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mhtsps
MODERNIZATION AND
HARMONIZATION OF TOURISM
STUDY PROGRAMMES IN SERBIA
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About BTC

Business-Technical College of Vocational Studies in Uzice (BTC) is founded by the Government in 1975 as a public higher education institution with financing from the budget of the Republic of Serbia and the income from the tuition fees. It is now a modern multi-disciplinary College of vocational studies, offering seven accredited Bachelor study programs:

- Mechanical engineering, with modules: production engineering and thermotechnics
- Civil engineering
- Environment protection
- Information technologies
- Management
- Tourism
- Accountancy and audit

Beside this, the students are educated at postgraduate level (specialisation studies) within the following study programs:

- Production engineering
- Civil engineering
- Environment protection engineering
- Safety and health at work
- Information technologies
- Management
- Tourist destination management

in management, production engineering, information technologies, construction engineering, safety and health at work, environmental protection and tourism. Its intake is around 500 undergraduate students per annum. We are especially devoted to part-time students who are already employed. The College have 4000 square meters of premises at its disposal, with modernly equipped amphitheatres, classrooms, laboratories, teachers' offices, library.

The BTC has a great experience in combining production engineering, construction engineering, tourism and management. We developed excellent partnerships with more than 20 Tourism enterprises in Zlatibor County region, often tuning curricula for the needs of these companies.

As a lead partner, the BTC will be in charge for coordination among the project partners, as well as for the implementation of the project in whole. The BTC will be primary responsible for planning, organizing, realization, control and monitoring of the project activities. Furthermore, the BTC will be involved in conducting research where such need arises, contributing to the conduct of quality control, and, finally, supporting the dissemination of results in any way deemed appropriate.

Redesign of current tourism curriculum will be the primary task within this project. Redesigned curriculum should be in line with the contemporary tourism market requirements and harmonized with best tourism education practice in EU.

Beside this, the BTC will individually perform specific activities, such as web portal design and maintenance, project web site creation and update, equipment procurement and establishing the laboratory for examination of environmental parameters.

About the Project

It is planned to develop a flexible education system, with precise definition of learning outcomes, competencies of graduate students and modalities of further education. The common basis for Undergraduate studies will be developed. This means that all redesigned undergraduate study programs at partner higher education institutions from Serbia will have in common at least 50% of the subjects (such as Tourism Geography, Introduction to Tourism, Tourism Management, English language). Common basis will be upgraded through subjects and modules that reflect the actual Tourism needs of the region where the higher education institution is situated. In this way, the tourism specificities of certain parts of Serbia can be incorporated in the study programs. Furthermore, BTC will develop postgraduate study program in Ecological Tourism in order to educate the cadre for the needs of National Parks and protected nature areas within Zlatibor County. Pursuant to above mentioned, the Faculty of hotel management and tourism will prioritize the spa and the health tourism, and the Colleges from Novi Sad and Leskovac will incorporate the tourism specificities of Vojvodina and South Serbia in their study programs. Special activities in project will be dedicated to setting up infrastructure of higher education institutions for realization of study programs.

Current study programs will be modernized and the new ones will be developed in accordance with tourism market needs and they will be adapted to contemporary market demands. The common basis of redesigned undergraduate study programs will facilitate student's exchange and recognition process within the participating Serbian higher education institutions. Accreditation of these study programs will ensure sustainability of the project in long terms.

For successful implementation of above mentioned study programs it is necessary to have a competent academic staff. Training courses for teachers, teaching assistants and tourism employees will be conducted during the project implementation in order to enhance their competences and performance. Teachers and teaching assistants at the Serbian partner HEI will

be trained by experts from EU partner institutions and experts in the field from Serbia in order to achieve the required level of competence. Ten teachers and associates at undergraduate and ten teachers and assistants at postgraduate studies from each partner HEI from Serbia will be trained by experts from Serbia in language skills, pedagogical skills, didactics and basic ICT skills (MS Office, Internet) at the level necessary for efficient communication among project partners, adequate preparation of teaching material and effective teaching delivery.

Experts from EU partner institutions will conduct training courses for teachers and teaching associates from Serbia in the following fields:

- contemporary teaching methods,
- distance learning technologies (Moodle),
- methodology and practical preparation of contemporary teaching material,
- education process implementation in practice, and
- subject related training courses (for the lecturers teaching the particular subject).

The detailed training programs for teachers at the undergraduate and postgraduate level will be specified during the project implementation, after the curriculums are designed. Designed teaching material and literature will be available to students upon the project completion.

Effective teaching delivery must be supported by an adequate infrastructure. The plan is that each partner HEI from Serbia establish the multifunctional computer classroom for 20 students, for teaching subjects related to computer science, foreign languages, practical work with software for travel agencies and other tourism business systems etc., as well as for later distance learning program implementation.

The Laboratory for measuring the environment parameters will be formed at BTC Uzice, aiming to provide information about temperature, humidity, air pressure, wind speed and direction, UV radiation, soot concentration, etc. These information can be very useful for tourists and citizens, but also for local and regional authorities in monitoring and managing the environment protection.

Established cooperation between higher education institutions and tourism enterprises will be continued after the end of the project, which is to be ensured through signed agreements on business and technical cooperation and individual contracts on work based learning, students' industrial placement, as well as for future training of tourism employees at higher education institutions. In addition to this, Tourism enterprises will be providing information about required skills and knowledge of their personnel that will affect new curricula and modules of study programs and contents of training courses for tourism employees in the future.

Objectives of the Project

Wider objective of this project is development of high quality Tourism study programs and courses that meet professional, employer, workplace needs, as well as the wider objectives of Serbian society outlined in the Tourism Development Strategy of the Republic of Serbia up until 2015 (TDS-2015). This can be accomplished through achieving the project's specific objectives:

- Establishment of modernized and flexible Tourism study programs at Undergraduate and Postgraduate level at Higher Education institutions in Serbia in line with ET2020, Bologna process and Quality standards of European Higher Education System
- To enhance student and staff competences and teaching resources
- Strengthening cooperation with stakeholder and professional networks
- In this way, Serbia would obtain the competent staff, able to improve competitiveness of Serbian Tourism to that extent to become a significant participant in tourism market of EU, which is a realistic objective, considering Serbia's tourism potential. Realization of this project will enable faster development of Serbian Tourism through implementation of EU experiences and best practice.

Workplan & workpackages

Activity	Activities (as indicated in the LFM)	Duration (weeks)						
			1	2	3	4	5	6
1.1	Situation analysis of current study programs in Serbia	2	x	x				
1.2	Market analysis of present needs for qualified workers	2	x	x				
1.3	Harmonization with existing EU benchmark standards	4			xo	xo		
2.1	Creation of methodology (quality procedures) for the development of more flexible study programs	4			xo	xo		
2.2	Tuning outcomes and competences of existing programs	3				x	xo	
2.3	Modernization and harmonization of existing undergraduate curricula	10						xo
2.4	Development of new postgraduate curricula	10						xo
2.5	Development of teaching material	25						
2.6	Student recruitment and enrolment campaign	20						
2.7	Evaluation of modernized and developed programs and program appraisal based on evaluation outcomes	10						
3.1	Language skills	10						
3.2	ICT skills	10						
3.3	Pedagogical skills	10						
3.4	Subject related training	12						
3.5	Purchasing of ICT and laboratory equipment	12						
4.1	Design of continuous tourism courses	6						
4.2	Preparation of materials for the courses	8						
4.3	Enrolment of tourism employees	10						
4.4	Organization of the courses	40						
5.1	Establishment of stakeholder and professional cooperation networks	70			x	x	x	x
5.2	Participation of stakeholders in educational process	12						
5.3	Development of bilateral agreements in domain of work based learning	50			x	x	x	x
6.1	Defining procedures for project quality control	3		xo	xo			
6.2	Regular internal progress reports (overview of the achieved results)	144	x	x	x	x	x	x
6.3	Monitoring visits by externally appointed peer review	4						
7.1	Development and maintenance of project web site and web portal	144	x	x	x	x	x	x
7.2	Marketing activities	76						
7.3	Project conference	3						
7.4	Workshops for representatives of stakeholders and end users	63						
8.1	Accreditation of modernized and developed programs	20						
8.2	Implement employer/professional body/student support committees	92						
8.3	Raising community awareness about importance of tourism	144	x	x	x	x	x	x
8.4	Degree recognition between RS higher education partner institutions	4						
8.5	Development of institutional financial sustainability plan	2						
9.1	Kick-off meeting	1	xo					
9.2	Regular meetings of Steering Committee	3						
9.3	Organization and coordination of project activities	144	x	x	x	x	x	x
9.4	Project administration management	144	x	x	x	x	x	x
9.5	Design of manual for financial project management	2			xo	xo		

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Activities To Be Conducted During The First Year Of Project Implementation

WP1: Comparative analysis of current Tourism study programs in EU and Serbia

Improving the quality of education in the field of tourism can be achieved by modernization of existing and development of the new Tourism study programs in compliance with actual tourism market needs. The first part of this process is to analyze the existing Tourism study programs in Serbia, determine the deficiencies of analyzed study programs and compare these programs with the best EU practice through benchmarking. As the basis for comparison, the experts from EU partner institutions will also conduct analysis on valid practices in EU. On the other side, non-educational institutions are needed to conduct analysis on Serbian tourism market needs in order to obtain the information necessary for curricula design.

The data needed to perform these analyses will be obtained via Internet, telephone or e-mail questionnaires, or research in the field, if the need arises. Outcomes of this work package should be three distinct reports containing information on existing study courses, market needs and valid practices in EU and Serbia. The key outcome should be the defined fundamentals and the guidelines for curricula design. The deliverables of this work package will be used as the basic input to WP 2 - Modernization and harmonization of existing tourism study programs.

Start (month number): 1

End (month number): 4

Activities to be conducted during the first year

Activity 1.1. Situation analysis of current study programs in Serbia

Consideration and critical evaluation of existing tourism study programs at undergraduate and postgraduate courses in Serbia is a backbone of HE quality improvement. Every HE institution from Serbia participating in the project will perform its own analysis of the current tourism study programs in Serbia. The aim is to determine the strengths and deficiencies of analyzed study programs in order to obtain the information necessary for later curricula design.

Deliverable: Report on analysis of current study programs in Republic of Serbia

Type or nature of deliverable: Report

Delivery date: 31/01/2014

Activity 1.2. Market analysis of present needs for qualified workers

Tourism market needs tend to be stochastic and very dynamic. Non-educational institutions are needed to conduct analysis on Serbian tourism market needs in order to obtain the information necessary for curricula design. The aim is to determine what services are required by the tourists and what are the present needs for qualified workers.

Deliverable: Report on market analysis

Type or nature of deliverable: Report

Delivery date: 31/01/2014

Activity 1.3. Harmonization with existing EU benchmark standards

Report on current valid practices in EU with respect to educational programs and implementation of benchmark standards will provide information about the best EU practice in the field of tourism education. This analysis will be performed by EU partners' staff. Modernization and harmonization of existing study programs, but also the development of new study programs at Serbian partner higher education institutions, will be in compliance with the valid EU practice, as well as with market needs.

Deliverable: Report on current valid practices in EU

Type or nature of deliverable: Report

Delivery date: 31/03/2014

Consortium partners involved - role and tasks of partners in the work package

Colleges from Uzice, Novi Sad and Leskovac, along with the Faculty of hotel management and tourism will be involved in conducting analysis of present

tourism study programs in Serbia. Each partner should design an adequate report on the basis of obtained results. Beside this, as a lead partner of the WP, the BTC Uzice will be in charge for coordination of all partner's activities within this work package. Additionally, BTC will prepare joint report for activities 1.1, 1.2 and 1.3.

Tourism Organization of Western Serbia and Regional Chamber of Commerce from Uzice will conduct market analysis of present needs for qualified workers in Western Serbia, necessary for tuning the curricula. Chamber of economy of Vojvodina and Tourism Organization of Leskovac will perform the same kind of analysis within the regions of Vojvodina and South Serbia, respectively. Each partner will design the corresponding report.

EU partners will perform analysis of the best EU practice in the tourism education field, in order to incorporate it in the redesigned and developed curricula. Beside this, each one of them will prepare an adequate report on current valid practices in EU.

WP2: Modernization and harmonization of existing undergraduate and development of new postgraduate study programs

Methodology of curricula design will be developed on the basis of the analysis performed within the WP 1. The next step is to redesign current undergraduate and to develop new postgraduate study programs in compliance with the best EU practice and obtained information on tourism market needs. It is planned to develop a common basis for the undergraduate study programs (180 ECTS). This means that all redesigned undergraduate study programs at partner HEI from Serbia will have in common at least 50% of the subjects (such as Tourism Geography, Introduction to Tourism, Tourism Management, English language, etc.). Common basis will be upgraded through subjects or modules that reflect the actual Tourism needs of the region where the HEI is situated. In this way, the tourism specificities of certain parts of Serbia can be incorporated in the study programs.

At least two postgraduate study programs – master studies (120 ECTS) or specialization studies (60 ECTS) will also be developed according to the needs of the Serbian partners. Thus, BTC will develop postgraduate study program in Ecological Tourism, as the lack of competent personnel in this field was identified in Zlatibor County area. Pursuant to this, the UNIKG will prioritize the spa and the health tourism, while the Colleges from Novi Sad and Leskovac will incorporate the tourism specificities of their regions in study programs.

Defining the description of individual subjects within the revised curricula and the preparation of teaching materials will be conducted as well. The

precondition for curricula redesign and development is to determine learning outcomes and competences of graduate students. The curricula will be modified/developed in order to provide competences of graduate students actually needed at the tourism market. The evaluation of modernized and developed programs and program appraisal based on evaluation outcomes will be performed after implementing the first and the second semester of (re)accredited study programs.

Start (month number): 3

End (month number): 36

Activities to be conducted during the first year

Activity 2.1. Creation of methodology (quality procedures) for the development of more flexible study programs

All the partner HEI from Serbia have already developed the methodology and quality procedures for curricula design in compliance with existing accreditation standards in Serbia. The aim of this activity is to harmonize both, the methodology and the quality procedures, with current EU standards in this field. Academic staff from EU and Serbia partner higher education institutions will jointly redesign the existing methodology and quality procedures.

Deliverable: Developed and adopted quality procedures

Type or nature of deliverable: Methodology

Delivery date: 31/03/2014

Activity 2.2. Tuning outcomes and competences of existing programs in line with current market needs

Experts from Serbian and EU partner higher education institutions shall define new structure of undergraduate and postgraduate study programs. The structure will be designed in compliance with the best EU practice in the field and obtained information on tourism market needs. The curricula will be modified and developed in order to provide competences of graduate students actually needed at the tourism market.

Deliverable: Market research outputs incorporated in programs

Type or nature of deliverable: Methodology

Delivery date: 30/04/2014

Activity 2.3. Modernization and harmonization of existing undergraduate curricula

Respecting the results of previous activities, a common basis for the undergraduate study programs (180 ECTS) will be designed. This means that all redesigned study programs will have in common at least 50% of the subjects. Common basis will be upgraded through subjects or modules that reflect the actual Tourism needs of the region where the HEI is situated. In this way, the tourism specificities of certain parts of Serbia can be incorporated in the study programs.

Deliverable: Modernized and harmonized undergraduate curricula

Type or nature of deliverable: Methodology

Delivery date: 30/09/2014

Activity 2.4. Development of new postgraduate curricula

At least two postgraduate study programs – master studies (120 ECTS) or specialization studies (60 ECTS) will be developed respecting the obtained outcomes of WP1. Thus, BTC will develop postgraduate study program in Ecological Tourism, as the lack of competent personnel in this field was identified in Zlatibor County area. Pursuant to this, the UNIKG will prioritize the spa and the health tourism, while the Colleges from Novi Sad and Leskovac will incorporate the tourism specificities of their regions in study programs.

Deliverable: Developed postgraduate curricula

Type or nature of deliverable: Methodology

Delivery date: 30/09/2014

Activity 2.5. Development of teaching material

Academic staff from Serbian partner HEI will design contemporary teaching material, such as text books, presentations, case studies and other teaching material, on the basis of previously conducted training courses performed by experts from EU partner institutions. EU experts will review the designed material and provide suggestions and comments. The aim is to obtain teaching material of high quality in compliance with EU standards.

Deliverable: Developed teaching material

Type or nature of deliverable: Teaching material

Delivery date: 30/04/2015

Consortium partners involved - role and tasks of partners in the work package

Higher education institutions from Serbia will be conducting all the activities within this work package. The activities of this WP must be performed in compliance with obtained results of the analysis conducted within WP1. BTC Uzice will coordinate the work of all partners.

Non-academic partners will be involved in Activity 2.2. Their role is to ensure that the market research outputs will be incorporated in program rational and course development.

EU partner institutions will assist in design of educational quality procedures and methodologies, as well as in redesign, modernization and development of study programs. EU partners will also be involved in development and review of designed teaching material and in changes in program led by evaluation results.

WP3: Staff training and development of teaching resources

For successful realization of study programs it is necessary to have a competent academic staff. During the project implementation teachers and teaching assistants at the Serbian partner HEI will be trained by experts from EU partner institutions and experts in the field from Serbia in order to achieve the required level of competence. Ten teachers and associates at undergraduate (8 teachers+2 associates) and ten teachers and assistants (8 teachers+2 associates) at postgraduate studies from each partner HEI from Serbia will be trained by experts from Serbia in language skills, pedagogical skills, didactics and basic ICT skills (MS Office, Internet) at the level necessary for efficient communication among project partners, adequate preparation of

teaching material and effective teaching delivery. Experts from EU partner institutions will conduct training courses for teachers and teaching associates from Serbia in the following fields:

- contemporary teaching methods,
- distance learning technologies (Moodle),
- methodology and practical preparation of contemporary teaching material,
- education process implementation in practice, and
- subject related training courses (for the lecturers teaching the particular subject).

The detailed training programs will be specified during the project implementation, after the curriculums are designed.

Effective teaching delivery must be supported by an adequate infrastructure. The plan is to establish the multifunctional computer classroom for 20 students at each partner HEI from Serbia, for teaching subjects related to computer science, foreign languages, practical work with software for travel agencies and other tourism business systems etc., as well as for later distance learning program implementation. Beside this, the relevant literature for each subject will be designed. The outcome of this Work Package will be competent lecturers that will perform educational process using contemporary teaching methods, equipment and tools.

Start (month number): 9

End (month number): 12

Activities to be conducted during the first year

Activity 3.1. Language skillstraining

Academic staff from Serbian HEI participating in the project will be involved in Language (primarily English) skill training in order to acquire the level of fluency necessary for effective communication among project partners and design of teaching material. The English language teachers from each Serbian HEI involved in the project will conduct the training courses for their colleagues. The trainees will be separated in groups according to the level they previously achieved.

Deliverable: Attended language courses

Type or nature of deliverable: Training

Delivery date: 31/10/2014

Activity 3.2. ICT skills training

Academic staff from Serbian HEI involved in the project will also be trained by experts from Serbia in basic ICT skills at the level necessary for efficient communication among project partners, adequate preparation of teaching material and effective teaching delivery. Upon the training course completion the academics should be familiar with MS Office (MS Word, MS Excel, MS Power Point...), Internet and use of tools and equipment for teaching delivery (video beams, educational softwares...).

Deliverable: Developed and conducted ICT training

Type or nature of deliverable: Training

Delivery date: 31/10/2014

Activity 3.3. Pedagogical skillstraining

Training course in pedagogical skills and didactics for Serbian academic staff involved in the project will be subcontracted to competent experts from Teachers training faculty in Uzice, University of Kragujevac. This training course will be upgraded through pedagogical skills training at EU partner institutions within the scheduled training course in contemporary teaching methods. The aim of this activity is to improve the knowledge transfer to students.

Deliverable: Created and delivered pedagogical training

Type or nature of deliverable: Training

Delivery date: 31/10/2014

Activity 3.4. Subject related training

Subject related training courses will be organized by experts from EU partner institutions for specific subjects within redesigned, modernized and developed study programs. This means that the lecturer from Serbian partner HEI who teaches certain subject will be trained from lecturer teaching the same subject at the EU partner institution. Beside this, the experts from EU partner

institutions will train Serbian colleagues in distance learning technologies (Moodle).

Deliverable: Conducted training courses by EU partners

Type or nature of deliverable: Training

Delivery date: 28/11/2014

Activity 3.5. Purchasing of equipment for improving infrastructure to support innovation in teaching practice (ICT and laboratory equipment)

Effective teaching delivery must be supported by an adequate infrastructure. The plan is to establish the multi-functional computer classroom for 20 students at each partner HEI from Serbia, for teaching subjects related to computer science, foreign languages, practical work with software for travel agencies and other tourism business systems etc., as well as for later distance learning program implementation. Beside this, the relevant literature for each subject will be designed.

Deliverable: Purchased and installed equipment

Type or nature of deliverable: Learning resources

Delivery date: 28/11/2014

Consortium partners involved - role and tasks of partners in the work package

Each partner higher education institution from Serbia will select 16 teachers and 4 teaching associates to attend training courses in language, ICT and pedagogical skills. Also, every Serbian academic partner will provide competent teachers for language and ICT training. Beside this, Business-Technical College from Uzice will be in charge of acquisition of necessary equipment for all RS partners.

The experts from EU partner institutions will conduct training courses envisaged within the Activity 3.4 for academic staff from Serbian higher education institutions.

WP4: Development of lifelong learning (LLL) courses for tourism employees

Required knowledge of tourism employees will be determined through market research. Partners from Serbia, both academic and non-academic, will prepare material for the courses. Three types of LLL courses are planned:

- Language skills (for personnel communicating with strangers - receptionists, waiters etc.),
- ICT skills,
- Multidisciplinary training courses for managers in tourism (Marketing in tourism, Integrated management systems, Business communication and similar).

At least four employees from every tourism business system that signed agreement on business and technical cooperation or individual contract with one of the HEI from Serbia are forecasted to be included in the courses. That means that the LLL training courses will encompass around 240 tourism workers.

Implementation of the training courses will be conducted by competent lecturers from partner HEI at the time and the place most suitable for all sides.

This is a very complex work package that includes several types of training, which requires a system approach. This means that the necessary training courses should be identified according to the human resources requirements plan. This is the basis for defining the adequate training programs. Upon each course completion the trainees will evaluate the work of trainers as well as a quality of a program itself.

The aim of this work package is to establish a standard offer of Tourism training courses at partner HEI from Serbia. This could be achieved through formation of professional cooperation network and signed agreements on business and technical cooperation between HEI and Tourism stakeholders.

Start (month number): 11

End (month number): 36

Activities to be conducted during the first year

Activity 4.1. Design of continuous tourism courses

Required knowledge of tourism employees will be determined through market research. Training courses will be designed in compliance with obtained

results. The aim of the courses is to compensate the deficient knowledge and improve the competencies of the tourism employees.

Deliverable: Designed of continuous tourism courses

Type or nature of deliverable: Training

Delivery date: 28/11/2014

Activity 4.2. Preparation of materials for the courses

Partners from Serbia, both academic and non-academic, will prepare material for the courses together.

Deliverable: Prepared materials for the courses

Type or nature of deliverable: Teaching material

Delivery date: 30/12/2014

Consortium partners involved - role and tasks of partners in the work package

Each partner higher education institution from Serbia will be involved in design of continuous tourism courses, preparation of material for the designed courses, as well as in admission of tourism employees and selecting the lecturers for courses. Finally, Serbian academic partners will implement the designed courses. As a lead partner University of Kragujevac will be in charge for coordination among partners.

Non-academic partners will be involved in selecting the tourism employees for training courses at Serbian partner higher education institutions and prepare material for the courses.

WP5: Improvement of higher education interactions with stakeholder and professional network

Higher education in tourism field must be in function of sustainable development of Tourism. For this reason, one of the most important activities within this project will be establishment of cooperation network between HEI and Tourism stakeholders. This will be achieved through signed agreements

on business and technical cooperation, as the basis for various individual contracts – on industrial placement experience, work based learning etc. Every partner HEI from Serbia should sign agreements with at least 15 tourism business systems, which is total of 60 tourism business systems gathered in professional network. Further development of this cooperation understands the organizing of training courses for tourism employees, participation of experts from tourism business systems in educational process, involvement of students in tourism manifestations and constant interactive communication among members of cooperation network in order to obtain information on ever changing tourism market needs necessary for tuning the curricula and updating the web portal content.

The aim of this work package is to contribute to linkage of Tourism higher education and industry which will result in mutual benefit. Tourism business systems will gain staff possessing the required competencies, while the higher education institutions will ensure sustainable development through constant student inflow led by enhanced employability of graduate students.

Start (month number): 3

End (month number): 36

Activities to be conducted during the first year

Activity 5.1. Establishment of stakeholder and professional cooperation networks

The establishment of professional cooperation network between HEI and Tourism stakeholders will be achieved through signed agreements on business and technical cooperation, as the basis for various individual contracts. Every partner HEI from Serbia should sign agreements with at least 15 tourism business systems, which is total of 60 tourism business systems gathered in professional network.

Deliverable: List of stakeholders participating in network

Type or nature of deliverable: Report

Delivery date: 30/11/2016

Activity 5.3. Development of bilateral agreements in domain of work based learning and business and industrial placement experience

The cooperation of higher education institutions and tourism business systems will be strengthened through signing the various individual contracts – on business and industrial placement experience, work based learning, training of tourism employees, participation of experts from tourism business systems in educational process, involvement of students in tourism manifestations, etc. The aim is to establish cooperation that will be continued beyond the project implementation period.

On the basis of signed contracts on business and industrial placement experience and work based learning, the strategy for work based learning will be developed. Both, business and industrial placement and work based learning will take place at the tourism business systems that already signed contracts in these domains. The strategy would encompass the learning outcomes of work based learning defined by experts from HEI and tourism business systems, as well as the methods of assessing the students' performance.

Deliverable 1: Signed bilateral agreements

Type or nature of deliverable: Other products

Delivery date: 30/11/2016

Deliverable 2: Developed strategy for work based learning

Type or nature of deliverable: Methodology

Delivery date: 30/11/2016

Consortium partners involved - role and tasks of partners in the work package

Non-academic partners will be responsible to enable active participation of the stakeholders' representatives, as well as constant interactive communication among project participants and stakeholders in the creation of professional cooperation network and engagement of stakeholders' experts in educational process, work based learning, etc.

Higher education institutions from Serbia will be actively involved in all the activities within this work package. In addition to this, each institution will individually develop the strategy for work based learning and business and industrial placement experience on the basis of the previously signed agreements.

WP6: Quality control and monitoring

The purpose of this Work Package is to ensure that the project outputs are of an appropriate standard. This will be achieved through defining the Project quality plan and Project quality control procedures, project progress reports and externally appointed peer review.

Project quality plan and Project quality control procedures are the two documents that will be defined in the early stage of the project by the project coordinator's experts. These documents are going to be considered and approved by the Consortium. Permanent control during the realization of project activities is envisaged, which will be registered within the corresponding Quality records. In addition to this, all schedule and performed activities, along with obtained deliveries will be published regularly at the web site of the project. The progress of the project as a whole will be particularly controlled and related quality records will be formed – Project progress reports. Regular internal progress reports are also important tool for quality control of conducted activities, because they provide an overview of the achieved results. Some intermediate reports will be available on the project web site. Monitoring visits by externally appointed peer review, envisaged within this WP, is also substantial measure for assuring the quality of the project in whole.

The quality of redesigned, modernized and developed study programs and LLL training courses, as the core activities of the project, will be assured through initial evaluation by experts from EU and Serbia partner institutions, both academic and non-academic, and the official assessment that will be performed by competent authorities, and that is Commission for accreditation and quality assurance within Ministry of education and science of Republic of Serbia, through the accreditation process.

On the target-audience level, quality control and monitoring will be enabled through feedback questionnaires.

Start (month number): 1
End (month number): 36

Activities to be conducted during the first year

Activity 6.1. Defining procedures for project quality control

Procedures for project quality control aims to define the ways and methods for controlling the quality of implementation of every activity envisaged within the work plan of the project. The requested quality of outcome(s) will be projected for every single project activity planned.

Deliverable: Approved and accepted quality control procedures

Type or nature of deliverable: Methodology

Delivery date: 28/02/2014

Activity 6.2. Regular internal progress reports / providing overview of the achieved results

The realization of project activities will be permanently controlled, which will be registered within the corresponding Quality records. All scheduled and implemented activities will be published regularly at the web site of the project. The progress of the project as a whole will be particularly controlled and related quality records will be formed – Project progress reports. Regular internal progress reports will also be compiled, in order to provide an overview of the achieved results.

Deliverable: Regular progress report

Type or nature of deliverable: Report

Delivery date: 30/11/2016

Activity 6.3. Monitoring visits by externally appointed peer review

External quality control and monitoring of the main project activities and results will be assessed through accreditation process performed by competent authorities and through monitoring visits by externally appointed peer review. Monitoring reports will contain information about timely termination and the quality of conducted activities, the quality of obtained outcomes, as well as about the corrective measures that should be undertaken, if necessary.

Deliverable: Monitoring reports

Type or nature of deliverable: Report

Delivery date: 30/09/2016

Consortium partners involved - role and tasks of partners in the work package

Serbian partner higher education institutions will be involved in defining the Project quality plan and Project quality control procedures. Furthermore, they will regularly submit internal progress reports, providing an overview of the achieved results. Additional task of BTC Uzice will be publishing the schedule and performed activities, along with obtained deliveries at the web site of the project.

Serbian non-academic partners will regularly submit internal progress reports, providing an overview of the achieved results.

EU partners will provide experience, expertise and assistance in defining the Project quality plan and Project quality control procedures. Partners from EU will be primarily responsible for conducting the monitoring visits, as a substantial measure for assuring the quality of the project in whole.

WP7: Dissemination of project activities and outcomes

A wide-encompassing dissemination of the project activities will be the crucial aspect of dissemination. A variety of web-based tools will be used to disseminate the outputs of the project. These tools include the use of virtual learning environments, social networking media and the development of a web-site and web portal with on-line discussions about the project and project outputs. First of all, a project Web site will be designed, registered and constantly updated. Web site will include information about every partner institution, activities undertaken to achieve outcomes, information about workshops, conferences and training courses, reports about project progress. The target audience are students and prospective students of higher education institutions, tourism enterprises and their employees, society in general.

Furthermore, development of dynamic Web portal will contribute to dissemination of the project outcomes through the propagation of ideas about improving education and continuing education of tourism staff, knowledge base and data necessary for tourism industry, useful links and pages for frequently asked questions with answers (FAQ), contact page. Web portal will continue its work beyond the life cycle of the project.

Student handbooks and suitable promotional material (leaflets, flyers, etc.) will be designed and printed in order to inform potential students about the study programs, enrolment and other relevant issues. Every partner higher education institution from Serbia should arrange series of presentations, articles and announcements in local media (TV, radio, newspaper) in order to inform the target groups about the project activities and deliverables.

Another substantial dissemination tool will be Conferences, which will be organized in order to present the achieved results.

Beside this, the project logo will be prominenced on all the publications, posters, promotive and teaching material and other products realized within the project.

Start (month number): 1

End (month number): 36

Activities to be conducted during the first year

Activity 7.1. Development and maintenance of project web site and web portal

The project Web site and web portal will be designed, registered and updated under the jurisdiction of BTC. Web site will include information about project participants, scheduled and terminated activities, forthcoming events, workshops, conferences and training courses, reports about the project progress and other relevant information related to the project. Creating a dynamic Web portal based on PHP and MySQL technologies will ensure wide-encompassing dissemination of the project activities.

Deliverable: Developed and maintained web site and web portal

Type or nature of deliverable: Other products

Delivery date: 30/11/2016

Activity 7.3. Project conference

Three annual International conferences will be organized for promoting the project outcomes and exposing its intermediate achievements. The conferences will be organized by Partner 1, within the BTC's traditional annual International conference "Science and Higher Education in Function of

Sustainable Development - SED” (<http://sed.vpts.edu.rs>). Academic staff from all the partner institutions will prepare technical, educational and promotional papers for the conferences. Papers presented at conferences will be included in conference proceedings to be printed.

Deliverable: Developed and printed conference proceedings

Type or nature of deliverable: Events: Conferences and Seminars

Delivery date: 31/10/2016

Consortium partners involved - role and tasks of partners in the work package

Academic partners from Serbia will be involved in design and maintenance of the project web site and web portal. Non-academic partners from Serbia and EU partners will be supporting the dissemination of results through assistance in design of web site and web portal. Especially, BTC will organize three international conferences for promoting the project outcomes and exposing its intermediate achievements.

WP8: Sustainability

Beside its contribution to dissemination, the Web portal can also substantially contribute to the sustainability of the project results by awareness-raising through the propagation of ideas about improving education and continuing education of tourism staff, useful links and contact page.

Permanent adjustment to the actual needs of tourism industry will be the guidance for sustainability of the project and its outcomes. Training courses for teachers, teaching assistants and tourism employees will be conducted within the project implementation in order to enhance their competences and performance. Designed teaching material and literature will be available to students upon the project completion, too. Current study programs will be modernized and the new ones will be developed in accordance with tourism market needs and they will be adapted to contemporary market demands. The common basis of redesigned undergraduate study programs will facilitate student’s exchange and recognition process within the participating Serbian higher education institutions. Accreditation of these study programs will ensure sustainability of the project in long terms.

Established cooperation between higher education institutions and tourism enterprises will be continued after the end of the project, which is to be ensured through signed agreements on business and technical cooperation and individual contracts on work based learning, students’ industrial

placement, as well as for future training of tourism employees at higher education institutions. In addition to this, Tourism enterprises will be providing information about required skills and knowledge of their personnel that will affect new curricula and modules of study programs and contents of training courses for tourism employees in the future. By ensuring that the content of study programs and modules is relevant to the actual Tourism needs, we will ensure employment of the students.

Start (month number): 1

End (month number): 36

Activities to be conducted during the first year

Activity 8.3. Raising community awareness about importance of tourism and tourism education

Suitable promotional material, such as leaflets, flayers, notebooks, brochures, folders, pencils, etc. will be designed and printed in order to promote the project and project outcomes. The project logo will be prominences on all the publications, posters, promotive and teaching material and other products realized within the project. Every partner institutions from Serbia will arrange series of presentations, articles and announcements in local media (TV, radio, newspaper).

Deliverable: Printed leaflets and media presence

Type or nature of deliverable: Other products

Delivery date: 30/11/2016

Activity 8.5. Development of institutional financial sustainability plan

Each Serbian partner HEI will design own financial sustainability plan of the project. Financial sustainability plan will be divided in two parts, and will comprise the prediction of revenues and expenditures within the project implementation period and beyond the life-cycle of the project. The first part of this document will focus on financing the realization of project activities and the second part will prioritize the financial sustainability of the project results.

Deliverable: Institutional financial sustainability plan

Type or nature of deliverable: Methodology

Delivery date: 28/11/2014

Consortium partners involved - role and tasks of partners in the work package

Each academic partner from Serbia will create its own financial sustainability plan (Activity 8.3).

All the Serbian partners, both academic and non-academic, will be involved in raising community awareness about importance of tourism and tourism education through media presentations and design & printing of promotional material (Activity 8.5).

WP9: Management

This work package comprises the establishment of a committee tasked with managing the project - The Consortium. Each partner institution will delegate two members of the Consortium.

The future tourism higher education in Serbia must be based on participatory planning process which will include representatives of all relevant factors in these fields. For this reason, it was decided to choose the methodology of group planning and team work in the realization of the project. In this way, the project's outcomes will have complete 'legitimacy' and will be accepted by all the stakeholders.

Implementation of this project is a complex process requiring the participation of multiple institutions of different level and close cooperation of project partners. Establishing a good cooperation and motivating target groups to be actively involved in the project requires the establishment of equal partnership among all the stakeholders. Partner cooperation must be based on equal relationships of all participants in the project, teamwork in the development and implementation of the project, compliance with legal regulations, transparency of the partnership activities and continuous updating of the relevant information. Implementation of the project in whole must be based on mutual interest of all partners.

All the participants in the project will be working together on defining, designing, planning, implementing and controlling the activities and results of the project. The Project management and the project administration, as well as coordination of the project activities, planning of the workshops, quality control,

informative sessions, reporting, accounting activities, financial issues etc., will be realized in continual process by the responsible people.

The lead partner will direct the development process and coordinate official communication among the project participants (partner institutions, subcontractors and others involved in the project in any way).

Start (month number): 1

End (month number): 36

Activities to be conducted during the first year

Activity 9.1. Kick-off meeting

Initial meeting of the Project Consortium will be conducted in the first month of the project implementation period. The aim of this meeting is to introduce the project objectives and activities to the partners, to form the working groups, to distribute the tasks among project partner institutions and to arrange the overall management of the project.

Deliverable: Management board, working groups and project plan

Type or nature of deliverable: Methodology

Delivery date: 30/12/2013

Activity 9.2. Regular meetings of Steering Committee

The meetings which will be annually (at the end of each project year) organized by the project management will give further opportunities to reflect the work and the actual project status and modify or optimize activities as required. Furthermore, each member responsible for an activity will inform the others regularly about the progress of the activities and send reports after finishing an activity.

Deliverable: Overall management of the project

Type or nature of deliverable: Other products

Delivery date: 30/11/2016

Activity 9.3. Organization and coordination of project activities

This activity comprises timely termination of the planned project activities and assuring the requested quality of obtained outcomes. This would be achieved through an adequate organization of activities leading to expected outputs/outcomes, explaining what will be done, when, where and how.

Deliverable: Conducted project activities

Type or nature of deliverable: Other products

Delivery date: 30/11/2016

Activity 9.4. Project administration management

Day to day project administration will lead to timely delivered reports from partners institution to BTC.

Deliverable: Interim and final project reports

Type or nature of deliverable: Report

Delivery date: 30/11/2016

Activity 9.5. Design of manual for financial project management

Manual for financial management will be prepared by BTC and will include rules for financial activities of the partners.

Deliverable: Designed financial project management manual

Type or nature of deliverable: Methodology

Delivery date: 31/03/2014

Consortium partners involved - role and tasks of partners in the work package

BTC will be responsible for coordination and monitoring of all management activities. BTC will organize all meetings (kick-off and steering committee

meetings), delegate project coordinator and work teams and be responsible for interim and final project report and project administration of the project. Also BTC will design and print financial manual for all consortium members.

All the partners in the project will participate in all Consortium members meetings, delegate work teams for the project and be responsible for interim and final project report for activities conducted under their jurisdiction. Project participants will be responsible for effective and timely termination of activities and adequate project administration.

Additionally, EU partners will conduct monitoring visits to Serbian higher education institutions.

Project Partners

Project Partners

In selecting the partners for the project “Modernization and Harmonization of Tourism Study Programs in Serbia”, the Grant applicant appointed the following criteria: direct experience in tourism higher education, quality of tourism study programs offered, scientific and organizational expertise, attained level of development of Tourism in the country (region) where the potential partner is located, previous cooperation.

In selecting the partners from Serbia, the leading applicant closely reviewed the situation in Serbian higher education institutions which are offering study programs in the tourism field. The structure of Serbian partners is composed of three Colleges of vocational studies (from Uzice, Novi Sad and Leskovac) and Faculty of Hotel Management and Tourism, University of Kragujevac, from Vrnjacka Banja. These institutions have been chosen for their history in Tourism studies, adequate facilities and competent staff. Special attention was paid to the regions where the institutions are located and tourism specificities of those regions. Serbian partners have been purposely selected to cover the whole territory of Serbia in variety of tourism products offered at tourism market. This approach has provided the coverage of regions that identified tourism as a development chance - Vojvodina, Southern Serbia, Sumadija and Western Serbia.

By utilizing its scientific and organizational expertise as well as its direct experience in tourism, finance, management and quality control issues, the selected EU partners can substantially contribute to the aims of the project. Furthermore, some of the EU partners have already acquired great experience by participating in international projects aiming to expand scientific study and update existing programs; therefore they have much to offer in terms of experience and expertise. Finally, their links with the other EU education institutions and organizations can certainly facilitate achieving the objectives of the project.

Non-academic partners were selected with a due attention. The choice of tourism organizations and regional chambers of commerce enables the strong interaction between higher education institutions and tourism business systems, whose needs for human resources have to be satisfied. The aim of selecting non-academic partners was to provide multiplicity of tourism stakeholders, gathered in Tourism organizations and Regional chambers of commerce as industry associations.

Partner 1: Business Technical College of Vocational Studies, Uzice, Serbia

Description available at page 3.

Partner 2: Business College of Vocational Studies, Novi Sad, Serbia

Business College of Vocational Studies in Novi Sad is a state school with 50 years of tradition in educating professionals in the field of economics and computer science. The school educates students in modules: Financial operations and accounting, Trade and international business, Tourism and hotel business, Entrepreneurship, and Computer science in business. The international cooperation with similar colleges in Europe has been established. Our school is an example of school which promotes practical knowledge, and where the students confirm and develop their abilities, improve the foreign languages, develop their creativity and analytical thinking and build their personality.



Official web site: www.vps.ns.ac.rs

Partner 3: Business College of Vocational Studies, Leskovac, Serbia

Business College of Vocational Studies in Leskovac is a state accredited school with a tradition of 36 years. The school is implementing three study programs at bachelor degree of professional studies, and a study program in specialized professional studies. One of the study programs is Tourism and Catering. School has extensive experience in cooperation with educational institutions in the country and abroad, and successful cooperation with Regional Chamber of Commerce, Local government and economic entities. Enhancing the quality of the educational process in the study program Tourism and Catering, the school has established cooperation with relevant educational institutions in this sector in the region, which share experiences and teachers. School teachers each year participate in scientific conferences at home and abroad with notable works in this field.



Official web site: www.vpsle.edu.rs

Partner 4: University of Kragujevac, Kragujevac, Serbia

Led by an idea to create a unique program in hospitality that is supposed to support further tourism development in Serbia, the University of Kragujevac with the assistance of the Republic of Serbia, has established the Faculty of Hotel Management and Tourism in Vrnjačka Banja in 2011. Certainly, one of the main objectives of the Faculty is develop new generations of managers prepared to undertake on greatest challenges of the modern hospitality industry. We aim to do so by creating a well balanced combination between lecturing and learning through hands-on experience. For that reason the Faculty has committed itself to finding the best partners in the tourism industry, starting from the well-know hotel chains and respected tour operators to organizers of significant cultural manifestations and events. The desired goal is to prepare our students as much as possible for endeavors in their future careers, through enabling them to gain invaluable experience while still at school. The Faculty is the youngest member of the University of Kragujevac. Currently, approximately 300 students are enrolled at the Faculty.

Official web site: <http://www.hit-vb.kg.ac.rs/>



ФАКУЛТЕТ ЗА ХОТЕЛИЈЕРСТВО И ТУРИЗАМ
FACULTY OF HOTEL MANAGEMENT AND TOURISM

Partner 5: Tourism Organization of Western Serbia, Uzice, Serbia

Regional Tourism Organization of Western Serbia (RTOWS) aims to increase the attractiveness and competitiveness of tourism destinations in the region and to establish destination management system, to reach foreign exchange revenue from tourism through increasing the number of tourists in the priority tourism destinations, tourism revenues, number of employees in sector as a result of investment in tourism and infrastructure and increased level of activities by improving the investment climate.

Special attention is devoted to the development of priority tourism destinations by improving infrastructure, supporting the work of developing tourism enterprises and tourism associations. In addition, incentives which will direct and intensify the development of priority tourism products, especially the mountain, city break and rural tourism.

Official web site: www.westsrbia.org



Partner 6: Regional Chamber of Commerce, Uzice, Serbia

The Regional Chamber of Commerce in Uzice, as an interest economic association, represents a place for gathering and discussion, harmonization of interests and activities of the enterprises, establishing mutual standpoints, exchange of experience and establishing mutual business connections.



The Chamber assists the companies in promoting marketing, linking science and economy, modernizing the knowledge of personnel and creating development strategies and improving the infrastructure.

Official web site: www.rpk-uzice.co.rs

Partner 7: Chamber Of Commerce of Vojvodina, Novi Sad, Serbia

The Chamber of economy of Vojvodina was founded in 1919. The Chamber is an independent, economic interest and professional representation of enterprises and entrepreneurs as well as of all other types of businesses and professional organizations and associations registered on the area of Autonomous Province of Vojvodina. All the activities of the Chamber are conducted through associations.



Associations gather member companies and enterprises in branches based on similar economic interests. Their main activity is to articulate needs and problems of different economy areas. The Chamber provides non-financial support and services to entrepreneurs in relation to business information, economic policy, finance, insurance, foreign economic relation (including fair and exhibition participation), market opportunity, quality management, professional training and education, technological innovation, information and communication technologies.

The Chambers 38 employees. It is part of the Serbian chamber network and the member of Euro-chambers, European chambers network. It participated in many project within CARDS, IPA and SOTH EAST Programs.

Official web site: www.pkv.co.rs

Partner 8: Tourism Organisation of Leskovac, Leskovac, Serbia

Tourism organization of Leskovac was founded in 1995. Organization deals with: design of a tourism development plan and related documents for promotion of the tourist area of the Leskovac municipality; encouraging improvement of general conditions for the admission and stay of tourists in Leskovac; monitoring and analyzing trends, direction and coordination of activities of tourism in enriching and improving the quality of tourism and complementary facilities and create an attractive tourism environment in the tourist areas; organizing tourist information and promotional activities, cultural, sporting and other events; directing and coordinating the activities and initiatives of companies and other organizations in the creation and marketing of tourism products with the features of the Leskovac region; initiating and organizing activities to improve the quality of services in tourism, developing tourism awareness, cultural tourism, protection and improvement of the environment.



Official web site: <http://www.gradleskovac.org/content/view/19/217/lang,serbian/>

Partner 9: University of Greenwich, London, United Kingdom

The university traces its roots to 1890, when Britain's second polytechnic was opened near the Thames at Woolwich to teach practical and commercial skills to London workers. The polytechnic pioneered the country's first part-time day release and sandwich courses. The university has diverse strengths in many subjects such as analytical chemistry, teacher training, architecture, engineering and history.



UNIVERSITY
of
GREENWICH

The name Thames Polytechnic was adopted in 1970. Greenwich was awarded university status in 1992. The university has a diverse student body with people from more than 100 countries studying at Greenwich. Its international student community of 4,000 is one of the highest in the UK. High standards are set for teaching quality and the university provides continual professional training opportunities for all lecturers. The university also measures students' views on services through an annual student satisfaction survey, and all shortcomings that are identified are addressed.

Official web site: <http://www2.gre.ac.uk/>

Partner 10: Technological Education Institute of Piraeus, Athens, Greece

The T.E.I. of Piraeus is one of the oldest Technological Education Institutes in Greece, with a long tradition of involvement in the country's educational life. It was established under the terms of Law 1404/83 in 1983 and it is part of the country's Higher Education System with specific-and distinctive, when compared to Greek Universities, mission as it provides high school graduates with scientific and academic training of immediate application to the economy. As part of its work, the T.E.I. of Piraeus offers both theoretical and practical education to enable its students to use their scientific, technological and artistic knowledge and skills. It offers more than twenty different degree-awarding programs varying from Arts and Social Sciences to Applied Sciences and Engineering. Its current enrolment of students approaches 15.000 while its regular and temporary teaching staff is approximately 1.000. The postgraduate programs offered enjoy the administration's special attention and along with the support from collaborative Institutions, have been well accepted by the market.



Official web site: w3i.teipir.gr

Partner 11: University Of Agricultural Sciences And Veterinary Medicine, Cluj-Napoca, Romania

USAMVCN has a long tradition in the life science higher education and research (since 1869). USAMVCN is a leading Romanian higher education institution - in 2012 the University was ranked in the 5th position among the "first class" universities of "advanced research and education" from Romania and the first place in life sciences, place that was also confirmed by an external audit conducted by the EUA. In the present, it comprises five faculties, each of them providing long and short-term academic studies, Master and PhD studies in agriculture, food science and technology, horticulture, animal husbandry, veterinary medicine, and biotechnology. Long-term bilateral cooperation with over 70 foreign universities is realized through various areas. USAMVCN mission is to promote excellence in HEI, research and innovation through academic and post-university training,



through lifelong learning and integration to higher education values in concordance with the knowledge-based society. USAMVCN certified and implemented ISO 9001:2008, based on QC and QAS.

Official web site: <http://www.usamvcluj.ro/>

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