



Mladenka Tešić
WUS Austria Podgorica Office
Džordža Vašingtona bb
PO Box 21
81 000 Podgorica
Montenegro

Prof. Dr. Andreas Kagermeier
Freizeit- und Tourismusgeographie
Fachbereich VI / D-54286 Trier
Sekretärin: Nicole Franzen
Fon: +49-(0)651 201-4582/4581 (Sek.)
Fax: +49-(0)651 201-3813
e-mail: Andreas.Kagermeier@uni-trier.de

Trier, den 30. März 2010

***Report on the study visit at the Faculty of Tourism- and Hotel-Management Kotor
from 19th until 31th of March 2010 (LMOCP)***

Dear Mrs. Tešić,

In the context of the LMOCP Tourism a second study visit has been executed from the 19th until the 31th of March 2010.

During these days the following activities have been carried out

Day	Date	Activities
1	Friday, 19 March 2010	Arrival and first contact with the colleagues from the faculty
2	Saturday, 20 March 2010	First visit of the Faculty of Tourism and overview on the technical and bibliographical input the Faculty received for the LMOCP-Program (with a special focus on the computer equipment and its functioning)
3	Sunday, 21 March 2010	Contact with professionals in the tourism development for the sun&sea-segment along the montenegrin coast (Budva, Bar, Ulcinj) to get an overview of the actual development, potentials and constraints
	Monday, 22 March 2010	Visit of the main campus in Podgorica
4		- Discussion with Prof. Dr Srdjan Stanković (Dekan Elektrotehničkog fakulteta) as responsible for the course: "Internet technologies and services"
		- Meeting with the Vice Rector of the University of Montenegro, Prof. Dr Zdravko Uskokovic regarding the actual state of the cooperation and exploring future option for enlarging and prefunding
5	Tuesday, 23 March 2010	- Meeting with Doc. Dr Tatjana Stanovčić (Dean Fakulteta za turizam i hotelijerstvo Kotor) on the general situation and actual state of the LMOCP "Tourism" as well as the goals for the visit
		- Working session with Doc. Dr Aleksa Vucetic on his course "Sustainable Tourism Development"
6	Wednesday, 24 March 2010	- Working session with Doc. Dr Djurdjica Perovic on her course "Geotourismus"
7	Thursday, 25 March 2010	- Working session with Vice-Dean Doc. Dr Aleksa Vucetic for discussion the situation regarding internships and general perspectives of the cooperation"
8	Friday, 26 March 2010	- Meeting with the Vice Dean Doc. Dr Andriela Vitic and Prof. Dr. Arjeta Troshani (Dean of the Economy Faculty Shkodra University, Albania) concerning trilateral cooperation possibilities in teaching and research
9	Saturday, 27 March 2010	- Meeting with the Doc. Neda Donat (German Language Teacher) on the perspectives of stimulating and improving the role of German languages courses as well as specific knowledge on the German tourism market
10	Sunday, 28 March 2010	First draft version of the study visit report
11	Monday, 29 March 2010	- Final meetings with Prof. Dr Srdjan Stanković, Doc. Dr Tatjana Stanovčić, Doc. Dr Aleksa Vucetic and Doc. Dr Aleksa Vucetic on their courses
		- Discussion about options for internships with Doc. Dr Aleksa Vucetic
	Tuesday, 30 March 2010	- Final discussion on future perspectives for cooperation in the field of teaching and research with Dean Doc. Dr Tatjana Stanovčić and Vice-Dean Doc. Dr Aleksa Vucetic
12		- Meeting with some representatives of the Students organization on the general perspectives of the study program, specific courses and their opinions
		- Finishing of the study visit report
13	Wednesday, 31 March 2010	Departure and return to Germany

The central aim of the study visit has been to reflect on the results of the midterm peer review and develop option for a future development of the Master program.

Especially the concept and possible further development of three courses have been in-depth reflected and discussed with the responsible colleagues during different working sessions:

1) *Geotourism* (Doc. Dr. Djurdjica Perovic)

For this course the peer reviewer (Prof. Hopfinger, Katholische Universität Eichstätt-Ingolstadt) made some useful suggestions and remarks concerning the content and the overall target of the course. First of all he suggested that the scope of the course might be enlarged to cover different aspects of nature oriented tourism as well as Geotourism. It has been agreed, that the concept of the course referring to Geotourism in a wider sense already covers not only geological and geomorphological aspects but takes into account the natural as well as the cultural heritage. With regard to Montenegro especially the developments in the northern part of the country will be treated. During the last years in this part of the country different initiatives have taken place to promote biking and hiking tourism.

Referring to the propositions of the reviewer, that perhaps further aspects of tourism management, such as development of destinations, taking into account the whole service chain and managing of visitor attractions might be include in the course, possible option for an reorientation of the course were discussed. Because the curricula has already been agreed by the responsible authorities of Montenegro at the moment no need for a formal change is seen. Additional aspects could be easily integrated without having to change to official curriculum description. Different options have been intensively discussed and some examples of integrating relevant aspects have been reflected together. Apart from the suggestions of the reviewer as certain focus on quality management (with a special regard to the structure of SMEs in rural tourism) might be developed. In this context not only traditional QM-approaches should be applied, but the students might be stimulated to reflect on S/W of comprehensive QM-strategies which have been developed mainly for bigger enterprises. Necessary adaptations of these approaches might be elaborated during the course by making existing concepts (like for example the Swiss Q) applicable to the specific situation of Montenegro.

Another emphasis might be laid on the role of Tourism organizations. When developing nature oriented products in rural areas where a lot of the private stakeholders are only semi-professionals and the product (contrary to the Sun&Beach-segment) needs the cooperation of different stakeholders, the design of the products needs an integrating mediator, moderator and coordinator. This task is a special challenge for local and regional tourism organizations. When treating different examples from other countries during the course (which is officially part of the program) this aspect might be treated.

A third aspect which might be integrated into the course program concerns the specific needs for adapted marketing activities. Because nature oriented tourism product usually do not have huge volumes of funds at their disposal for marketing activities, new approaches of viral or recommendation marketing using testimonials as an important multiplying factor might be a solution. Especially with the opportunities of the Social Web (Web 2.0) new options for this kind of cost-efficient marketing activities arise. This aspect might as well be integrated when treating good practice examples during the course.

2) ***Sustainable Tourism Development*** (Doc. Dr Aleksa Vucetic)

For the course of Sustainable Tourism Development the result of the peer reviewing by Prof. Lund-Durlacher (Modul University Vienna) suggest only some minor readjustments and revisions.

One of the recommendations has been to apply a broader more integrative perception of the sustainability concept, while the actual curriculum has a very strong orientation towards ecological dimensions. This fits well into the overall target of the study program and offers some links to other courses.

At the same time future perspectives were seen in target group specific marketing approaches to achieve a sustainability mainstreaming. Constraints on the offer side might as well be taken into account when treating different case studies.

As a third possible option the effects of climate change might be integrated following the idea of a comprehensive sustainability concept.

3) ***Internet technologies and services*** (Prof. Dr. Srdjan Stanković, Elektrotehničkog fakulteta)

For this course the approach of the responsible lecturer and the peer reviewer (Prof. Egger, Fachhochschule Salburg-Urstein) showed quite a big gap. The basic idea of the lecturer is to give the students a basic knowledge of ICT-tools so that they might improve their chances at the montenegrin labour market and at the same time being able to communicate in a competent way with ICT-service providers during their career.

The peer reviewer agreed with the need for integrating ICT-aspects into a tourism management course. But he opted for a much more general and somehow more theoretical strategic approach. The actual content of the course would fit according to the opinion of the peer reviewer quite well into a Bachelor program.

The position of the reviewer shows a quite strong Austrian-bias. Whereas in Austria basic skills of ICT-technology mastering are already integrated in the Bachelor program and therefore a more strategic approach is apt and possible during a Master program, in Montenegro the IT-courses during the first three year treat only basic aspects (such as MS-Office). Due to this a certain amount operational skills have to be included in the Master program.

At the same time – according to Montenegrin frame conditions which are oriented towards a four year study program – the first official year of the LMOC Master Study Program is understood as a specialization year. This means that to a certain extent it can be seen as some kind of forth year of the actual Bachelor program.

One of the future options to be reflected and discussed within the responsible structures is whether it might be an option to switch from the actual 3 + 2 years scheme to a 4 + 1 year scheme which matches the Bologna criterions as well.

Nevertheless an integration of some more strategic management aspects into the course has meanwhile been executed by the colleague. An amended version of the curricula will be sent to WUS Austria. Apart from some general management perspectives on the impact of ICT on the economic structures in the tourism industry even options of recommendation marketing (with a focus on the Social Web) have been integrated in the curriculum, so that the recommendations of the peer reviewer are met.

Apart from the concrete treating of specific courses more general aspects of the study programs and the cooperation have been discussed with different responsible colleagues.

Concerning **internships** it has been agreed upon that a duration of 1 months is too short a period of time. On the one hand it would be difficult to find places for internships at organizations, agencies or enterprises. Usually in Germany an internship lasts at least 3 months. On the other hand the funding is not seen as sufficient by the Montenegrin colleagues, because it has to cover the travel expenses (quite expensive flights) as well as the accommodation in Germany and daily allowances. Especially for short periods of internship no inexpensive accommodations could be found. So it was agreed upon, that an option for the future might be to think of longer internships (3 to 6 month) for only very few selected students (perhaps at the end or after finishing their master program). Another option would be a common visit of the whole group during one or two weeks where a program is elaborated that comprises meetings with the responsible persons of different tourism organizations, agencies and enterprises, so that a more general overview on the structure of the Central European Tourism industry will be gained.

Future perspectives for the broadening of the **cooperation** in the field of **teaching** where seen by future co-teaching courses and exchange of lecturers (in both ways). The option for common field-trips and small student research activities (project studies) has been looked upon as being equally to be taken into account and a promising approach of bringing together not only lecturers but also the students. For the year 2011 first draft outlines of such a small project have been drawn. At the same time an integration of other universities – from Germany as well as from the West Balkan States – where Kotor and Trier are the core of a future network which might try to establish Erasmus-Mundus and later on regular Erasmus activities have been thought of. Even the option of a closer integration of the study programs stood on the Agenda of the discussion.

Apart from a further development of teaching cooperation the options for possible **joint research projects** have been reflected as well. One option being, that with grants from the DAAD-Sandwich program, co-guiding of promising young researchers for PhD-Thesis could be executed and thus first steps of a research orientation established. Seen the different structures of the university system it has been recognized, that the focus on research activities is less important for the Montenegrin colleagues. But nevertheless – taking as an example a small cross-border research project between the University of Montenegro and the University of Shkodra on biking tourism – options have been identified which might include multi-lateral activities in the future. At the same time it has been agreed that it is still too early to think of applying for huge funding (e. g. in the 7th European Research program). To apply for this programs the cooperation first has to be put on a more substantial and broader basis by means of smaller activities.

Overall the study visit to Kotor showed promising perspectives for future cooperation and at the time proofed that the colleagues are making good progress on their way of establishing labor market oriented study programs on a high professional level which becomes more and more competitive with the level at other European universities.

Yours sincerely