

COMPETENCE – Matching competences in higher education and economy:

Experience Compilation

*Partner: University of Montenegro -
Faculty of Tourism and Hotel
Management Kotor*

Overview of experience

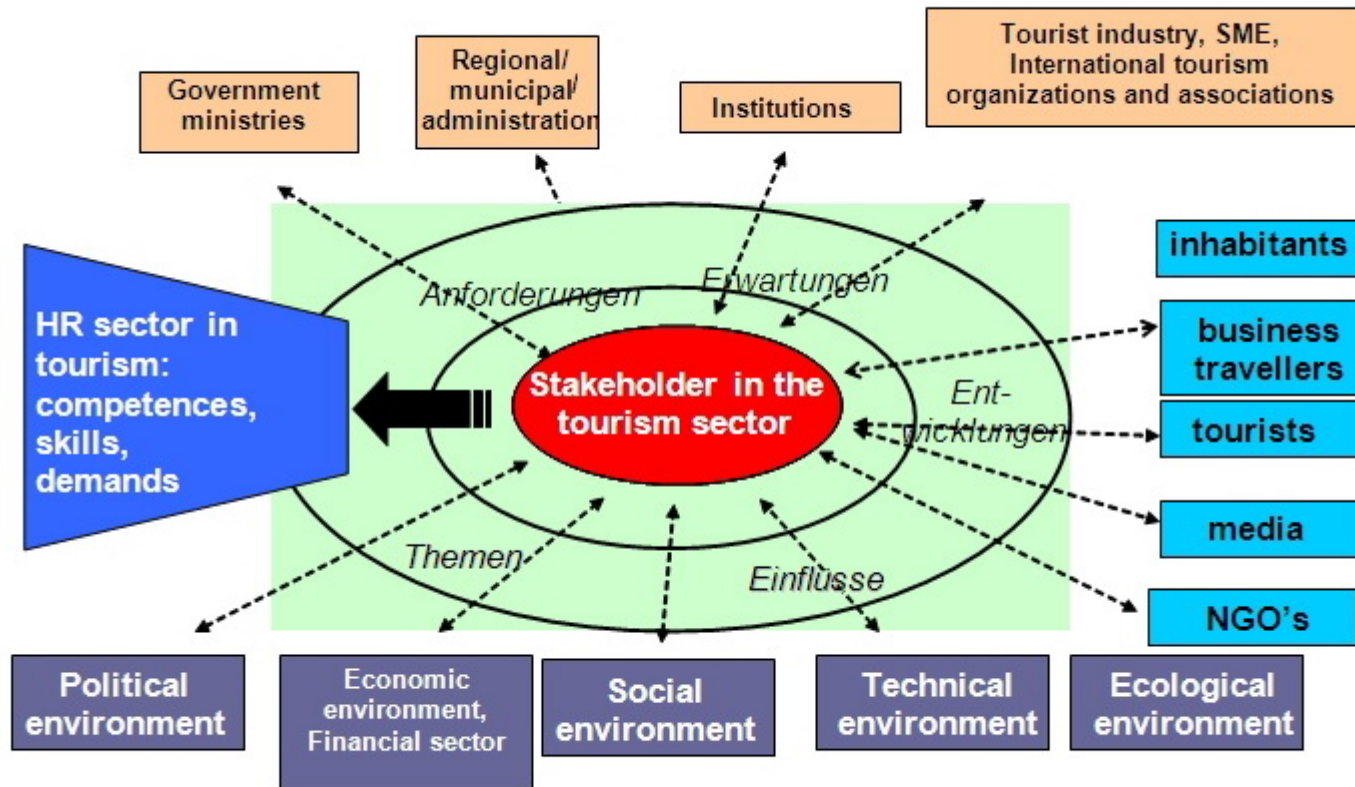
- *(Please list the short names of the experience you are going to present and select the relevant field [either Competence assessment, competence catalogue or pilot study] for possible transfer to the COMPETENCE project by making an "X" under the relevant field. Please present 1 to max. 3 relevant experience)*

Short name	Competence assessment	Competence catalogue	Pilot study
HRD Strategy	X	X	X
LMOC	X	X	X
Internship	X	X	X

Experience 1: *(HRD STRATEGY)*

- ▶ Full name: Human Resource Development Strategy for Tourism Sector in Montenegro
- ▶ Type of activity: Research Study
- ▶ Methodology: Historical, comparative, interview, statistical, analyse and synthase

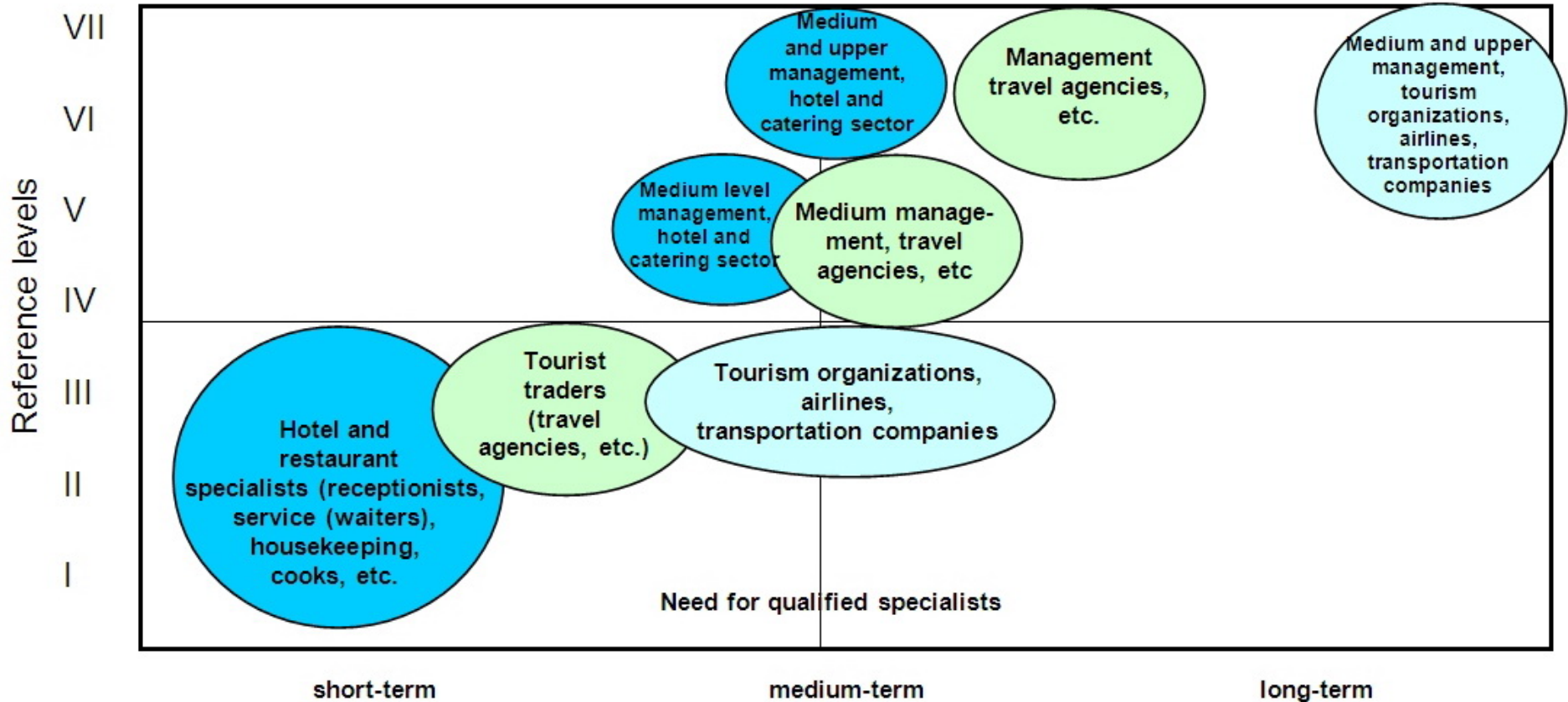
Derivation from Demands on the HR in Tourism



According to their educational achievement (diploma) the employees in 2020 can be divided as follows:

Total	187333
No education	1411
Incomplete primary education	8032
Primary school	18939
Secondary education	117760
Higher education	15989
University education	25200

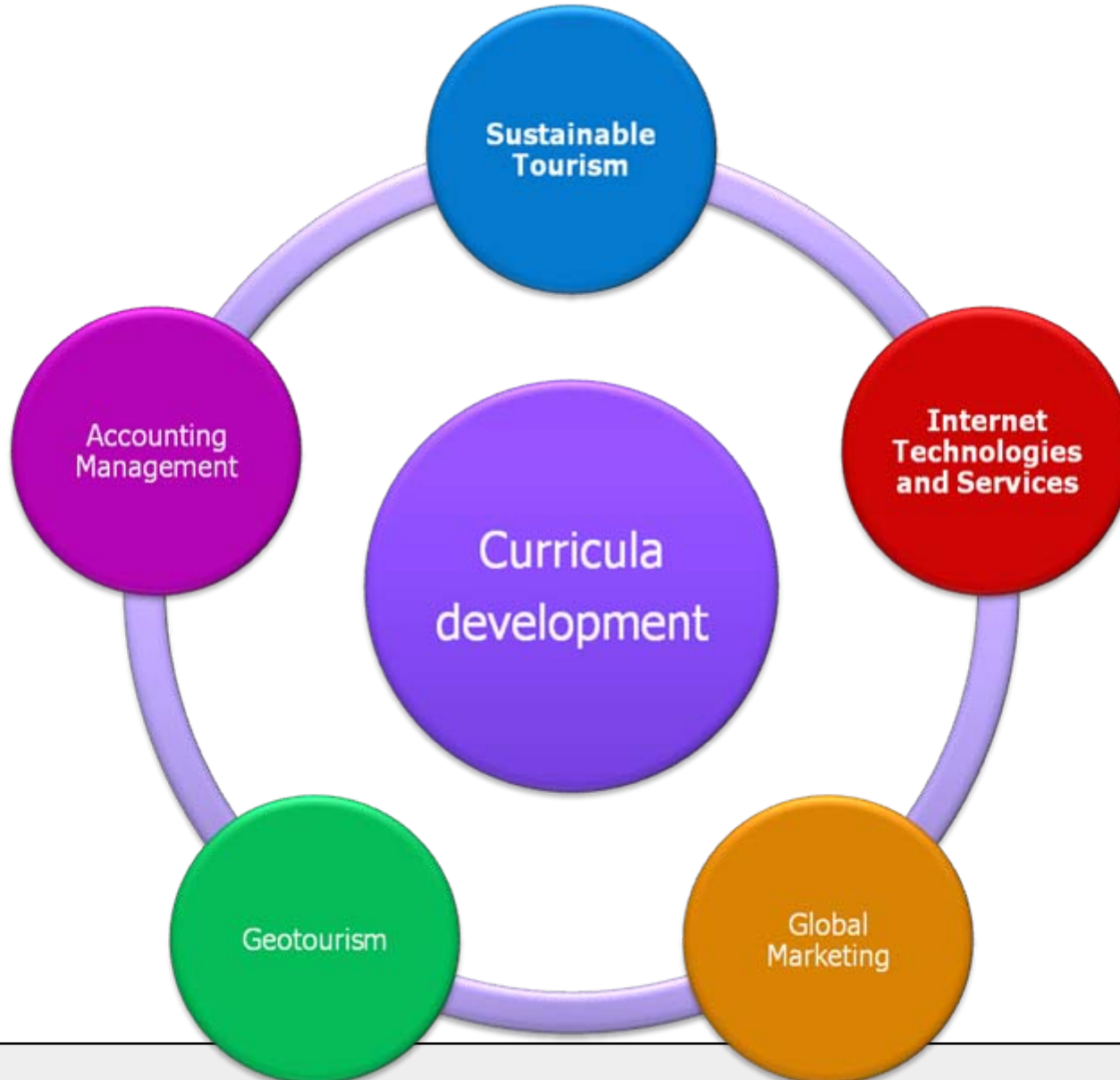
The needs of labor market for qualified specialist in tourism 2020:



Experience 1: *(HRD STRATEGY)*

- ▶ **Results:** *(Up to 2016 Montenegrin tourism sector will need 24.500 full time workers . From that number 17% will be with high education degree. The HRD strategy is forecasted on a new formal and informal institutions and organizations in the field of education. Focus is on internship in Montenegrin tourism sector and curricula development in according with needs of labor market)*
- ▶ **Website:** <http://www.vlada.cg.yu>

- ▶ Full name: »Labor Market Oriented Curriculum« program
- ▶ Type of activity: Innovating Specialist master study program – Tourism, with helpful of WUS Austria
- ▶ Methodology: Interview, statistical, comparative, inductive, deductive, description



Learning Objectives:

- ❑ *Acceleration of long term learning through modern educational methods and techniques as applied within the European Union.*
- ❑ *Innovation within training and theory for students on know how bases with German high-educational institutions in the field of tourism.*
- ❑ *Adjusting study programs and curriculum with tourism industry labor market requirements and with German partners' study programs.*
- ❑ *Interdisciplinary level increase for curriculum creation, for the purpose of creating unique educational programs.*
- ❑ *Cooperation improvement between Montenegrin and German universities, thereby stressing the increase of professors' inter-exchange level and long term cooperation.*
- ❑ *Brain gain from Germany within programs: The Brain Gain Program +; Life Long Learning and E-learning.*
- ❑ *Establishment of international cooperation programs that shall include a component of self-sustainability .*

»Research of Manpower Needs in Tourism Sector of Montenegro - With Special Reference to Hotel Industry«

Representative sample were 10 hotels, of which 7 are situated at the Montenegrin coast and 3 ones are within the continental part of Montenegro. Hotels are ranked from 3 *** to 5 *****. The survey was of anonymous character, and for all hotels we had 10 survey questions for every question, totaling 100 managers having been surveyed in the representative's hotels.

Question: With the keyboarding X sign indicate the important job position level in your hotel, where graduate tourism managers may or could work

WORK POSITION	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
FRONT OFFICE MANAGER	80	20	-
RECEPTION CLERK	90	10	-
CONCIERGE	95	5	-
HOUSEKEEPING MANAGER	70	30	-
SUPERVISOR OF HOUSEKEEPING	80	20	-
MARKETING MANAGER	50	25	25
MARKETING HEAD FOR REGIONAL MARKETS	60	20	20
SALES HEAD FOR REGIONAL MARKETS	85	15	-
PR MANAGER	60	30	10
ANIMATORS	40	45	15
HEAD OF SUSTAINABLE DEVELOPMENT	40	40	20
HEAD OF INFORMATION SYSTEM	60	20	20
MICE MANAGER	80	15	5
MICE HOSTESS	75	25	-
F&B MANAGER	70	20	10
ORDINARY MANAGER	95	5	-
RESTAURANT MANAGER	85	15	-
FINANCE AND ACCOUNTING MANAGER	80	10	10
HEAD OF ACCOUNTING	60	40	-
HEAD OF ACQUISITION	50	20	30

Question: With the keyboarding X sign indicate inadequately covered job positions in your hotel, where graduate tourism managers could work

WORK POSITION	PERCENTAGE
ANIMATOR	12
RECEPTION CLERK	10
ORDINARY MANAGER	10
MARKETING HEAD FOR REGIONAL MARKETS	8
HEAD OF INFORMATION SYSTEM	8
CONCIERGE	7
SALES HEAD FOR REGIONAL MARKETS	7
HEAD OF SUSTAINABLE DEVELOPMENT	7
SUPERVISOR OF HOUSEKEEPING	6
FRONT OFFICE MANAGER	4
F&B MANAGER	4
HEAD OF ACCOUNTING	4
HOUSEKEEPING MANAGER	3
MARKETING MANAGER	2
PR MANAGER	2
MICE HOSTESS	2
MICE MANAGER	1
RESTAURANT MANAGER	1
FINANCE AND ACCOUNTING MANAGER	1
HEAD OF ACQUISITION	1

Question: With the keyboarding X sign indicate employed graduate tourism managers' caused knowledge, skills and competencies level of in your hotel

KNOWLEDGE AND SKILLS AND COMPETENCIES	HAS COMPLETELY	MISSING PARTIALLY	MISSING A WHOLE
INFORMATION TECHNOLOGY AND SERVICES IN TOURISM	10	80	10
SOFTWARE OF YIELD MANAGEMENT LIKE AS "MICROS FIDELIO"	5	50	45
CREATING OF MULTIMEDIA PRESENTATIONS	10	60	30
USE OF BASIC PROGRAMS IN TOURISM A / HOTEL MANAGEMENT	30	65	5
ACCOUNTING METHODS IN FINANCE AND ACCOUNTING SECTOR	20	75	5
DIFERENT METHODOLOGIES OF COST CALCULATING IN HOTEL	35	55	10
COST MANAGEMENT WITH APPLICATIONS SOFTWARE LIKE AS "MICROS FIDELIO"	5	20	75
APPLYING OF INTERNATIONAL ACCOUNTING STANDARD AND "USAL" SISTEM	30	70	-
ECONOMICAL SUSTAINABILITY OF HOTEL	15	60	25
ECOLOGICAL SUSTAINABILITY OF HOTEL	5	70	25
SOCIAL SUSTAINABILITY MANAGEMENT OF EMPLOYED IN HOTEL	20	80	-
SUSTAINABLE MANAGEMENT OF SERVICES OFFER IN HOTEL	45	30	25
GEOTOURISM	5	25	70
CULTURAL, SOCIAL, GEOGRAPHICAL, ESTETIC AND OTHER VALUE OF SPACE	15	40	45
GEPARK PROJECTING	-	35	65
PLANNING, ORGANIZING AND CONTROLING GEOTOURISM ACTIVITIES	5	45	50
INTERNATINAL MARKETING	45	40	15
GLOBAL MARKETING	30	60	10
MARKETING MIX PLANING FOR GLOBAL ENVIRONMENT	15	60	25
COMPETENCIES FOR SUCESFULL GLOBAL MARKETING	20	80	-

KNOWLEDGE

To have a advanced knowledge in the field of tourism management which including a critical understanding of theoretic and practical modules

SKILLS

To have ability to recognized the main complex and non complex problems in the field of tourism management and to know the basic methodologies to solve those problems

COMPETENCE

To be able to managing on different level with:

- Hotels
- Non-hotels
- Travel agencies;
- Tourism organization;
- Museums;
- Ports of nautical tourism;
- National parks; and
- Montenegro Airlines offices.

Experience 2: *(LMOC)*

- ▶ **Results:** *We are expecting to have in the future specialist master study program – Tourism, which will be in according with international T&T industry needs of labor market and we expecting cooperation with University of Trier on long term basis.*
- ▶ **Website:** <http://www.wus-austria.org> and <http://www.fthkotor.me>

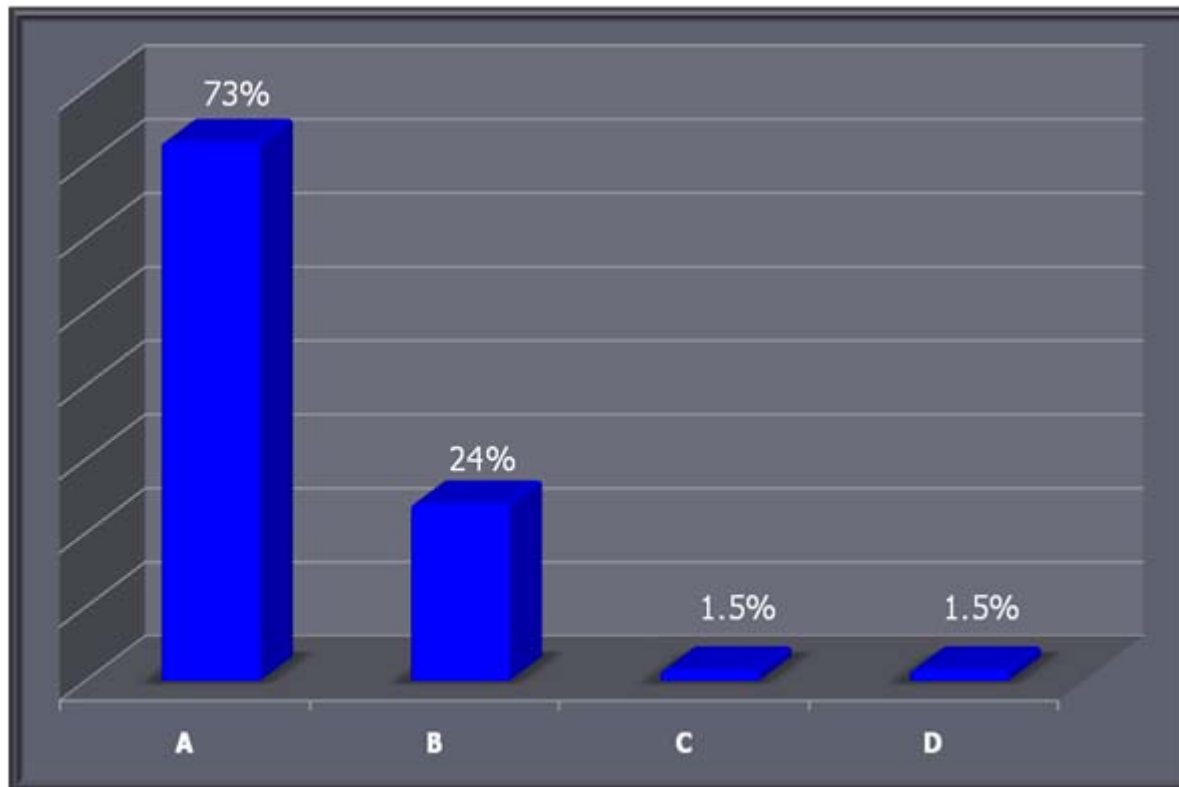
- ▶ Full name: Internship for student on first and second study year on academic science course Tourism and applied science course Hotel Management
- ▶ Type of activity: Making Contracts for internship with 92 representative organizations from tourism sector
- ▶ Methodology: Interview, comparative, specialize, generalization, modeling, description, statistical

Experience 3: *(INTERNSHIP)*

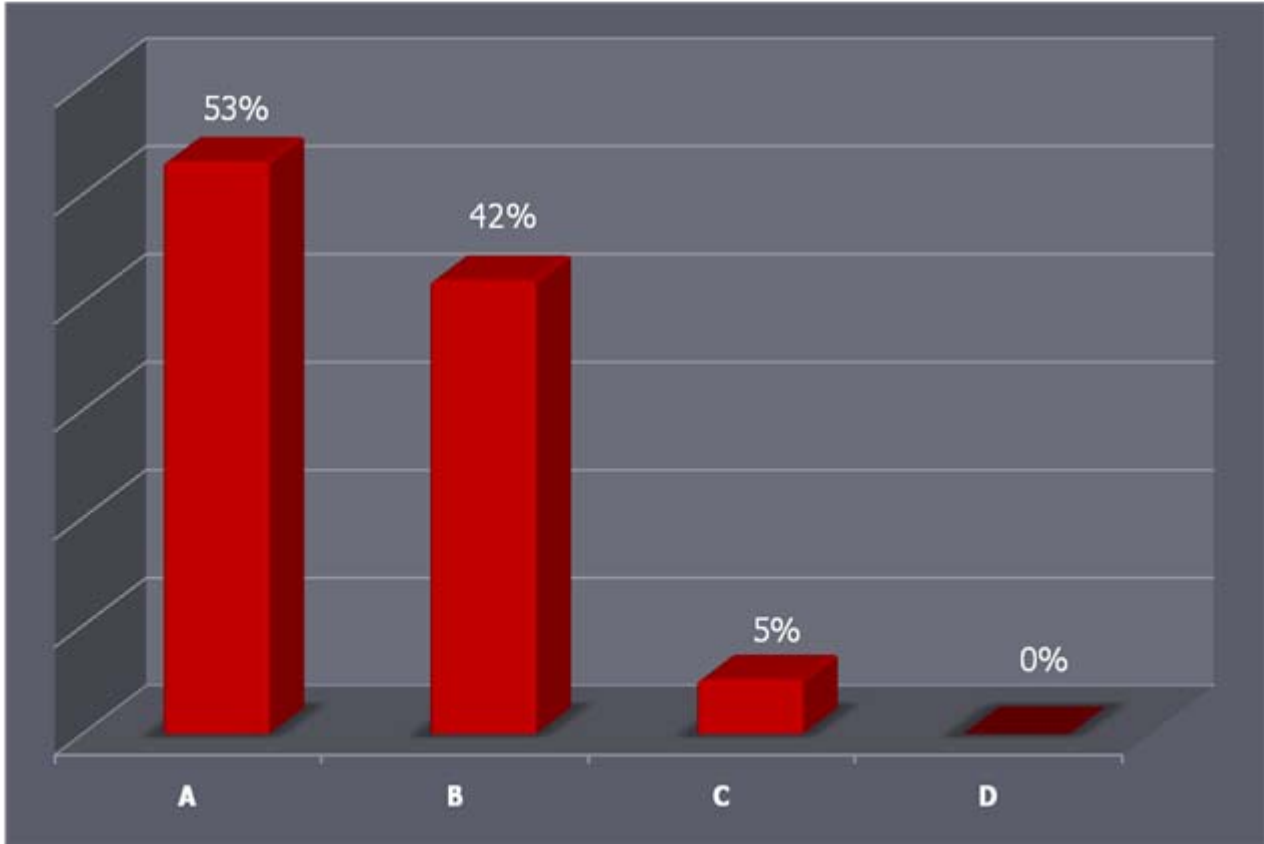
- ▶ **Results:** *(We have nowadays a students with a lot of practical knowledge, skills and competencies, which are necessary for their employability. Our students are more competitively than before few years on domestic and international labor market. In 2008 we had next results:*

INTERNSHIP IN HOTELS

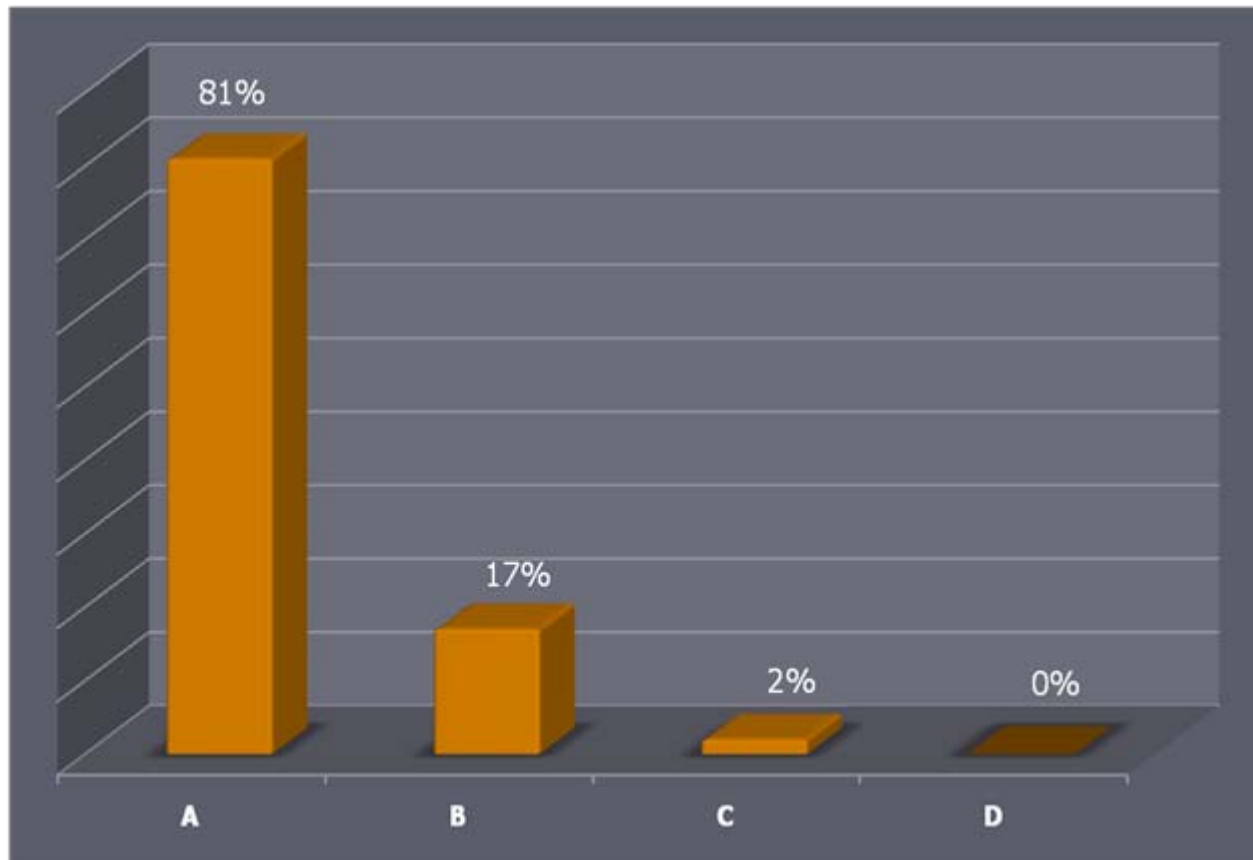
(232 students)



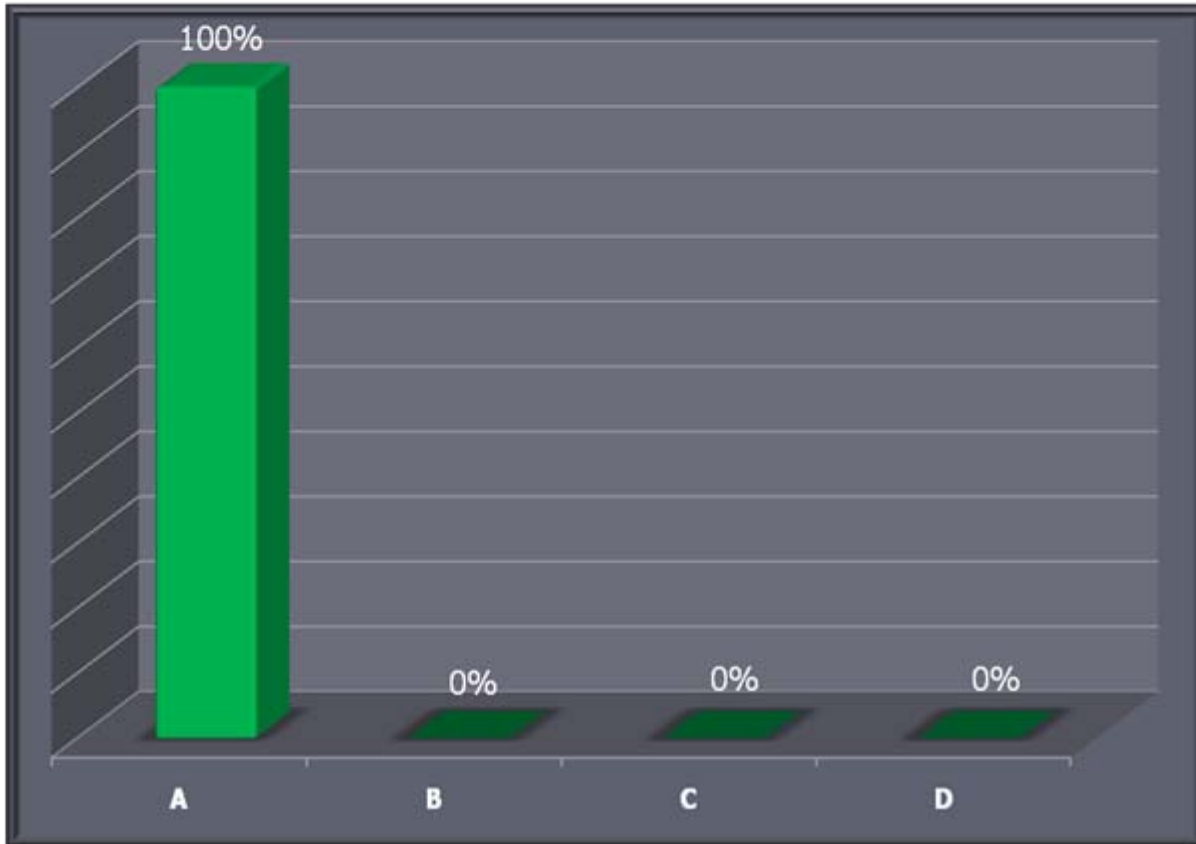
INTERNSHIP IN TRAVEL AGENCIES (122 students)



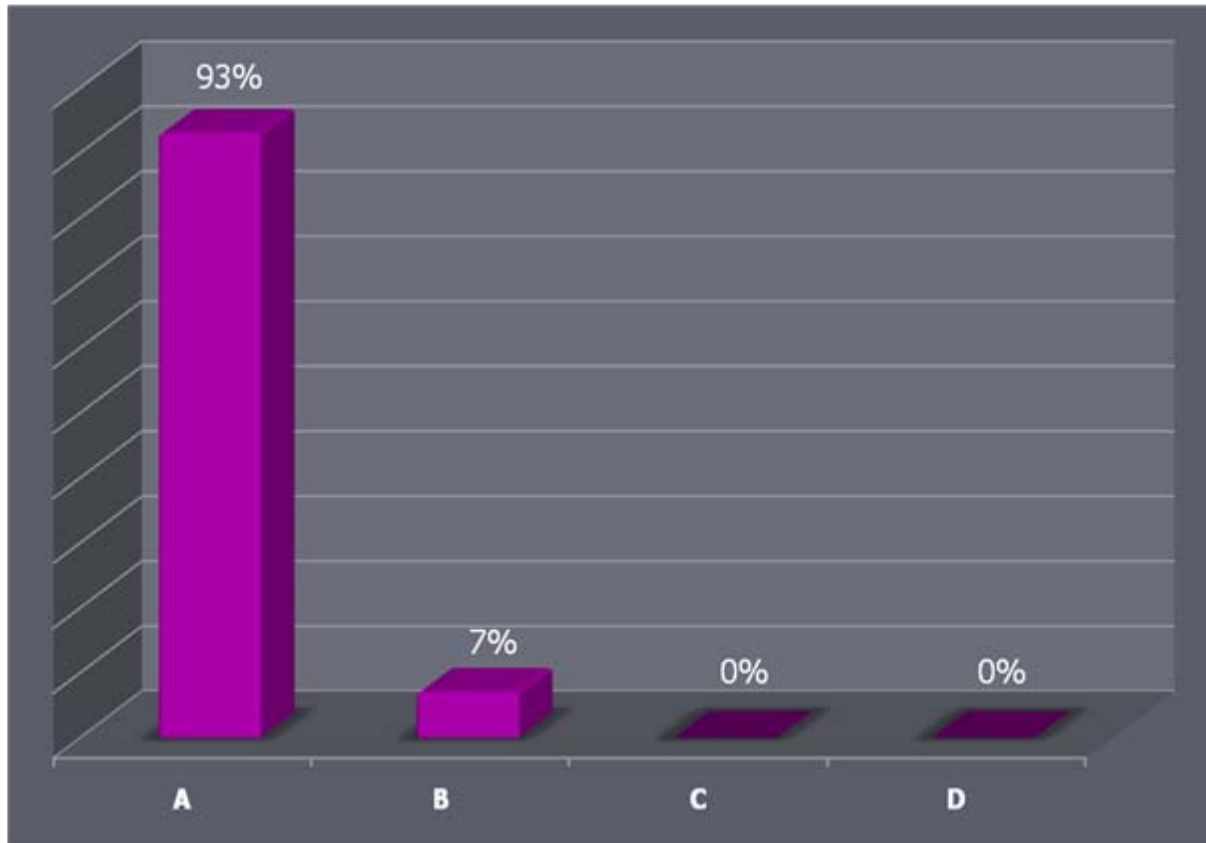
INTERNSHIP IN TOURISM ORGANIZATIONS (95 students)



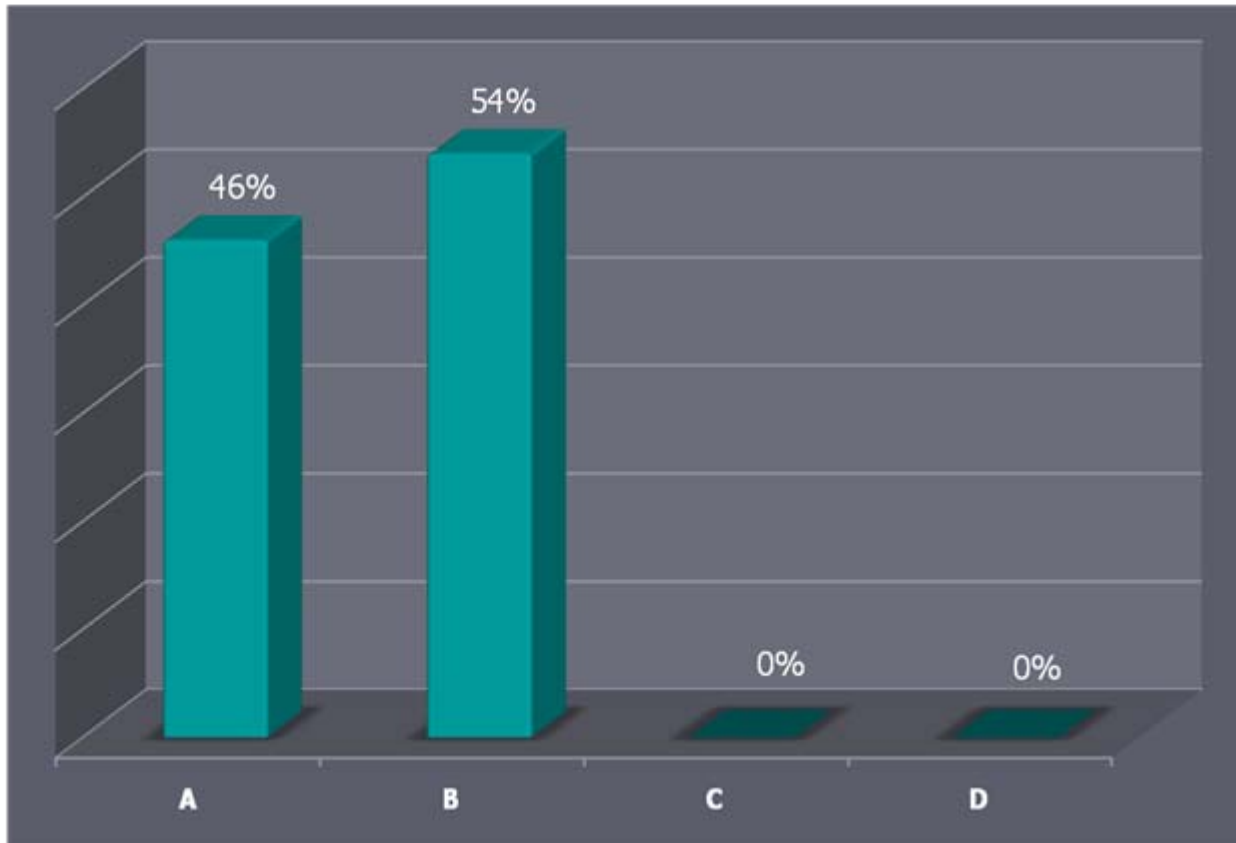
INTERNSHIP IN NATIONAL PARKS (16 students)



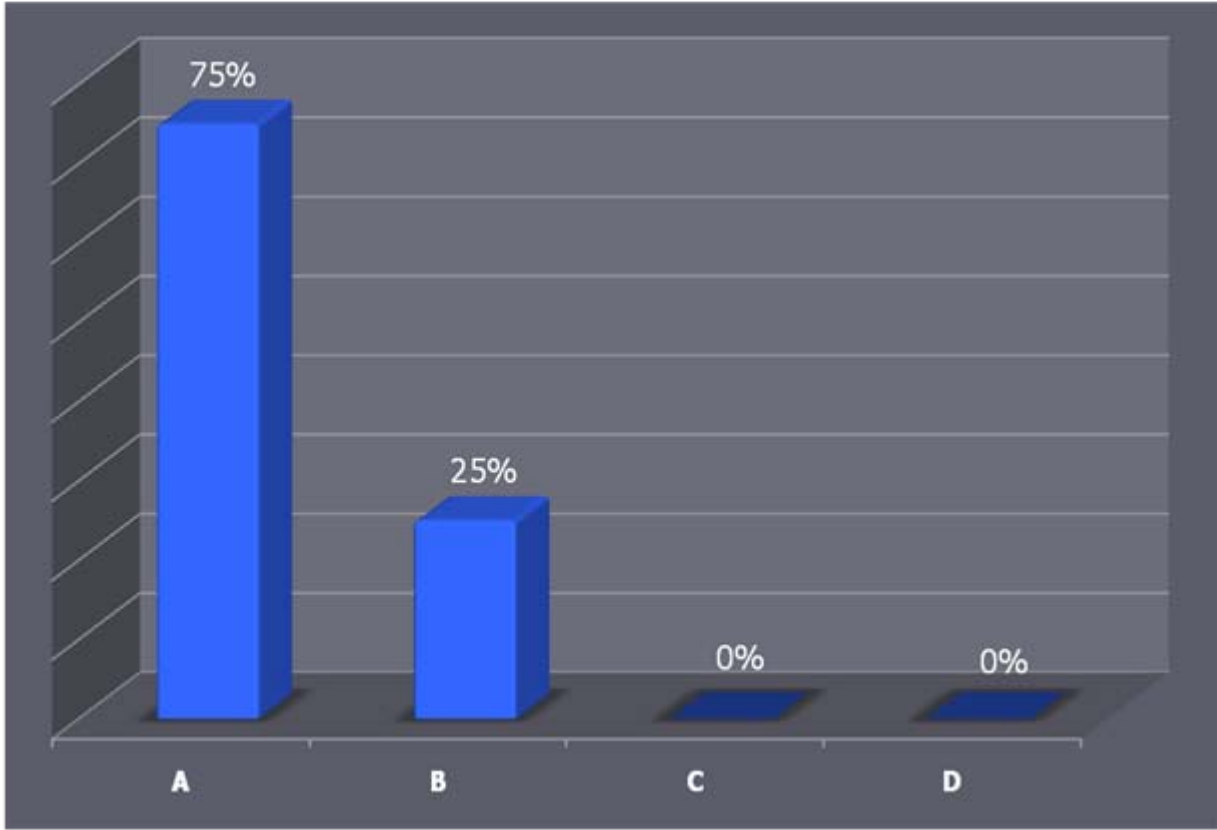
INTERNSHIP IN MUSEUMS (42 students)



INTERNSHIP IN THE MONTENEGRO AIRLINES (13 students)



INTERNSHIP IN THE PORT OF KOTOR (12 students)



Experience 3: *(INTERNSHIP)*

► Website: <http://www.fthkotor.me>

Ideas for transfer of experiences

- ▶ *(Please describe your ideas on how the experience presented could be transferred to Competence [e.g. Question 1-3 of your questionnaire, or the methodology you used to assess the competences])*

Short name	Possible transfer of experience
HRD Strategy	Comparative methodology
LMOC	Approach to curricula innovating
Internship	Methodology of internship program creating and curricula development



Thank you on your attention

VICE DEAN FOR SCIENCE AND RESEARCH

Aleksa Vucetic, PhD