

Development of Business Training in Montenegro

- *DEBUT-M*

The Project Results at a Glance

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Tempus CD JEP Project No. 158675-2009

Dear Reader

This booklet that has caught your attention contains basic information about the DEBUT-M project sponsored by the EU's TEMPUS grant. This project was carried out between Mediterranean University Podgorica (and other Montenegrin partners) and four EU-based universities. The project was very ambitious and it is my pleasure to state that the great majority of the objectives were carried out with high quality during the 2 years project time span.

The main results of the DEBUT-M project can be found in this booklet, and I would like to mention just a few of them:

- Three new trainings were developed and carried out.
- The new trainings namely: Commerce and Marketing, Tourism Management, European Union Project Management.
- New study materials were created and purchased.
- There will be an opportunity for the trainees to extend their studies towards an MBA course.
- A lot of equipment and modern textbooks were purchased from European grant.

And finally a personal note: it was spectacular to see the rapid development of Universities of Montenegro and generally the whole Montenegrin economy during the last 2 years. If our project contributed just a little bit to it, the effort certainly was worthwhile.

Please take some minutes from your time to review this booklet, and greetings from

Laszlo Karpati, PhD
Project Leader

Mediterranean University Podgorica

— Vice Rector's address

Mediterranean University Podgorica as a new university was interested to force the research process in the Center of research and consulting. The TEMPUS projects were a good chance for us to be involved in process of cooperation between our partner's universities in the fields as business, commerce, marketing, tourist management, European Union studies and so on.

The **grantholder** of the proposal project DEBUT-M “**D**evelopment of **B**usiness **T**raining in **M**ontenegro” was University of Debrecen, and the other partners were University Wageningen, Scottish Agricultural College and Budapest Business School. The Project DEBUT-M contributed to the development of university staff, language knowledge, especially business language. It was good chance for establishing a relevant joint cooperation between Mediterranean University, as a main Coordinator of the proposal Project, with University of Montenegro, and other partners of Montenegrin Consortium: the Chamber of Commerce and the Ministry of Tourism of Government of Montenegro.

The Project DEBUT-M was realized from three courses:

- Commerce and Marketing, on the Montenegro Business School;
- Tourism Management, on the Montenegro Tourism School, in Bar,
- European Union Project Management, on the University Montenegro.

Mediterranean University established a good cooperation with the Grantholder and other foreign partners. But for Mediterranean University, as a main coordinator of the Montenegrin Consortium, is very important that we established a good cooperation with our domestic, Montenegrin partners. We so hope that we have chance to cooperate with our foreign partners from Hungary, Holland and Britain on other new projects.

Professor Janko Radulović, PhD
Vice Rector for International Cooperation

Introduction

Maintaining relationship between academia and companies always have been a big issue back to decades and this specially became important in the recent time period. If we are able to find an appropriate way how to combine the high level of university staff members' theoretical knowledge and practical knowledge acquired by company experts, both of the parties can benefit a lot. With this project the consortium comprises both of the European Union and Montenegrin institutions to create a framework, which makes this process more streamlined and to make it possible for the company experts to acquire a new knowledge within the fields of business, commerce, marketing, tourist management and European Union studies. At the same time the proposed project contributed to the development of university staff, as well. Another important issue is language knowledge, especially the number one business language in the world: English (and Business English). Finally the higher education institutions in Montenegro, namely the Mediterranean University and the University of Montenegro have developed a better cooperation with each other.

The DEvelopment of BUiness Training in Montenegro Tempus CD JEP project ends in early 2012, but its results will have a long term impact on the project partners and their future cooperation.

On the following pages a short review of the project activities is to give a comprehensive picture of the project's scope and outcomes.

Tempus DEBUT-M Project

Consortium members

1. Grantholder: University of Debrecen
2. Co-ordinator: Mediterranean University Podgorica

EU partners

3. Wageningen University
4. Scottish Agricultural College
5. Budapest Business School

Montenegrin partners

6. University of Montenegro
7. Chamber of Economy of Montenegro
8. Ministry of Tourism

Tempus DEBUT-M Project

— Activities

Work on the project has been conducted in frame of ten activities that can be divided in two groups: (1) professional and (2) general activities. The professional activities are targeted directly to achievement of the projects' goal, which is development of education in commerce and marketing, tourism management, EU project management. The general activities cover work on the project management, dissemination of information, sustainability, etc.

The project had 3 phases, as below:

Phase 1. Preparation for the trainings.

Phase 2. Execution the trainings.

Phase 3. Evaluation the trainings and to establish further cooperation.

The list of all the activities is, as follows:

Professional activities

1.Commerce and Marketing: Preparation, Execution, Evaluation.

2. Tourism Management: Preparation, Execution, Evaluation.

3. European Union Project Management: Preparation, Execution, Evaluation.

General activities

4. Dissemination

5. Sustainability

6. Quality Control and Monitoring

7. Management of the Project

Additional activities

1. Procurement of equipment

2. Budget overview

Preparation, execution, evaluation of trainings.

— 1, 2 and 3

In the preparation phase the trainings were prepared and this period lasted for half a year from the beginning of the project. In the first part we organized a stakeholder workshop where all the relevant stakeholders are gathered and the main purpose of this workshop was to establish the main lines of the company expert trainings based on the short- and long term interest of the companies involved. Based on that, the exact structure of trainings elaborated, than accepted. In the second part of preparation the company experts were selected for the trainings. Three trainings were planned, based on common principles, as below:

- Commerce and Marketing
- Tourism Management
- European Union Project Management

Experts for the trainings were sent by the Montenegrin companies according to their needs. Companies were selected by the Chamber of Economy of Montenegro. The requirements of participation for the experts were: finished higher education degree and appropriate knowledge of English. The following trainee numbers are planned: for Commerce and Marketing training - 40 people, for Tourism Management - 40 people, for European Project Management - 100 people.

Execution phase, running of the courses.

This phase was also shared into two parts. First was the preparation for the specific training, carried out by the staff of both the EU and the Montenegrin universities. In the second phase the training were executed itself. The trainings were held based on the same principles: the EU staff members provided the theoretical teaching parts, and the consultation as well as practical classes were held by the Montenegrin Universities' staff, and leading experts of the participating companies. The exact modules in each training were established during the preparation phase.

There were some common study modules in the programmes, like economics, operations research, finance, accountancy, international business, commerce and marketing. Education were based on modern textbooks and study materials taking into account the leading practice of the International MBA Network, and these study materials were free for the trainees, and were financed from the project budget. The staff members of the two participating Montenegrin universities were also participated in the programme, they reviewed the materials and provided practical training for the experts. In this case these trainings can be considered as upgrading courses for them, as well.

Since all the education efforts were based on the principles of International MBA Network, those study modules which finished successfully by the trainees, can be considered equivalent to the modules of an MBA training, and can be offered for accreditation. The full training, however, can not be accredited in each case, since some other training programmes has to be carried out; for example thesis work, and final exam, but there will be an opportunity for the trainees to extend their studies towards an MBA course, after the expire of the project. The Montenegrin universities offer these courses for national accreditation, as well for a national MBA course, which supports the long term sustainability of those programmes.

Evaluation of the trainings. The study materials were evaluated by both of EU and Montenegrin experts including the university leaders and participating company leaders as well as other stakeholders. This phase were at the last quarter of the second year of the project and it were done separately in case of each study programme.

The improvement of the modules encompassed module content, way of teaching, recommended literature, examination methods, etc. We strongly believe that the project partners have managed to improve the quality of modules and the study programmes.

Development and supervision activity did enable partners to meet or even visit each other, giving them a chance for establishment of a long-term cooperation. This kind of cooperation among institutions is completely in compliance with the spirit of unified European higher education network. It is for sure that the contacts established during the project implementation will result in fruitful and successful cooperation, and maybe in framework of some new projects, as well.

It has to be stressed that these activities have involved numerous partners from all the collaborating institutions in 4 countries. Therefore, it was not an easy job to manage and coordinate the activities. Thanks to the results of these activities it is expected that Mediterranean University Podgorica and University of Montenegro will make a strong basis for further adjustment and reforms of Montenegrin higher education system. In that way, the universities will also serve as a fertile ground for development of future experts for up to date business sector.

Execution of trainings list of subjects

Commerce and Marketing	Tourism and Management	European Union Project Management
Corporate Reporting	Tourism in the European Union	General EU Knowledge
Marketing	Business Tourism and Event Management	General Project Management
International Marketing	Quality management	EU Project Management courses
Strategic Management	E-commerce	Financing EU project
International Business	Catering and Gastronomie	Tempus projects
Organisational Behaviour	Sustainable tourism	FP7 projects
Business Management	Investments in Tourism	Crossborder projects
Corporate Management	Non-Traditional Tourism	
	Business Game	
	Business Game II.	

Total participants by trainings:

- Commerce and Marketing 47
- Tourism Management 98
- European Project Management 121

In case of Commerce and Marketing about 10 persons will get MBA diploma at later stage. Other will get credits, when they fulfill the requirements and writing their thesis, they may take a final exam in any International MBA Network training centre.

In case of other courses the participants got a Certificate, showing that they participated one or more upgrading courses.

Students' impressions

“After enjoying this productive and educational experience for a year I have improved management capabilities by learning about and being faced with solving practical strategic, enterprise and operational issues. Besides becoming skilled at recognizing modern business challenges, I have also significantly improved my project management and ‘marketing’ development abilities in the last year. I also believe that management education can help me develop other vital skills essential to my standing as a professional. Being a part of the Tempus classroom helped me build relationships with other students and gain useful networking contacts.”

Ana Ponoš

“I have learnt to analyse and adequately interpret financial accounts, make ratio analysis and thereafter apply these skills in practical context of my work. In addition, I have obtained skills of drafting business plans, which enabled me to stress the key points of business planning in my working environment. Furthermore, I have acquired knowledge of corporate financing, business management, international trading, which made me understand better the business and operations of the company I work with. One more important segment was Marketing which made a good basis for entrepreneurial initiatives in the future. It was useful, on the other hand, for understanding trading operations and learning good marketing strategies for placing products on the market, export, budget planning, balancing costs and revenues.”

Bojan Galić

Hello, I'm Milan Kovačević. I'm 31 years old, I have graduated at Faculty of Law (University of Montenegro) and I work in Montenegrin Telekom (former MONET) for more than eleven years. Even I have a lot of working experience, I could say that after the TEMPUS project DEBUT-M (Commerce and Marketing Course), I have finally achieved to understand some business processes (e.g. changes) in my company. After the privatization of Telekom in 2006 and coming of huge international brand in Montenegro, such as T-Com (Deutsch Telekom), the Company has started to implement the modern way of business management. It is the way of management that we were taught about in this course through the modules: Corporate Reporting, Corporate Financing, Marketing, International Marketing, Business Management, International Business etc.

With all pleasure, I would like to recommend this course to all who would like to learn, renew or expand their knowledge about economics, the course where you could learn how to implement that knowledge, too. At the same time, I would like to thank all of our professors and their colleagues from University Mediterranean Podgorica, especially from the Faculty of Business “Montenegro Business School”, on their professionalism and help that they provide us during this course. Sincerely

Milan Kovacevic



„Training course Commerce Marketing has enabled collaboration with lecturers from abroad, which brought a new quality of education offered in our Faculty, and also the basis for the establishment of the MBA study, for the first time in Montenegro in the English language. The project has opened the door for future collaboration with several European universities in different kind of projects.”

Associate Professor Dragoljub Jankovic,
The Dean of „Montenegro Business School“ and
Pro-rector of the Mediterranean University

Tourism Management Course student’s opinion:

„I’m graduated Faculty of Tourism and Hotel Management, and I think that this program is very useful for me. I think that in this way we have the opportunity to improve our skills and knowledge, and learn what the standard of the European Union is. We need to learn a lot, who are our tourists, what we offer for them, what they really want, how much free time they have, how to bring them down to our destination. Tempus helps and teaches us, what the right steps we should take to achieve success – “profits and satisfied guests”. We have learned many things in tourism that are topical in the EU. Today we may have many things seem unacceptable; however, we have to get used to them if we want to be competitive tourist country. Not only that, we must begin to apply all these rules in practice if we want to progress. TEMPUS project is a great move for tourism, especially for a country that is expected to become one of the member states.”

Srdacan pozdrav,

Sanja Micević

„Tempus - very important EU project where young people had a chance to hear vocational lecturers who shared with us their own experiences. They had also allowed us to introduce them strategic tourism development of Montenegro.”

S postovanjem,

Jovana Perunovic

„The course was really useful with very experienced professors. We got a lot of important information and some practical tools they gave us will improve our work and make it easier and more successful.”

Nino Marković

Trening kurs Commerce and Marketing je omogućio saradnju sa predavačima iz inostranstva koja je donio novi kvalitet u ponudi edukacije našeg fakulteta i osnovu za uspostavljanja MBA studija, po prvi put, u Crnoj Gori na engleskom jeziku. Projekat je otvorio vrata za buduću saradnja sa više evropskih univerziteta u različitim vrstama projekata.

Doc. dr Dragoljub Janković
Prodekan na Fakultetu za poslovne
studije
„Montenegro Business School“ i
pro-rector na Univerzitetu Mediteran

Dissemination

— 4

The purpose of the dissemination strategy of the project was to distribute information about the project and its results to those who are not directly involved in implementation of the project itself. The principal venue of the dissemination activities was Montenegro. In the first phase of implementation an internet based information and communication platform has been established as one of the most important ways of dissemination.

The portal is operational at the address:

<http://agrinf.agr.unideb.hu/debut-m>

In addition to it, more active forms of dissemination were executed in Montenegrin language, the most important of which are:

- 3 press conferences in Podgorica
- 1 press conference in Budapest
- Participation in workshops, roundtables and conferences in Montenegro and Hungary
- Distribution of information through the consortium members
- Printing and distribution of The Project Results at a Glance booklet

The combination of the so-called “traditional” and “modern” (Internet-based) information technologies and the two languages approach has resulted in the effective information dissemination for target audience.

Sustainability, Quality Control and Management

— 5, 6 and 7

Sustainability

The long-term sustainability of the project results can be guaranteed by the fact that all the study programmes and trainings covered by the project fulfil an existing educational gap in Montenegro. New study programmes are accepted by the universities involved and they fully correspond with the university development efforts. The project and the programmes will contribute to internationalisation of teaching at both of the universities, while the first results show that interest is high among the students for the programmes under development and supervision.

Financial sustainability is ensured by official acceptance of the programmes from both location, the participating companies and the university. According to interest showed all the 3 trainings will be sustainable.

Sustainability of the project results is in a great deal due to constant support of the project from the universities and all the Montenegrin partners.

Quality Control

Quality control is an integrated part of the project. It is a necessary activity in order to maintain the long-term interest of not just the participating institutions, universities, but also the participating Montenegrin companies. The monitoring activity was based on the detailed timetable of the project and the detailed budget. The progress of the project can be monitored through the website of the project, which contains the actual records of the events and compares it to those tables (timetables and budget lines).

Quality control were done basically by the management team, as a first step.

The second step: the supervision of training programmes were carried out by Montenegrin stakeholder companies. The opinion of participating company experts were also incorporated into the reports.

The third level of quality control were done by external evaluators. First, the national accreditation board of Montenegrin government reviewed the Commerce and Marketing training programme and will accredit it, for the further involvement into the university trainings. Secondly, the international recognition and accreditation of the programme will be done by the evaluation board of the International MBA Network. The final evaluation is established parallel by the final meeting of the project.

Monitoring activities were carried out firstly through an Internet-based management information system. Constant tracking of the project was guaranteed throughout all the two years.

Project Management

The management of the project is basically carried out in two locations. In a first place in Hungary, where University of Debrecen and Budapest Business School is located and also in Montenegro where Mediterranean Univeristiy provides the management organising task on behalf of the other Montenegrin consortium members. In addition to that, the two other European Union universities support the management of the project in Wageningen and Aberdeen. University of Debrecen has been responsible for general and financial management planning and for the execution of the whole project.

The Project Council, as the main decision making body of the project, had its meetings at the beginning of the project, and after the first year of the project implementation. The operational tasks between two Council meetings were carried out by the Executive Committee comprising of the most responsible persons of the project: the grantholder, the coordinator, the financial manager and the project secretary. The Executive Committee did quite a job to make certain that the project is running smoothly. A numerous meetings and mutual visits were organised to ensure that all the project activities and all the project partners fullfil their assignments.

Some activities of the project in pictures



December of 2009 Preparation meeting in Podgorica



February of 2010 Kick-off meeting in Podgorica



March of 2010 TEMPUS representatives meeting in Brussels



March of 2010 Selection of trainees in Podgorica



April-June of 2010 English upgrading Course in Podgorica



July of 2010 University Debrecen visit in Debrecen



July of 2010 Equipment purchase in Podgorica



September of 2010 Corporate Reporting education in Podgorica



October of 2010 Tourism Management education in Bar



October of 2010 Marketing training and Corporate Reporting exam in Podgorica



October of 2010 EU Project Management training in Podgorica



February of 2011 Tourism Management training in Bar



July of 2011 MBA Network board meeting in Wageningen

November of 2011 Managment Meeting in Budapest

Additional Activities: Procurement of

Equipment

— 1

In relation to study programmes covered by the project, a lot of new equipment and books has been procured in frame of the project for the Mediterranean University and the University of Montenegro in Podgorica. The official public procurement was carried out by the Mediterranean University staff and supervised by the project leaders on behalf of University of Debreen.

A lot of personal computers, LCD projector, printer, copy machine have been purchased over the Tempus project first time period. Of course, the equipment is available to all the courses at the university that have need to use it during teaching process. It is for sure that DEBUT-M project contributed significantly to upgrading of professional and scientific literature in the field of marketing, tourism and EU management. All the books procured are the newest editions of distinguished authors.

The books are available in the Mediterranean University and University of Montenegro library for students, while one copy is always available for teacher of specific subject. Therefore, for most of the titles at least 2 copies of the books were procured.

Type of Equipment	Vrsta opreme	Quantity procured
Personal computers	Osobna računala	25
Books (number of titles)	Knjige (broj naslova)	240
LCD projectors	LCD projektori	4
Printers	Pisači	2
Copy machines	Kopirni stroj	3

Additional Activities: Budget Overview

— 2

The actual costs of the project execution will be about 10% less than the budget items below. This is explained by the effective financial management of the project. In this sense, not just the original objectives were met, but somewhat more was executed with much less cost.

The originally contracted budget of the project is seen below:

Cost types	Vrste troškova	EUR	%
Staff Cost	Osoblje	133500	31.5
Travel Cost	Putovanja	159700	37.7
Equipment	Oprema	67000	15.8
Printing-Publishing	Izdavanje i tiskanje	19200	4.5
Overhead	Opći	27734	6.5
Other Cost	Ostali	16800	4.0
Total Grant	Nepovratna sredstva (darovnica)	423934	100.0
Co-financing (Cash contribution)	Sufinancirano (novčani doprinos)	0	0
In-kind contribution	Doprinos u drugim oblicima	0	0
Total Co-financing	Ukupno sufinancirano	0	0
Grand total	Sveukupno	423934	100.0

Cost structure of the project

Struktura troškova projekta

— Authors | Autori
Laszlo Karpati

— Design | Oblikovanje
Katalin Tóth

— Published by
— 200 copies

— Izdavač
— 200 primjeraka

— Printed by | NYOmda



Financed in frame of Tempus DEBUT-M Project

az összes sulis logója jön ide a honlapról