements of certain segments of the tourism market; the redesigned study programmes will contribute to the intensification of student mobility
➤	More complete understanding of the role of learning outcomes in curriculum development and the Bologna recommendations
➤	Strengthening the competences of teachers through a system of their continuous education (the development of their pedagogical and other necessary knowledge and skills), mutual exchange of experiences, scientific contributions, study visits at renowned universities and institutes, and creation of conditions and incentives for more intensive scientific and research work
➤	Implementation of measures and activities to increase the competence of students and their responsibility in the learning process
THREATS	
➤	Improper use of the tourist potential of Serbia because of a lack of competent staff
➤	Lack of financial resources to improve the quality of academic programmes and unsystematic approach to these activities, short-term treatment of quality improvement costs
➤	Demographic factors - a reduction of the student population in secondary schools
➤	Growth of unfair competition in higher education in Serbia
➤	Reduced employment opportunities for students due to the bad state of economy of the Republic of Serbia and the tourism industry
➤	Separation of scientific research and professional activities and economic entities
➤	Reduced potential for cooperation with companies due to the prolongation of recession tendencies
➤	The difficult financial situation of students
➤	Insufficient congruence of the needs of domicile economy and current trends in the European education system
➤	Long and complex process of getting feedback in the process of monitoring the quality of academic programmes and the risk of untimely response to these findings
➤	Unclear strategy of the society about the future and the way of financing higher education in Serbia
➤	Insufficient recognition of three-year bachelors and specialists from professional studies in the labour market
➤	Insufficient experience to include Serbian academic community into flows and publications of international academic community in the field of tourism and hospitality due to the specific history of country's economic development