



DUALMON
Strengthening capacities for the
implementation of dual education
in Montenegro Higher Education

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FH | JOANNEUM



2.3 DISCUSSION FORUM ON THE PROPOSED DUALMON MODEL WITH KEY STAKEHOLDERS AND POLICY MAKERS

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Project acronym:	DUALMON
Project full title:	Strengthening capacities for the implementation of dual education in Montenegro higher education
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Funding scheme:	ERASMUS+
Project start date:	January 15, 2021
Project duration:	36 months

Abstract	Discussion Forum represents an opportunity to obtain opinions and ideas from all stakeholders regarding flexible and generic DUALMON model. Different viewpoints on the subject enabled the development of the model. After the forum DUALMON model was finalized.
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Title of document:	2.3 DISCUSSION FORUM ON THE PROPOSED DUALMON MODEL WITH KEY STAKEHOLDERS AND POLICY MAKERS
Work package:	WP4 - Pilot testing of the generic DUALMON model
Activity:	2.3 - Discussion forum on the proposed DUALMON model with key stakeholders and policy makers
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DISCUSSION FORUM ON THE PROPOSED DUALMON MODEL WITH KEY STAKEHOLDERS AND POLICY MAKERS

The members of the working group, who are in charge of developing the generic model of higher dual education, held a meeting in the premises of the Faculty of Economics on Wednesday, 8th December 2021. at 12:00 p.m. The subject of the meeting was a discussion on the draft proposal for the development of the generic model of higher dual education, as well as on the comments received from representatives of partner institutions. On that occasion, the effort that has been made so far in order to create a generic model was emphasized, and useful guidelines were given for its further improvement. With this regard, the conclusion is that in the next period special attention should be paid to the regulation of the legal framework for the implementation of higher dual education. Also, several recommendations were given with the aim to further clarify several potential doubts within the draft proposal of the model, in order to prepare the final version of the document. In the appendices given below can be found all comments given by Agency for Control and Quality Assurance of Higher Education and several companies (like Voli trade and Crnogorski Telekom), as well as responses of the project coordinator – prof. Savić, on the given comments.

Based on the comments on generic model of dual education obtained from partner institutions, the improved version of the generic model was developed and it was presented to the partners at the meeting held at Faculty of Economics on 17th and 18th of December, 2021. On that occasion, with the presence of representatives of all partners within the DUALMON project consortium, a meeting of the Local Board was held. During the first working day, the subject of discussion was the proposed second draft of the generic model of dual education, as well as the activities based on the proposed model needs to be undertaken, and refer to the pilot testing of the given model and the development of specific models. In this regard, the dynamics of the realization of key activities within this work package are planned. In addition, significant attention was devoted to the discussion of the realized activities related to the internal and external dissemination of project results, as well as the ways of collecting information as a kind of metrics, i.e. indicators on the success of the project. During the second working day, the main topics of the meeting were related to the financial aspect of reporting on the activities implemented within the project and the preparation of formal reports. Also, on this occasion, the future efforts that need to be invested in terms of internal dissemination of the results were discussed, and a plan for further activities in this domain was devised.

Besides of the previously mention meetings, the importance of the DUALMON project was also presented at the cluster meeting with the National Erasmus+ Office. Namely, in mid-April, a cluster meeting was held between representatives of the National Erasmus+ Office, the Ministry of Education and working groups in charge of implementing four structural projects that are initiated at the University of Montenegro, which are related to dual education, reform of doctoral



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studies, internationalization and strengthening the autonomy of University. The aim of this meeting was to review the progress made so far in the implementation of these projects, and potential barriers that may arise in the process, considering the significance that structural project have on the overall quality of higher education in Montenegro.

On this occasion, DUALMON was presented, as one of the four structural projects that is of great importance not only for the faculty units involved in its implementation, but also for the reform of the entire higher education. During the meeting, the project representatives presented the results of the efforts made so far in the implementation of the DUALMON project, with special emphasis placed on the adopted generic model of dual education, and developed specific models tailored to the needs of individual faculty units and their students. During the discussion, main outcomes of these activities were recognized, as well as potential barriers that may arise in the forthcoming period, and suggestions on how to overcome potential obstacles were given. Additionally, special attention was paid to the development of the legal framework and its harmonization, taking into account the specificities and main goals of dual education. This meeting was recognized as an important way of promoting the importance of DUALMON and other structural project, but also a good way for fostering other faculty units (and potentially other higher education institutions) that are not included in this project to consider the possibilities of adoption dual education program in the future. Members of the project who participated in this meeting are: Zdenka Dragašević – University of Montenegro (EF), Vesna Popović Bugarin – University of Montenegro (ETF), Špiro Ivošević – University of Montenegro (PF), Ilija Moric – University of Montenegro (FTH), Dragana Ćirović – University of Montenegro (EF), Mladen Perazić – Chamber of Economy of Montenegro, Lejla Hadžikić – Voli Trade DOO, Slobodan Rašković – Crnogorska plovidba A.D., Aleksandra Dujović – Crnogorski Telekom A.D. and Blažo Crvenica – Uhura Solutions.



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Attendance list

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Meeting:	Working group for the WP 2. Generic Dual Higher Education Model (DUALMON model) Activity 2.1. Development of generic DUALMON model Project 617392-EPP-1-2020-1-RS-EPPKA2-CBHE-SP "Strengthening capacities for the implementation of dual education in Montenegro higher education" - DUALMON
Date:	December, 08 2021
Location:	Faculty of Economics, University of Montenegro, Podgorica Street Jovana Tomaševića 37, Profesorska sala/I floor
Organized by:	Faculty of Economics, University of Montenegro

Name	Organization	Signature
BOBAN METONIĆ	Faculty of Economics	<i>[Signature]</i>
ZENKA DRAGAČENIĆ	Faculty of Economics	<i>[Signature]</i>
TAMARA ĐUNIĆIĆ	Alkokro	<i>[Signature]</i>
ĐURDICA PEROVIĆ	Faculty of Tourism and Hotel Management	<i>[Signature]</i>
LEJLA HADŽIĆ	VOE Trade	<i>[Signature]</i>
Slavica Rasković	Centroska Prouisa AI	<i>[Signature]</i>
HELA OJDAHIĆ	MTHKC	<i>[Signature]</i>
V. Popović - Bugarić	Faculty of Electrical Engineering	<i>[Signature]</i>
Špira Irošević	Faculty of Maritime	Online attendance - Zoom
Mesandro Dujović	Croatska Televizija	Online attendance - Zoom
Mona Milošević	MSHG - Splendid	Online attendance - Zoom



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Photos





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Comments of the ACQAHE and the companies

Komentari na predlog dokumenta za razvoj generičkog modela dualnog obrazovanja - ACQAHE

U Srbiji, u predlogu generičkog modela, prema dokumentu <https://dualedu.ef.uns.ac.rs/index.php/download/send/3-activities/131-development-of-the-generic-and-flexible-model-of-dhe-for-serbia> lijepo je dat prikaz svih modela, njihovih prednosti i mana. Kada je sve ostalo već korišćeno iz istog dokumenta, predlažemo da se doda i taj pregledni dio.

Nedostaju primjeri za dva fakulteta koji su partneri na projektu i gdje bi se, takođe, trebao implementirati ovaj projekat. Dokument, prije usvajanja treba ponovo poslati i ostaviti dovoljno vremena partnerima da daju svoje mišljenje.

Takođe, ostaje nejasno:

- Da li će se pilot projekat realizovati na akademskim ili primijenjenim studijama? Objasniti izbor, i dati uporednu praksu zašto su se fakulteti odlučili baš za taj model! Prilikom akreditacije studijskih programa jedan od standarda koji se ocjenjuju je i uporedivost (Standard 6. Uporedni primjeri dobre prakse / kriterijum 6.1 – Primjeri uporedivih implementiranih studijskih programa na drugim ustanovama visokog obrazovanja) – upravo nam ovdje to nedostaje... uporedivost izabranog/predloženog studijskog programa po predloženom modelu sa istim ili sličnim studijskim programima u regionu. Naravno, ne zanemarujemo činjenicu da će morati da se razviju i dodatni standardi za evaluaciju ovakvog modela studija.
- Da li postoji razlika između akademskih i primijenjenih studija?
- Detaljnije obrazložiti prednosti i nedostatke ovog modela studija predloženim fakultetima na kojima će se izvoditi pilot projekat.
- Procentualno, koliko se vremena troši na predavanja koliko na praksu?
- Objasniti kako bi studenti polagali ispite/kolokvijume?
- Koja institucija će vršiti provjeru i kako će se vršiti provjera da li student zaista radi u pomenutim kompanijama?
- Kako će se izvršiti evaluacija studenata? Da li će ulaziti u sklopu ocjene na fakultetu koja im se formira u smislu da će taj praktični rad nositi određeni broj poena?
- Na koji način će se uskladiti komunikacija profesora sa fakulteta i mentora u kompanijama?
- Na koji način će biti organizovan ispitni rok za dualne studente? Da li će nastava dualnih studenata biti usklađena u smislu da imaju poseban raspored u odnosu na druge studente? To je važno zbog samog praćenja nastave dualnih studenata i njihove prakse.
- Prikazani su kalendari, i objašnjeno je kroz ove tabele kako bi to trebalo da izgleda (koliko može da se shvati) ali pokušati da se na jednoj strani, kroz dijagram, prikažu ključne aktivnosti (koje se odnose i na prijavu studenata – kada se oni prijavljuju za dualni model studija, ako se prijavljuju na početku, prilikom upisa, da li to znači da će svi obaviti praksu u nekoj kompaniji, ako se prijavljuju kasnije, kada je to i sl.). Da li će se razlikovati upis studija i status studenata koji studiraju po dualnom modelu u odnosu na tradicionalni

mirkosavic69@g Slažem se, s tim da je

mirkosavic69@g U ovoj fazi sve je još

mirkosavic69@g Koja je razlika između

mirkosavic69@g Fakulteti će se

mirkosavic69@g Uporedni primjeri su

mirkosavic69@g Šta su primenjena

mirkosavic69@g Izveštaj

mirkosavic69@g To je ono što treba da

mirkosavic69@g Za vreme pilotiranja

mirkosavic69@g To bi mogla da radi

mirkosavic69@g Ocena i ECTS poeni su

mirkosavic69@g Planiranjem određeno

mirkosavic69@g Naravno da moraju da



model?

- Iz predloženog dokumenta je samo na početku naglašeno da će se predloženi modeli realizovati kroz pilot projekat, ali i da bi se realizovalo kao pilot projekat treba to detaljnije objasniti. Takođe, navedeno je da će nekoliko studenata realizovati praksu, zašto nekoliko?
- Kakvu potvrdu/diplomu će student dobiti nakon završetka dualnog modela? Pa i ovog pilot projekta?
- Koliki broj ECTS kredita će nositi praksa u kompaniji. Još detaljnije, šta će ta praksa da obuhvati, koje discipline/oblasti i sl. Bilo bi dobro da se, pa i u pilot projektu, ovo detaljnije obrazloži.
- Istraživanje koje sprovodi Privredna komora među crnogorskim kompanijama u vezi potreba za Dualnim modelom obrazovanja može dati dobre inpute za elaboraciju predloženih modela (po vrstama studija, odabranim specifičnim modelima i sl.) pa bi bilo dobro to uključiti u predloženi dokument.



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Upravo studija ne bi trebalo da se razlikuje. Treba razmisliti o mogućnosti prebacivanja studenata sa jedne vrste studija na drugu. Studenti se prijavljuju na dualne studije na početku studija i to automatski znači da će svi obaviti dio studija u kompanijama. Izbjegavati termin "praksa" jer to znači nešto drugo. To je tradicionalna studentska praksa koja se izvodi u okviru postojećih studijskih programa.



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Zato što je u pitanju pilot program gde se eksperimentira sa određenim elementima dualnog obrazovanja u postojećim studijskim programima. Dualno obrazovanje i inače nije masovni oblik obrazovanja jer treba značajno angažovati resurse oko svakog studenta i ono se izvodi ciljano, u određenim oblastima, gde takav oblik studija daje dobre rezultate.



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Na studijskim programima gde se pilotira dualno, diploma se ne menja. Nakon završetka dualnog modela studija studentu se u dodatku diplome opisuje kakve je studije završio.



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Tačno. To detaljno treba da se obrazloži u opisu specifičnih modela. Specifični su jer će se svaki odnositi na različitu oblast (elektrotehnika, programiranje, ekonomija itd.). Broj bodova u generičkom modelu i u specifičnim modelima je stvar odluke tela koja predlaže modele.



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Slažem se. Ako do sada nije, treba prezentovati rezultate istraživanja radnoj grupi i najvažnije nalaze uključiti u izveštaj o generičkom modelu. Podsećam da u okviru projekta takođe radimo istraživanje u kompanijama o dualnom obrazovanju koja će takođe biti korisno. Aktivnost 1.3+Report on survey on companies regarding dual education



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Postovane kolegice i kolege,

Zahvaljujemo na dostavljenim materijalima.

Evo par glavnih tema/komentara sa strane Crnogorskog Telekomu iz ugla kompanija kao partnera ovog projekta, koje mozemo razmatrati na sledecem sastanku:

1. Pravni odnos izmedju kompanija, fakulteta i studenta (pored ostalog i ugovori koji ce podrzati ovaj odnos)
2. Process akreditacije – u dijelu kompanija i mentora
3. Dio faktora br 15. koji se odnose na Incentive za kompanije generalno, a narocito dio koji se odnosi na kompanije sa preko 250 zaposlenih (u dijelu penala ukoliko se angazuje manje od 4% studenata dualnog obrazovanja).

Generalno u dijelu sekvencijalnog modela kao specificnog modela, a u slucaju CTja smatramo da je sekvencijalni model br 3 onaj koji bi nama najvise odgovarao.

Htjeli bi i da vas zamolimo da na pocetnoj strani izmijenite nas logo jer je stari, mozete koristiti ovaj:



Do skorog vidjenja srdačan pozdrav,
Sladja i Sandra

CRNOGORSKI TELEKOM
Human Resources
Aleksandra Dujovic
HR Business Partner
Moskovska 29, 81000 Podgorica, Montenegro
+382 20 433 543 /Phone/
+382 67 200 810 /Mobile/
E-Mail: aleksandra.dujovic@telekom.me
<http://www.telekom.me>



Dobar dan profesore,

Prethodnih dana sam gledala i citala nacrt generickog modela koji ste poslali.

Sto se tice specifikacije pravnog okvira i definisanja faktora dualnog obrazovanja, ono kako je i navedeno sto treba precizirati a mislim da je bitno iz ugla kompanija kao partnera jeste dio vezan za:

- pravni odnos na relaciji student-kompanija-univerzitet
- dio vezan za finansiranje dualnog obrazovanja,
- školarine za dualne programe,
- dio vezan za izbor mentora ,
- kao i podsticaji za kompanije (izmedju ostalog dio koji se odnosi na penale koje bi placale kompanije sa vise od 250 zaposlenih ukoliko zaposle manje od 4% studenata dualnog programa).

Nadam se da cemo na sastanku 17-og detaljnije proci kroz ove faktore.

Iz ugla nase kompanije a vezano za izbor odgovarajuceg specificnog modela dualnog obrazovanja,slazemo se da je sekvencijalni model 3 najadekvatniji.

Mislim da je za studente najbolje bar sto se tice nase kompanije da provedu neko vrijeme na poslu, tj. da ne kombinuju po 2-3h dnevno, zbog prirode posla u pojedinim sektorima i zbog boljeg sticanja znanja i odredenih kompetencija. Nekada odredjeni posao zbog procjene situacije ili nekog problema zahtijeva i odlazak na teren, sastanke i pripreme .

Takodje, nadam se da ce detaljnije biti objasnjeno i sljedece:

- Ugovori izmedju kompanije i univerziteta?
- ugovori izmedju kompanije i studenta ?
- stipendije za studente dualnog programa?
-

Slazemo se sa tim sto je i kompaniji ostavljena mogucnost da testira i obavi razgovor sa izabranim studentima koji su aplicirali za odredjeni posao.

Pozdrav,

Lejla
Lejla Hadzikic
Financial Associate



VOLI TRADE D.O.O



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Local committee meeting agenda, December 17-18. 2021



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LOCAL COMMITTEE MEETING AGENDA

Location: Faculty of Economics, University of Montenegro, Podgorica
Street Jovana Tomaševića 37, Profesorska sala (I floor)
Time: December 17-18. 2021

DAY I

December 17th |

9³⁰ – 10⁰⁰h Registration of participants

Topics

1. Meeting with Working Group
2. Generic Model of Dual Education
3. Activities in WP4 Pilot testing of the generic DUALMON model
4. Development of Plan for dissemination and exploitation of project results
5. Internal dissemination at University of Montenegro
6. Presentation of Uhura Solutions d.o.o.
7. Metrics for the project and pilot study programs
8. Meeting in Serbia, February 2021
9. AOB

DAY II

December 18th

9⁰⁰ – 9³⁰h Registration of participants

1. Financial reporting on DUALMON project
2. Internal dissemination at University of Montenegro


Contacts:

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Mirko Savić, University of Novi Sad, Serbia +381 641183528, mirko.savic@ef.uns.ac.rs



**Attendance lists of participants of Local Committee Meeting, December 17-18.
2021**



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Meeting:	Working group for the WP 2. Generic Dual Higher Education Model (DUALMON model) Activity 2.1. Development of generic DUALMON model Project 617392-EPP-1-2020-1-RS-EPPKA2-CBHE-SP "Strengthening capacities for the implementation of dual education in Montenegro higher education" - DUALMON
Date:	December, 17 2021
Location:	Faculty of Economics, University of Montenegro, Podgorica Street Jovana Tomaševića 37, Proforska sala/I floor
Organized by:	Faculty of Economics, University of Montenegro

Name	Organization	Signature
KEKIC DEKICIC	AKOKVO	<i>Kekec Dekicic</i>
RAMANA DUMICIC	ANOLKO	<i>Ramana Dumicic</i>
Jasna Peric	PKCG	<i>J. Peric</i>
Boban Melovic	UCG - EF	<i>Boban Melovic</i>
ZDENKA DRAGASEVIC	UCG - EF	<i>Z. Dragasevic</i>
Vesna Popovic-Bugarin	UCG - ETF	<i>V. Popovic-Bugarin</i>
Duro Stojanovic	Univer SOLUTIONS	<i>Duro Stojanovic</i>
Leza Hadzovic	Ueli Trade	<i>Leza Hadzovic</i>
SLOBODAN RASKOVIC	Centrosus poslovna AI	<i>Slobodan Raskovic</i>
Olje Horic	FTH - UGA	<i>Olje Horic</i>
HELA GRADNIK	MNHKE	<i>Helena Gradnik</i>
MIRAN PERIC	PKCG	<i>Miran Peric</i>
Đurđić Nemanja	EF	<i>Đurđić Nemanja</i>
Alica Vukicic	EF - DCB	<i>Alica Vukicic</i>
Dragana Cipovic	EF - UCG	<i>D. Cipovic</i>

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Željko Jusićević	Faculty MF - UOH	online attendance
Jenka Jelencović	- 11 -	- 11 -
Miroslav Mečan	Montenegro Hotel StarGrip	- 11 -
Sandra Džović	Crnogorski Telekom	+ 1 -