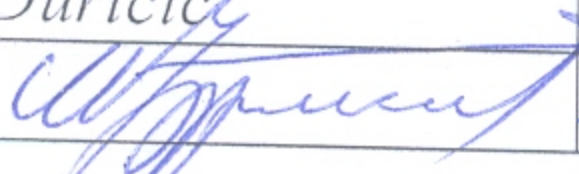
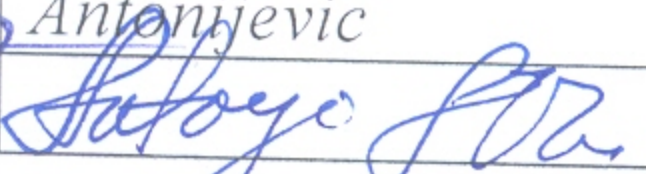
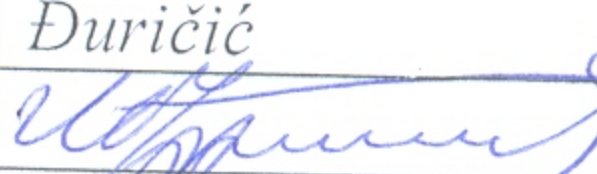
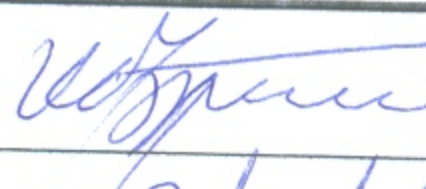
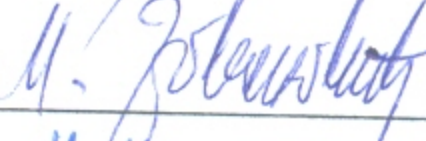
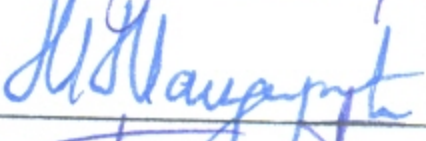


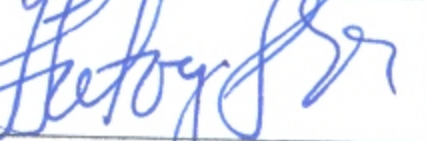
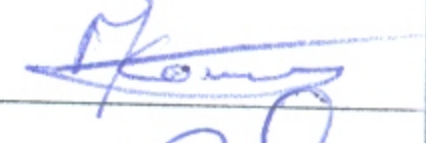

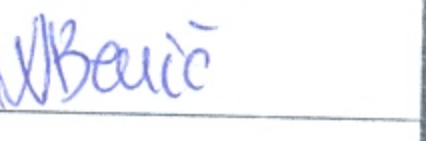
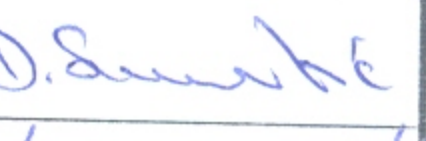
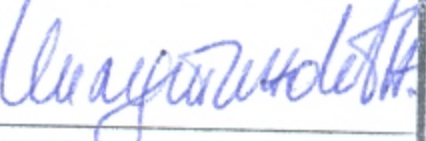
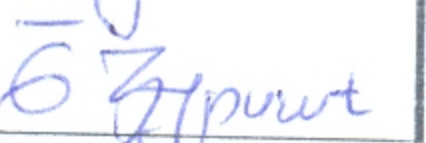

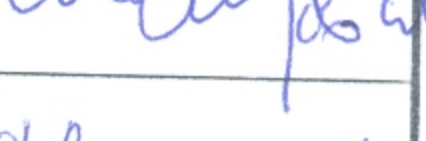


**MODERNIZATION AND HARMONIZATION OF
TOURISM STUDY PROGRAMMES IN SERBIA
PROJECT QUALITY MANAGEMENT PLAN**

	MADE	REVIEWED	APPROVED
Role	Project Coordinator	Team Lead	Project Coordinator
Name	<i>Prof. dr Milutin Đuričić</i>	<i>Prof. dr Milan Antonijević</i>	<i>Prof. dr Milutin Đuričić</i>
Signature			

VERSION HISTORY

Project Quality Management Plan was created by Milutin Djuricic, pHD, as Project Coordinator of TEMPUS PROJECT : MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA. Having been reviewed and corrected by Prof. Milan Antonijevic, pHD, the first version presented herein was approved by Project Coordinator Prof Milutin Duricic, pHD on January 30, 2014. This document was distributed to the following persons who confirmed receipt with their signatures:

Ordinal number	Responsible person - role in the project	Date	Signature
1.	Milutin Đuričić, Project Coordinator	31.1.2014	
2.	Miloš Jovanović, Team Lead	31.01.14	
3.	Marija Mandarić, Team Lead	31.01.2014	
4.	Tamara Gajić, Team Lead	31.01.2014	
5.	Dragan Stojanović, Team Lead	31.01.2014	
6.	Milan Antonijević, Team Lead	31.01.2014	
7.	Ramona Suharosci, Team Lead		
8.	Michael Koniordos, Team Lead	31-01-14	
9.	Miroslav Radjen, Team Lead	31.01.2014	
10.	Benić Nataša, Team Lead	31.01.2014	
11.	Dragica Samardžić, Team Lead	31.01.2014	
13.	Nenad Milutinović, Technical Secretary of the Project	31.01.2014	
14.	Biljana Djuričić, Finance Project Manager	31.01.2014	
15.	Slobodan Petrović, Team Lead for the purchase of IT equipment and extensive training from ITC	31.01.2014	
16.	Snežana Aksentijević, Team Lead for the purchase of laboratory equipment for ecotourism	31.1.2014	

FOREWORD PROJECT COORDINATOR

Project Quality Plan describes the planning, controlling and improving the quality of its implementation. This plan complies with the requirements of ISO 9001:2008. and ISO 10006: 2006.

As a Coordinator of TEMPUS PROJECT: *Modernization and harmonization of tourism study in Serbia*, I accept the entire responsibility for performance of the Quality Plan adopted, as well as for the project quality system functioning. At any time, I shall obtain information on conditions and proper realization of the Quality Plan adopted. Further, I shall identify arising issues, initiate and suggest suitable solutions. Prospective faults being noticed shall be eliminated and a new version of The Project Quality Plan shall be declared.

All members of the Project Team must meet the requirements of this Quality Plan without exception and at any time.

Quality Plan must not be made available for persons not included in the Project without my prior written approval.

Project Coordinator

Prof. Milutin R- Djuricic, PhD

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1. INTRODUCTION

1.1 PURPOSE OF THE PROJECT QUALITY MANAGEMENT PLAN

Quality Management Plan describes the way how Project Team determines quality policy and how it documents the resources required; further, it describes the assigned responsibilities in quality management and all processes and procedures which should be used in order for project requirements to be fully met.

Project Quality Management Plan *MODERNIZATION AND HARMONIZATION OF TOURISM STUDY IN SERBIA* is aimed to provide that its realization be carried out without deviations referring to prescribed quality standards. It contains concrete procedures, means and activities which should be applied during project realization. Project quality planning itself was made based on defined quality requirements and norms, as defined in Agreement No. 2013-4526/001-001, in project documentation etc. The requirements set out by the project financiers are in conformity with prescribed norms currently applicable.

The Project Quality Management Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The Project Quality Management Plan is created during the Planning Phase of the project. Its intended audience is the project manager, project team, Steering Comity, TEMPUS Office Belgrade and Brussels EACEA whose support is needed to carry out the plan.

2 PROJECT QUALITY MANAGEMENT OVERVIEW

2.1 ORGANIZATION, RESPONSIBILITIES, AND INTERFACES

Organization of quality management of this TEMPUS project commences from the fact that all participants in project realization are responsible for quality of project processes and products, for they accepted the tasks assigned according to both the Agreement and the Draft Project adopted.

Project Management and the members of Project Team are responsible for quality of entire Project realization. Being aware of the Project hierarchy, they shall take suitable corrective activities in order to improve the quality of processes and products of this Project. The following table shows the roles and responsibilities referring to quality of project activities.

Name	Role	Quality Responsibility
<i>Milutin Djuričić</i>	Project Coordinator	Quality mentoring & coaching
<i>Miloš Jovanović</i>	Team Lead	Quality audits
<i>Marija Mandarić</i>	Team Lead	Quality audits
<i>Tamara Gajić</i>	Team Lead	Quality audits
<i>Dragan Stojanović</i>	Team Lead	Quality audits
<i>Milan Antonijević</i>	Team Lead	Quality audits
<i>Ramona Sucharoschi</i>	Team Lead	Quality audits
<i>Michael Koniordos</i>	Team Lead	Quality audits
<i>Miroslav Radjen</i>	Team Lead	Quality audits
<i>Benić Nataša</i>	Team Lead	Quality audits
<i>Dragica Samardžić</i>	Team Lead	Quality audits
<i>Žikica Nestorović</i>	Team Lead	Quality audits
<i>Nenad Milutinović</i>	Technical Project Secretary	- All records and records of project quality
<i>Biljana Djuričić</i>	Finance Project Manager	- All payments under the Project.
<i>Slobodan Petrović</i>	Team Lead for the purchase of IT equipment and providing training from ITC	- Procurement planned equipment in accordance with applicable regulations and osmišljavnje program and organization of training in ICT
<i>Snežana Aksentijević</i>	Team Lead for the purchase of laboratory equipment for ecotourism	- Procurement planned equipment in accordance with applicable regulations and the organization of training staff to operate the equipment purchased

2.2 TOOLS, ENVIRONMENT, AND INTERFACES

To measure the quality of the project and the level of its compliance with defined quality standards / metrics will be used the following quality tools.

Tool	Description
<i>Benchmarking</i>	Industry recognized benchmarks
<i>SWOT analysis</i>	SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.
<i>Cost benefit analiza</i>	The analysis of benefits and costs.
<i>Breinstorming</i>	Approved methods of collecting new ideas through discussion
<i>Breiwriting</i>	Approved methods of collecting new ideas through writing ideas
<i>Situational Management</i>	Tweaking the style of project management specific situation and the specific needs of individuals
<i>Cause and effect diagrams</i>	With the problems related to the quality and help to find the underlying cause of the problem.
<i>Histogram</i>	Chart composed of vertical columns representing the distribution of variables
<i>Pareto diagram</i>	Allows the identification and prioritization of problem areas. "80-20 Regulation "
<i>Flowcharts</i>	Graphical representation of the logic and process flow to enable an analysis of the problem and ways to improve the process.
<i>Statistical sampling</i>	Implies the selection of part of the population that is considered for the purposes of inspection

3 PROJECT QUALITY MANAGEMENT

At the highest of levels Quality Management involves planning, doing, checking, and acting to improve project quality standards. PMI PMBOK breaks the practice of Quality Management into three process groups: Quality Planning (QP), Quality Assurance (QA) and Quality Control (QC). The following sections define how this project will apply each of these practice groups to define, monitor and control quality standards.

3.1 QUALITY PLANNING

Quality Planning includes the capability to foresee future situations and to prepare the activities leading to desired outcome. It describes the way how the team determines quality policy, i.e. it documents resources and responsibilities required for quality management, as well as all processes and procedures which should be used to meet project requirements.

For realization of this TEMPUS project, the following quality standards are relevant: **ISO 9001:2008. & ISO 10006: 2006.**, as well as EU rules concerning realization of TEMPUS projects.

3.1.1 Define Project Quality

Taking into account relevant international quality standards and projected outcomes-results, as well as critical factors for the success of this Project and , further, taking into account success indicators and criteria for both project result acceptance and product performance, Activity Agenda was used to establish measurable indicators for each individual activity. These represent the quality desired, but there is a tendency is to exceed the same.

3.1.2. Measure Project Quality

Quality standard is represented by desired indicators – Indicators set out by Project Activity Agenda. By having the Project monitored, the quality attained for each of its activities shall be established. A suitable Quality Record (Table 1) shall be made for each control and monitoring activity. Time schedule of control operations are given in the Project Activity Agenda. Records are submitted to Technical Secretary of the Project as soon as they are made, in both written and e-form.

Technical Secretary of the Project takes care of a suitable Information System of TEMPUS Project according to the scheme presented in Figure 1.

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

Activity	Activities (as indicated in the LFM)	Start date	Delivery date	Indicator	Quality records	Responsible for the implementation of
1.1	Situation analysis of current study programs in Serbia	01.12. 2013	31.01. 2014	Report on comparative analysis of current Tourism study programs in Serbia	The decision to adopt the report on an analysis of existing curricula at colleges and universities	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
1.2	Market analysis of present needs for qualified workers	1.12. 2013.	31.01. 2014.	Report on comparative analysis of present needs for qualified workers in Serbia	The decision to adopt the report with the necessary knowledge in the tourism industry	1.N. Benić 2.M.Raden 3.D. Samardžić 4.Ž. Nestorović
1.3	Harmonization with existing EU benchmark standards	01.02. 2014.	31.03. 2014.	Report on comparative analysis of current Tourism study programs in Serbia and EU	The decision to adopt the report on the need for harmonization of higher education in the EU	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović 5.M.Antonijević 6. M. Koniordos 7.R. Suharoschi
2.1	Creation of methodology (quality procedures) for the development of more flexible study programs	01.02. 2014.	31.03. 2014.	Defined Methodology (quality procedure) for the development of more flexible study programs	The decision to adopt a methodology of of the Steering Committee	1.M.Đuričić 3.M.Antonijević
2.2	Tuning outcomes and competencies of existing programs in line with current market needs	01.03. 2014.	30.04. 2014.	Report of the Working Groups	The decision to adopt the report with the necessary knowledge and competence of personnel in tourism Serbia	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
2.3	Modernization and harmonization of existing undergraduate curricula	01.05. 2014.	30.09. 2014.	Izrađeni kurikulumi po VŠU	Decision on the adoption of the Teaching and Scientific Council and the Project Steering Committee	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
2.4	Development of new postgraduate curricula	01.05. 2014.	30.09. 2014.	Izrađeni kurikulumi po VŠU	Decision on the adoption of the Teaching and Scientific Council and the Project Steering Committee	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

2.5	Development of teaching material	01.10. 2014	30.04. 2015.	Created teaching material	Teaching material endorsed for printing	1.M. Đuričić 2.M. Mandarić 3.T. Gajić 4.D.Stojanović 5.M. Jovanović
2.6	Student recruitment and enrolment campaign	01.12. 2014.	30.07. 2015.	Promotional campaigns held	Adopted Reports on campaigns held by HEIs and at Project level	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
2.7	Evaluation of modernized and developed programs and program appraisal based on evaluation outcomes	01.05. 2016.	30.11. 2016.	Evaluation performed	Individual programs Quality records	1. M.Antonijević 2. M. Koniordos 3. R. Suharoschi 4. M. Đuričić
3.1	Language skills	01.08. 2014.	31.10. 2014.	Conducted courses	Adopted Quality record on conducted course	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
3.2	ICT skills	01.08. 2014.	31.10. 2014.	Conducted courses	Adopted Quality record on conducted course	1. S. Petrović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
3.3	Pedagogical skills	01.08. 2014.	31.10. 2014.	Conducted courses	Adopted Quality record on conducted course	1.M.Antonijević 2.M.Jovanović 3.M. Mandarić 4.T. Gajić 5. D.Stojanović
3.4	Subject related training	01.09. 2014	28.11. 2014.	Identified companies for training courses	Adopted list of companies for training courses	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
3.5	Purchasing of ICT and laboratory equipment for improving infrastructure to support innovation in teaching practice	01.09. 2014	28.11. 2014.	Purchased and installed equipment	Quality records on purchased equipment	S.Petrović

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

4.1	Design of continuous tourism courses	01.10. 2014.	28.11. 2014.	Designed training courses	Record on endorsement of the course content	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
4.2	Preparation of materials for the courses	01.11. 2014.	30.12. 2014.	Prepared teaching material for the training courses	Record on endorsement of prepared material	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
4.3	Enrolment of tourism employees	01.12. 2015.	28.02. 2015.	Formed courses	Adopted reports on Number of course attendants at partner and Project level	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
4.4	Organization of the courses	01.03. 2015.	30.11. 2016.	Conducted training courses	Adopted Report on number of conducted training courses by HEIs and at Project level	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
5.1	Establishment of stakeholder and professional cooperation networks	01.02. 2014.	30.11. 2016.	Number of concluded Agreements on cooperation between HEIs and stakeholders	Adopted Report on number of concluded Agreements on cooperation by HEIs and at Project level	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović 5.N. Benić 6.M.Rađen 7.D. Samardžić 8.Ž. Nestorović
5.2	Participation of stakeholders in educational process	01.02. 2016. And 01.10. 2016.	30.03. 2016. And 30.11. 2016.	Lectures given by externals	Corresponding Quality records with quality evaluation of given lectures	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović 5. M. Radjen
5.3	Development of bilateral agreements in domain of work based learning and business and industrial placement experience	01.02. 2014.	30.11. 2016.	Signed inter-institutional agreements	Record on number of concluded agreements by partners and at Project level	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
6.1	Defining procedures for project quality control (QC)	01.01. 2014	28.02. 2014	Designed procedures for project QC	Approved project quality procedure	M.Đuričić M.Antonijević
6.2	Regular internal progress reports / providing overview	01.12. 2013.	30.11. 2016.	Designed Reports at partner and	Adopted Reports by Steering Committee	M. Đuričić i Kontakt osobe svih partnera

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

	of the achieved results			Project level		
6.3	Monitoring visits by externally appointed peer review	01.08. 2014. And 01.03. 2015. And 01.08. 2015. And 01.08. 2016.	31.08. 2014. And 31.03. 2015. And 31.08. 2015. And 31.08. 2016.	Conducted monitoring visits	Adopted Reports on conducted monitoring activities	M. Antonijević M. Koniordos R. Suharoschi
7.1	Development and maintenance of project web site and web portal	01.12. 2013.	30.11. 2016.	Registered web site and web portal	Corresponding Quality recordsonweb site and web portal	B.Stevanović
7.2	Marketing activities	01.06. 2015.	30.11. 2016.	Formed teams at Serbian partner institutions	Adopted Reports on conducted marketing activitiesby HEI and at Project level	Kontakt osobe svih partnera
7.3	Project conference	01.10. 2014. And 01.10. 2015. And 01.10. 2016.	30.10. 2014. And 30.10. 2015. And 30.10. 2016.	Conducted Conferences related to dissemination of the Project	Adopted Report on conducted Conferences	Lj.Diković M.Đuričić N.Milutinović
7.4	Workshops for representatives of stakeholders and end users	01.03. 2015.	30.11. 2016	Conducted workshops with stakeholders' representatives	Quality records on conducted workshops	1. M.Jovanović 2. M. Mandarić 3. T. Gajić 4. D. Stojanović 5. M. Rađen 6. B. Đuričić 7. N.Milutinović 8. N. Benić
8.1	Accreditation of modernized and developed programs	01.12. 2014.	31.05. 2015.	Documentation submitted to CAQA	Obtained CAQA certificates on accreditation	1. M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

8.2	Implement employer/professional body/student support committees to help sustain student recruitment	01.01. 2015.	30.11. 2016.	Formed teams at higher education institutions	Adopted Reports on activities conducted by Teams	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
8.3	Raising community awareness about importance of tourism and tourism education	01.12. 2013.	30.11. 2016.	Number of conducted sessions with stakeholders, number of media appearances	Quality records on conducted sessions and media appearances.	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović 5.N. Benić 6.M.Rađen 7.D. Samardžić 8.Ž. Nestorović
8.4	Degree recognition between RS higher education partner institutions	01.05. 2015.	31.07. 2015.	Designed Agreement on Diploma recognition and ECTS	Concluded partnership Agreement on Diploma recognition and ECTS	1.M.Jovanović 2.M. Mandarić 3.T. Gajić 4.D.Stojanović
8.5	Development of institutional financial sustainability plan	01.10. 2014.	31.11. 2014.	Designed Plan	Plan adopted by the Steering Comity	1.B.Đuričić 2.M.Đuričić
9.1	Kick-off meeting	01.12. 2013.	31.12. 2014.	Meeting was held	Adoption of Minutes of the Kick-of meeting	1.Lj.Diković 2. M.Đuričić
9.2	Regular meetings of Steering Committee	01.11. 2014. And 01.11. 2015 and 01.11. 2016.	31.11. 2014. And 31.11. 2015 and 31.11. 2016.	Meeting was held	Adoption of Minutes of the meeting	M.Đuričić
9.3	Organization and coordination of project activities	01.12. 2013.	30.11. 2016.	Is Project implemented according to the adopted plan?	Adopted all the reports on the implementation of the Project	M.Đuričić
9.4	Project administration management	01.12. 2013.	30.11. 2016.	Timely reporting of project activities	Adopted all the reports on the implementation of the Project	N.Milutinović
9.5	Design of manual for financial project management	01.02. 2014.	31.03. 2014.	Designed Manual	Adopted Handbook at Kick off Meeting	1.B.Đuričić 2.M.Đuričić

3.2 QUALITY ASSURANCE

Quality assurance includes all activities of Project Team referring to compliance with relevant quality standards and project quality activity indicators and continuous quality improvement (Table 1). During realization of this Project, an adequate structural Quality Audit will be made in reference to concrete quality management activities aimed at identification of acquired knowledge which might improve performance of either this or some future projects. In reference to this, a suitable Quality Record shall be made and immediately delivered to Technical Secretary of the Project in both written and e-form.

3.2.1 Analyze Project Quality

Each individual project result will be analysed first by the team which accomplished it and then by Management Board of the Project and Monitoring Project from the TEMPUS office and from EU Agency. In case that some result is not in line with the requested, adequate corrective actions shall be taken. On such occasion, relevant Quality Record shall be made and immediately delivered to Technical Secretary of the Project in both written and e-form .

3.2.2 Improve Project Quality

During realization of individual activities of the Project (using the experience from previously realized projects), operative teams and individual project team members shall identify the ways to realize certain task in a better, cheaper and/or faster way. For prospective discrepancies during Project realization, they will identify adequate corrective actions to eliminate dissatisfactory performance. On such occasion, relevant Quality Record shall be made and immediately delivered to Technical Secretary of the Project in both written and e-form.

3.3 QUALITY CONTROL

Project quality control shall be carried out continuously during the project implementation. The operators of certain activities shall be trained by the team leader how to accomplish the quality desired and how to establish measuring indicators. Team leader himself shall also establish how to attain the quality of the assigned task. Management Board of the Project and EU Monitoring crew will also establish measurable indicators of project accomplishment. On such occasion, relevant Quality Record shall be made and immediately delivered to Technical Secretary of the Project in both written and e-form .

Technical Secretary of the Project manages the TEMPUS Project Information system according to the scheme given in Figure 1.

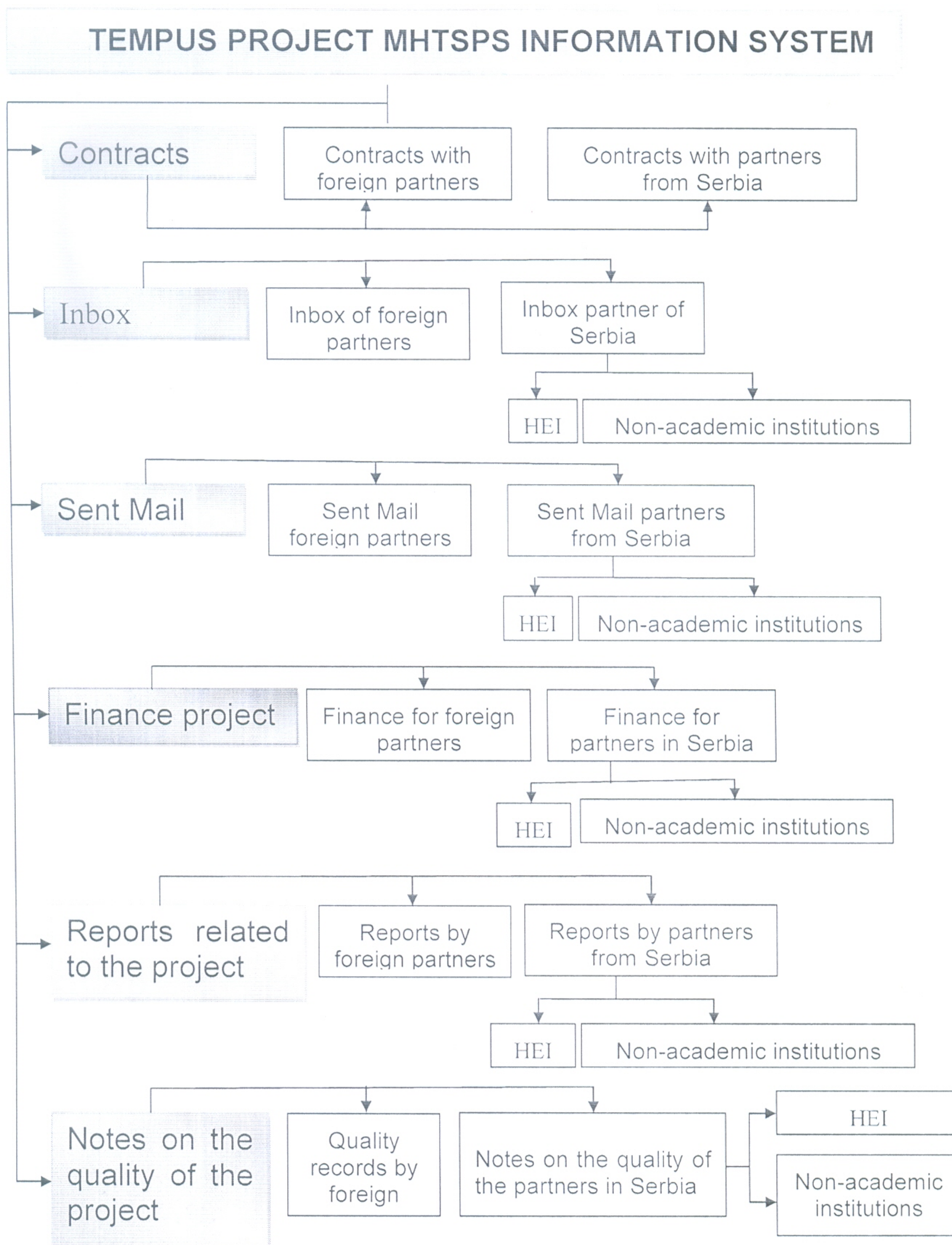


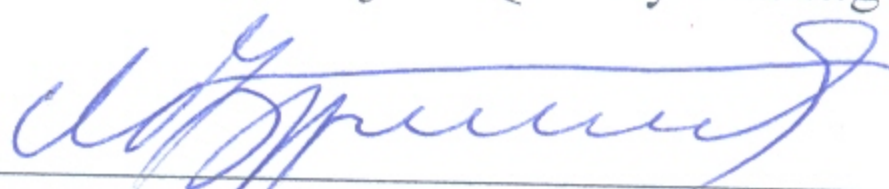
Figure 1. Information System Project

Appendix A: Project Quality Management Plan Approval

The undersigned acknowledge they have reviewed the *MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA* Project Quality Management Plan and agree with the approach it presents. Changes to this Project Quality Management Plan will be coordinated with and approved by the undersigned or their designated representatives.

Individuals who are listed below with their signature guarantee that they are familiar and agree with the provisions of the Project Quality Management Plan.

Signature:



Date:

Print Name:

Milutin Đuričić

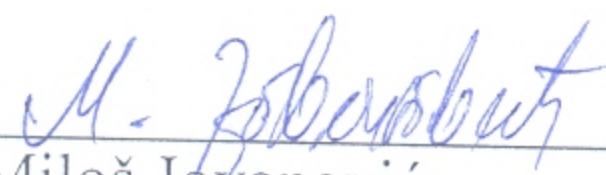
Title:

Prof. dr

Role:

Project Coordinator

Signature:



Date:

31. 01. 14.

Print Name:

Miloš Jovanović

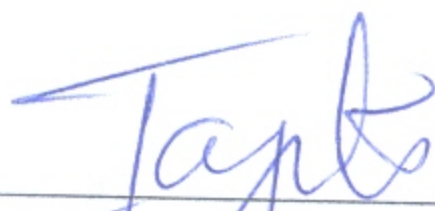
Title:

Prof. dr

Role:

Team Leader

Signature:



Date:

31. 01. 2014

Print Name:

Tamara Gajić

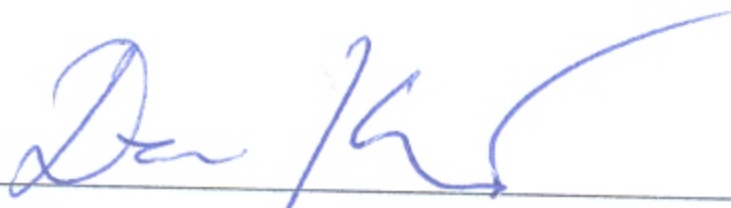
Title:

Prof. dr

Role:

Team Leader

Signature:



Date:

31. 01. 2014.

Print Name:

Dragan Stojanović

Title:

Prof. mr

Role:

Team Leader

Signature:



Date:

31. 01. 2014

Print Name:

Marija Mandarić

Title:

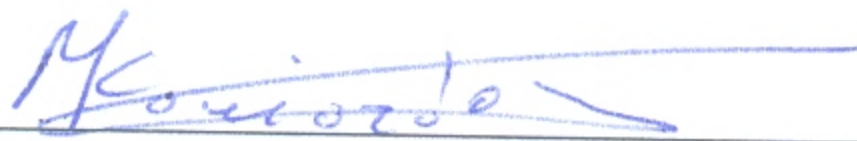
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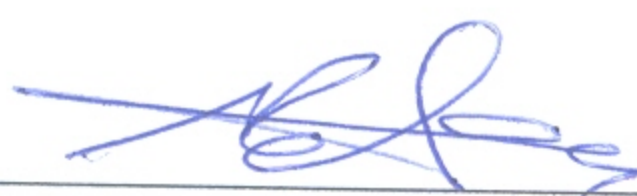
Team Leader


MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

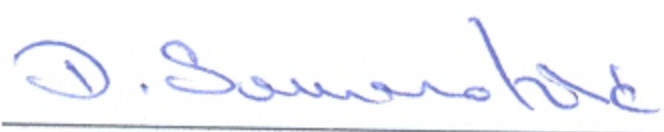
Signature: _____ Date: _____
Print Name: Milan Antonijević
Title: Prof. dr
Role: Team Leader

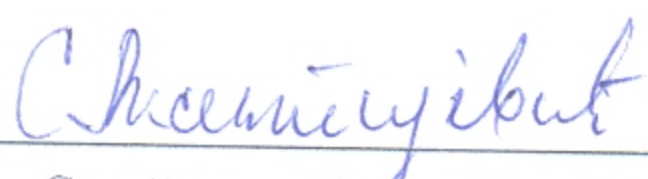
Signature:  Date: 31.01.2014
Print Name: Michael Koniordos
Title: Prof. dr
Role: Team Leader

Signature: _____ Date: _____
Print Name: Ramona Suharoschi
Title: Prof. dr
Role: Team Leader

Signature:  Date: 31.01.2014
Print Name: Miroslav Rađen
Title: Msc
Role: Team Leader

Signature:  Date: 31.01.2014
Print Name: Nataša Benić
Title: Prof. dr
Role: Team Leader

Signature:  Date: 31.01.2014
Print Name: Dragica Samardžić
Title: _____
Role: Team Leaderer

Signature:  Date: 31.1.2014
Print Name: Snežana Aksentijević
Title: Prof. dr
Role: _____

MODERNIZATION AND HARMONIZATION OF TOURISM STUDY PROGRAMMES IN SERBIA

Signature: Biljana Đuričić Date: 31.01.2014
Print Name: Biljana Đuričić

Title: Msc

Role: _____

Signature: Nenad Milutinović Date: 31.01.2014
Print Name: Nenad Milutinović

Title: Msc

Role: _____

Signature: Slobodan Petrović Date: 31.01.2014
Print Name: Slobodan Petrović

Title: Msc

Role: _____

Signature: _____ Date: _____
Print Name: _____

Title: _____

Role: _____

Signature: _____ Date: _____
Print Name: _____

Title: _____

Role: _____

Appendix B: References

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
ISO 10006:2006 Quality management systems -Guidelines for quality management in projects	<i>This International Standard provides guidance on quality management in projects. It outlines quality management principles and practices, the implementation of which are important to, and have an impact on, the achievement of quality objectives in projects. It supplements the guidance given in ISO 9004</i>	http://thuvienkhcn.vinhlong.gov.vn/tailieukhcn/data/TieuChuantuanvan/ISO/ISO_10006_2003.pdf
ISO 9000:2000, Quality management systems- Fundamentals and vocabulary	<i>This International Standard provides guidance on quality management systems - Fundamentals and vocabulary</i>	http://thuvienkhcn.vinhlong.gov.vn/tailieukhcn/data/TieuChuantuanvan/ISO/ISO_10006_2003.pdf
ISO 9004: 2000, Quality management systems - Guidelines for performance improvements	<i>This International Standard provides guidance on quality management systems - Guidelines for performance improvements</i>	http://thuvienkhcn.vinhlong.gov.vn/tailieukhcn/data/TieuChuantuanvan/ISO/ISO_10006_2003.pdf

Appendix C: Key Terms

The following table provides definitions for terms relevant to this document.

Term	Definition
Budget	<i>Generally refers to a list of all planned expenses and revenues.</i>
Business operations	<i>Are those ongoing recurring activities involved in the running of a business for the purpose of producing value for the stakeholders. They are contrasted with project management, and consist of business processes.</i>
Client / customers	<i>The person or group that is the direct beneficiary of a project or service is the client / customer. These are the people for whom the project is being undertaken (indirect beneficiaries are stakeholders). In many organizations, internal beneficiaries are called "clients" and external beneficiaries are called "customers," but this is not a hard and fast rule.</i>
Constraints	<i>Constraints are limitations that are outside the control of the project team and need to be managed around. They are not necessarily problems. However, the project manager should be aware of constraints because they represent limitations that the project must execute within. Date constraints, for instance, imply that certain events (perhaps the end of the project) must occur by certain dates. Resources are almost always a constraint, since they are not available in an unlimited supply.</i>
Costs	<i>In economics, business, and accounting are the value of money that has been used up to produce something, and hence is not available for use anymore. In business, the cost may be one of acquisition, in which case the amount of money expended to acquire it is counted as cost.</i>
Deliverable	<i>A deliverable is any tangible outcome that is produced by the project. All projects create deliverables, which can be documents, plans, computer systems, buildings, aircraft, etc. Internal deliverables are produced as a consequence of executing the project and are usually needed only by the project team. External deliverables are created for clients and stakeholders. Your project may create one or many deliverables.</i>

Gantt chart	<i>A Gantt chart is a bar chart that depicts activities as blocks over time. The beginning and end of the block correspond to the beginning and end-date of the activity.</i>
Goal setting	<i>Involves establishing specific, measurable and time targeted objectives</i>
ISO 9001	<i>Is a guidelines for Sistem quality management, is an international standard developed by the International Organization for Standardization.</i>
ISO 10006	<i>Is a guidelines for quality management in projects, is an international standard developed by the International Organization for Standardization.</i>
Kickoff meeting	<i>Is the first meeting with the project team and the client of the project</i>
Issue	<i>An issue is a major problem that will impede the project's progress and that can't be resolved by the project manager and project team without outside help. Project managers should proactively deal with issues through a defined issues management process.</i>
Lifecycle	<i>Lifecycle refers to the process used to build the deliverables produced by the project. There are many models for a project lifecycle. For software development, the entire lifecycle might consist of planning, analysis, design, construct/test, implementation, and support; this is an example of a "waterfall" lifecycle. Other lifecycles include iterative development, package implementation, and research and development. Each of these lifecycle models represents an approach to building on your project's deliverables</i>
Management	<i>In business and human organization activity is simply the act of getting people together to accomplish desired goals. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.</i>
Management process	<i>Is a process of planning and controlling the performance or execution of any type of activity.</i>
Objective	<i>An objective is a concrete statement that describes what the project is trying to achieve. The objective should be written at a low level, so that it can be evaluated at the conclusion of a project to see whether it was achieved. Project success is determined based on whether the project objectives were achieved. A technique for writing an objective is to make sure it is Specific, Measurable, Attainable/Achievable, Realistic, and Timebound (SMART).</i>
Planning	<i>Planning in organizations and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired goal on some scale.</i>
Process	<i>Process is an ongoing collection of activities, with an inputs, outputs and the energy required to transform inputs to outputs.</i>
Process management	<i>Process management is the ensemble of activities of planning and monitoring the performance of a process, especially in the sense of business process, often confused with reengineering.</i>
Program	<i>A program is the umbrella structure established to manage a series of related projects. The program does not produce any project deliverables -- the project teams produce them all. The purpose of the program is to provide overall direction and guidance, to make sure the related projects are communicating effectively, to provide a central point of contact and focus for the client and the project teams, and to determine how individual projects should be defined to ensure that all the work gets completed successfully.</i>

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Program manager	<i>A program manager is the person with the authority to manage a program. (Note that this is a role. The program manager may also be responsible for one or more of the projects within the program.) The program manager leads the overall planning and management of the program. All project managers within the program report to the program manager.</i>
Project	<i>A project is a temporary structure to organize and manage work and ultimately to build a specific defined deliverable or set of deliverables. By definition, all projects are unique, which is one reason it is difficult to compare different projects to one another.</i>
Project definition (charter)	<i>Before you start a project, it is important to know the overall objectives of the project, as well as the scope, deliverables, risks, assumptions, project organization chart, etc. The project definition (or charter) is the document that holds this relevant information. The project manager is responsible for creating the project definition. The document should be approved by the sponsor to signify that the project manager and the sponsor are in agreement on these important aspects of the project.</i>
Project management	<i>The complete set of tasks, techniques, tools applied during project execution</i>
Project management process	<i>Project management process is the management process of planning and controlling the performance or execution of a project.</i>
Project Management Office	<i>The Project Management Office (PMO) is an organization within a company that develops and enforces project management processes, tools, and techniques. A PMO may form at a program level, a department level, or at an enterprise level. A PMO typically provides support for program or portfolio governance, project portfolio management, resource management, and issue and risk management.</i>
Project manager (Project Coordinator)	<i>The project manager is the person with the authority to manage a project. The project manager is 100% responsible for the processes used to manage the project. He or she also has people management responsibilities for team members, although this is shared with the team member's functional manager. The processes used to manage the project include defining the work, building the workplan and budget, managing the workplan and budget, scope management, issues management, risk management, etc.</i>
Project phase	<i>A phase is a major logical grouping of work on a project. It also represents the completion of a major deliverable or set of related deliverables. On an IT development project, logical phases might be planning, analysis, design, construct (including testing), and implementation.</i>
Project plan	<i>The project plan (not to be confused with the project schedule) is the document that describes the processes, tools, and techniques used to manage and control the project. Common processes include specific project level processes such as change management, issue management, risk management, document management, and time management for project schedule updates</i>
Project planning	<i>Project planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment</i>
Project stakeholders	<i>Project stakeholders are those entities within or without an organization which sponsor a project or, have an interest or a gain upon a successful completion of a project.</i>
Project team	<i>The project team consists of the full-time and part-time resources assigned to work on the deliverables of the project. They are responsible for understanding the work to be completed; completing assigned work within the budget, timeline, and quality expectations; informing the project</i>

	<i>manager of issues, scope changes, and risk and quality concerns; and proactively communicating status and managing expectations</i>
Risk	<i>There may be potential external events that will have a negative impact on your project if they occur. Risk refers to the combination of the probability the event will occur and the impact on the project if the event occurs. If the combination of the probability of the occurrence and the impact to the project is too high, you should identify the potential event as a risk and put a proactive plan in place to manage the risk.</i>
Quality	<i>Quality can mean a high degree of excellence ("a quality product"), a degree of excellence or the lack of it ("work of average quality"), or a property of something ("the addictive quality of alcohol").</i>
Stakeholder	<i>Specific people or groups who have a stake in the outcome of the project are stakeholders. Normally stakeholders are from within the company and may include internal clients, management, employees, administrators, etc. A project can also have external stakeholders, including suppliers, investors, community groups, and government organizations.</i>
Steering committee	<i>A steering committee is usually a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction. They don't take the place of a sponsor but help spread the strategic input and buy-in to a larger portion of the organization. The steering committee is especially valuable if your project has an impact in multiple organizations because it allows input from those organizations into decisions that affect them.</i>
Schedules	<i>Schedules in project management consists of a list of a project's terminal elements with intended start and finish dates.</i>
Workplan (schedule)	<i>The project workplan tells you how you will complete the project. It describes the activities required, the sequence of the work, who is assigned to the work, an estimate of how much effort is required, when the work is due, and other information of interest to the project manager. The workplan allows the project manager to identify the work required to complete the project and also allows the project manager to monitor the work to determine whether the project is on schedule.</i>
Work package	<i>Work package is a subset of a project that can be assigned to a specific party for execution. Because of the similarity, work packages are often misidentified as projects.</i>
Workstream	<i>Workstream is a set of associated activities, focused around a particular scope that follow a path from initiation to completion.</i>