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Erasmus+ Programme
of the European Union

Quality and Assessment Plan

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TOR VERGATA
UNIVERSITÀ DEGLI STUDI DI ROMA



CERTH
CENTRE FOR
RESEARCH & TECHNOLOGY
HELLAS



Project acronym:	ADA
Project full title:	Advanced Data Analytics in Business
Project No:	598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
Funding scheme:	ERASMUS+
Project start date:	November 15, 2018
Project duration:	36 months

Abstract	This plan determines main activities for implementation of quality management. It defines processes for planning and executing the project activities and metrics for measurement of progress and degree of realizations needed to maintain an effective quality assurance and control of ADA project. It also provides templates to be used.
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Title of document:	Quality and Assessment Plan
Work package:	WP5: Quality Control and Monitoring
Activity:	5.1 Defining plan for project quality control
Last version date:	03/03/2020
File name:	ADA_Quality_and_Assessment_Plan.pdf
Number of pages:	64
Dissemination level:	Consortium

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision description	Partner responsible
1.0	03/03/2020	Creation of document	UNIKG

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Abbreviations

QAP: Quality and Assessment Plan

MQM: Management Quality Manual

QCM: Quality Control and Monitoring

HEI: Higher Education Institution

SC: Steering Committee

LC: Local Committee

QCC: Quality Control Committee

PC: Project Coordinator

WP: Work Package

LLL: Lifelong Learning

EACEA: Education, Audio-visual and Culture Executive Agency

EU: European Union

UB: University of Belgrade

UNS: University of Novi Sad

UNIKG: University of Kragujevac

UNI: University of Niš

WU: Wirtschaftsuniversität Wien (Vienna University of Economics and Business)

EISTI: Ecole Internationale des Sciences du Traitement de l'Information (Graduate school in computer science and mathematics engineering)

UNITOV: University of Rome Tor Vergata

CERTH: Centre for Research and Technology Hellas

SAM: Serbian Association of Managers

BA: Business Analytics

IR: Interim Report

FR: Final Report

NEAQA: National Entity for Accreditation and Quality Assurance in Higher Education of Serbia.

Executive summary

The “Quality and Assessment Plan” is a deliverable within WP5 entitled “Quality control and monitoring” of the Advanced Data Analytics in Business (ADA) project. The Plan defines the main elements of quality control and monitoring plan i.e. it defines the project organization, roles and responsibilities with the emphasis on the quality control and quality assurance of activities that will be carried out. In particular, the Plan determines quality requirements and mechanisms for collecting relevant information, reporting, monitoring and analyzing activities of the management of the project, its implementation, risk management and deliverables. It also determines and describes quality expectations and quality metrics of project outputs and outcomes and provides templates for the events and deliverables in the Project.

The QAP is mandatory reading material for each team member of the Project. Commitment to the processes and procedures set out in this plan are mandatory for all activities carried out within the project.

1. Introduction

1.1. Project scope

The principal outcomes of the Project are the courses and master study program of advanced data analytics in business at Serbian universities, development of methodology and implementation of the program, as well as established LLL courses for professionals. Business analytics is the practice of iterative, methodical exploration of an organization's data, with an emphasis on statistical analysis. The goal is to fill the existing gap in that area, to develop sustainable study program with international orientation through cooperation with companies and other stakeholders, and to become the leader in business analytics in the region.

The principal objectives of the Project are:

- Capacity building for business analytics studies in Serbia by improving corresponding skills of experts in business analytics.
- To develop and implement master curriculum in advanced data analytics for business in line with existing European study programs and according to Bologna requirements with the verification through the accreditation process.
- To organize lifelong learning program in business analytics for professionals in different fields.

The project will provide a framework for upgrading of human and infrastructural potential necessary to achieve these goals through teacher training, purchase of software and books, cooperation between universities as well as cooperation with non-academic partners and transfer of knowledge and experience. Well trained professionals in the vast area of applications of mathematics and statistics in business are of great importance for economic and social development. Participation of four largest state universities in Serbia and very influential non-academic partners in this project will generate a significant impact on the national level while the EU partners will provide experience and know-how necessary for fast and successful achievements of the project's goals.

The project is motivated by needs for professionals in the field of business analytics in many branches of Serbian economy. This need is justified by all national strategic documents.

SWOT analysis in the “Strategy for Education Development in Serbia until 2020” is stressing the shortage of highly skilled professionals in the economy.

Consequently, the goal is to educate future experts capable of doing statistical and quantitative analysis, data mining, predictive modeling, multivariate testing, big data analytics, text analytics, data visualization, business intelligence reporting, and using self-service analytics platforms.

The Project is organized into six Work Packages with Outputs/Outcomes, as presented in Table 1.

Table 1: Work Packages and Outputs/Outcomes

Work Package	Outputs/Outcomes
WP1: Development of a new program in Advance Data Analytics in Business	1.1 Analysis of best practice and comparative analysis 1.2 Learning outcomes and competencies 1.3 Program, modules, syllabi of all courses and ECTS
WP2 Preparations for implementation of new master and LLL programs	2.1 Equipment purchased 2.2 Workshop in Serbia concerning teaching methodology 2.3 Guide in methodology 2.4 Study visits of staff from Serbia to EU 2.5 Courses and teaching material 2.6 LLL program
WP3 Implementation of the program	3.1 Accreditation of master study program 3.2 New master program implemented 3.3 New LLL program implemented 3.4 Report on feedback and final analysis
WP4 Dissemination and exploitation of project results	4.1 Dissemination and exploitation plan 4.2 Design of project visual identity 4.3 Project web site launched 4.4 Raised awareness for ADA 4.5 Final report disseminated
WP5 Quality control and monitoring	5.1 Quality and assessment plan 5.2 Metrics for ADA 5.3 Internal control and monitoring report 5.4 Report on external evaluation
WP6 Management of the project	6.1 Project coordination meetings 6.2 Efficient overall project management 6.3 Efficient local project management 6.4 Interim Report (IR) and Final Report (FR)

Work Package 5: Quality control and monitoring deals with all quality-related issues of the project, and this Plan is one of its key deliverables which will serve as a guide for quality control and monitoring of all project activities.

1.2. Aim and Scope of the Quality and Assessment Plan

This document, for internal use by the ADA project team, will act as a framework for quality management and it contains general rules and procedures aimed to ensure timely execution of the Project activities that will lead to its overall successes. The Plan shows how the project will be carried out and what and how will be measured and monitored.

The Plan defines the organization and management structure and the relationships between the partners so that there is a clear distinction of roles and responsibilities for all participants, and a clear procedure for how the project will be managed. In addition, the Plan determines and describes quality expectations and quality metrics of project outputs and outcomes and project-related activities, as well as the key aspects and procedures for internal and external monitoring and risk management.

The Plan is created by the following procedure: the local team at UNIKG prepares the first draft version, which is then distributed to Project Coordinator (PC) and all members of Quality Control Committee (QCC) for reviewing. After collecting all comments and recommendations, UNIKG finalizes the Plan which should be approved by the Steering Committee (SC) and adopted by the consortium. The electronic version of the Plan will be made available at the project website and on internal electronic platform for storage and exchange of project documents. Content of the Plan is subjected to changes during the project lifetime. Any change should be suggested to and approved by QCC, and finally confirmed by SC.

2. Management Structure – Roles and Responsibilities

2.1. Project Management team

Steering committee - During the project execution (36 months), project management will be implemented at the consortium level and at national level in Serbia by performing coordination of activities at the level of all the partners (Universities) between countries, where one representative of each partner institution will participate in the work of the Steering Committee (SC). All aspects of project implementation will be followed and managed through reporting system, with interim and final reports to EACEA.

SC provides input into strategic and organizational issues, define the project standards and agree on all project policies that must be formally and explicitly stated. Tasks assigned to consortium partners are contractual obligations. Decisions will be taken on a consensual basis, and in case of disagreement, the SC will make the final decision. SC have regular meetings, approximately, every 6 months.

The responsibilities of the SC are to:

- (1) Supervise and review project progress and control the activities;
- (2) Ensure that the project maintains its relevance;
- (3) Be aware of relevant activities in other projects;
- (4) Officially approve and finally accept the project deliverables;
- (4) Resolve any technical, administrative or contractual issues which have not been resolved by other means within the project.

Project Coordinator (PC) is a leading person of the project, who coordinates all project activities. The responsibilities of Project Coordinator, related to the quality aspects of the project, are:

- Cooperates with WP leaders and Quality Control Committee (QCC) on all matters relevant to ensuring the quality of the project's deliverables;
- Accepts the deliverable or provides final comments to the Work Package Leaders;
- Cooperates with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description;
- Informs the QCC and WP Leaders of any changes in the Partnership Agreement and the related Work Plan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables;
- Officially submits all deliverables for final approval and acceptance to the SC.

Local Committee (LC) is organized within Serbian partners for implementation of project activities and reporting on the overall project management to the SC. LC will be responsible for the project implementation at national level.

UNS is the project coordinator as an institution, responsible for financial and administrative management of the entire project. Allocation of resources and distribution of project tasks is performed between the partners within six work packages (WP). Each work package has one project partner assigned as WP Leader. WP Leader is in charge of a particular WP and coordinates the participation of other project partners in the realization of WP activities. The distribution of the work packages among project partners is presented in Table 2.

Table 2. The distribution of work packages among project partners

Work Package	WP Leader	Participating partners
WP1: Development of a new program in Advance Data Analytics in Business	University of Novi Sad (UNS)	All partners
WP2: Preparations for implementation of new master and LLL programs	University of Belgrade (UB)	All partners
WP3: Implementation of the program	University of Nis (UNI)	All partners
WP4: Dissemination and exploitation of project results	University of Kragujevac (UNIKG)	All partners
WP5: Quality control and monitoring	University of Kragujevac (UNIKG) ¹	All partners
WP6: Management of the project	University of Novi Sad (UNS)	All partners

Partners in ADA consortium were chosen on the basis of their complementarities, competences and previous successful cooperation in the similar projects. There are 9 partners involved in the project implementation: 4 largest HEIs from Serbia (UB, UNS, UNI, UNIKG), 3 HEIs from EU (WU, EISTI, UNITOV), 2 non-academic partners (CERTH, SAM), and 2 associated partners (Union of Employers and INFOSTUD).

Serbian partners are equally involved in all WPs and project teams at these HEIs consist of people specialized in different relevant areas and with great professional and organizational experience (especially in the fields of mathematics, statistics, IT, and management).

The role of selected EU partners is to lead the capacity building and provide expertise on EU policy and practice in business analytics. EU partners are selected according to their specific expert knowledge and experience. All EU partners have developed programs in the field of business analytics, big data or data science, together with developed cooperation with companies in the field of BA.

Non-academic partners - Role of non-academic partners in the project is to help with the analysis of learning outcomes and competencies which must have any business analyst, taking into account particular situation in Serbia and the region. As education of future experts in the field of business analytics would not be possible without the interest from and

¹ ADA project Steering Committee, on its meeting held in November 2019 in Rome, Italy, decided to transfer the WP5 leadership to the University of Kragujevac. This is confirmed by Annexes of the Partner Agreement, signed by both parties (WU and UNIKG) with Project Coordinator (UNS).

benefits for the industry, the Serbian Association of Managers (SAM) is the project partner, and INFOSTUD and Union of Employers are associated partners. Involvement of non-academic partners will secure the development of the master study program which will serve the interests of the Serbian and regional economy.

Companies will also take part in the workshop dedicated to teaching methodology and they will help with choice of topics for LLL seminars. Finally, they will have an important role in dissemination and sustainability activities.

Quality Control Committee (QCC) - The Project Consortium, on its kick-off meeting held in November 2018 in Novi Sad, established Quality Control Committee (QCC), which consists of one representative per each project partner. The duty of the QCC is to monitor and evaluate the progress of the project and to ensure that all its activities are carried out properly and following quality assurance guidelines, within time and budget constraints. During the project implementation, the work of QCC team is coordinated by the representative of WP5 Leader (WP5 Quality control and monitoring), who will monitor the implementation and acceptance of the quality procedures along with other QCC team members. QCC members should communicate on regular basis, face-to-face or electronically, and discuss and resolve all disputed issues that turn up during project implementation.

The responsibilities of Quality Control Committee are:

- (1) Prepare Quality and assessment plan,
- (2) Prepare relevant metrics and indicators for quality control and monitoring,
- (3) Discuss and evaluate the progress of the project,
- (4) Monitor the activities of all partners,
- (5) Monitor and supervise the quality of all stages and activities of the project,
- (6) Together with WP leaders and PC monitor and evaluate the quality of project deliverables and suggest improvement strategies,
- (7) Prepare internal quality reports on regular basis (More details in Internal monitoring Section).

2.2. Project implementation

The project encompasses 5 processes:

1. Visits of EU partner institutions

Visits to the EU partner institutions will in the first phase help Serbian representatives to get acquainted with the structure of master programs of host institutions, and EU partners will organize trainings for teaching staff as a part of capacity building in the later phase.

2. Development of curricula and corresponding accreditation process

Curricula will be developed based on the experience and best practices of the EU partners, following the requirements of Serbian job market. Accreditation process will serve as an official quality assurance procedure.

3. Procurement of equipment necessary for implementation of accredited master study programs and LLL courses

All necessary equipment, including software for business analytics and hardware will be purchased. Public procurement will be organized according to the Serbian Law on public procurements and ERAMSUS+ regulations.

4. Dissemination (media, web page, social networks, seminars, promotional material)

Dissemination will be channeled through project website, different venues and social networks in order to comprehensively cover the region and attract prospective attendees.

5. Registration of students and measurement of their satisfaction upon graduation (and the same for experts and LLL courses)

Satisfaction of attendees, as crucial part of study program evaluation, will be continually measured and monitored, together with the prospects of students to find adequate jobs upon graduation. Based on the results, fine tuning of curricula will be conducted when necessary.

3. Quality Expectations – Management Quality Manual

Quality control and monitoring is vital to ensure that project objectives and results can be achieved and delivered within the project lifetime and budget and at a high-quality level. Therefore, it is of high importance to set up quality control goals, mechanisms and procedures to be followed throughout the whole project implementation and by all partners. Quality control and monitoring in the ADA project will combine various approaches and tools for quantitative and qualitative information collecting and analysis:

- Quantitative and qualitative data collected during trainings, workshops/seminars, study visits and coordination meetings,
- Feedback surveys of the participants of trainings, workshops/seminars, study visits and coordination meetings (questionnaires on participant satisfaction),

- Minutes of coordination meetings of SC, LC and QCC, with decisions on the actions and responsibilities for their implementation,
- Evaluation survey on new courses and master study programs, and improved teaching and lab facilities,
- Student feedback surveys,
- Periodical internal quality control and monitoring reports (reflecting the achievements and possible gaps per WP and per partners, and providing recommendations for the improvement),
- External quality control and monitoring reports,
- Travel reports and financial reporting forms (timesheets and staff declarations) (for the quality of financial management and budget realization),
- Comments from referees in the process of accreditation, etc.

3.1. Quality of the project deliverables

The main role of every deliverable is to support the feasibility of project objectives. In this regard, project deliverables are classified into outputs (tangible) such as minutes, reports, publications, manuals, promotional material, syllabi, curricula and outcomes (intangibles) which refer to organized events (workshops, conferences, trainings...). Common expectation for all deliverables is timely delivery.

The process of creation and adoption of each deliverable is as follows: The representative of WP Leader responsible for the deliverable coordinates work on draft version of the deliverable, and, includes local QCC representative, local team members and, if necessary, project team members from other project partners. When completed, draft version of the deliverable is sent to PC, representatives of other partners, and, if necessary, QCC members, for evaluation and feedback. Based on received feedback and recommendations, WP Leader finalizes the deliverable, which should then be approved by the Steering Committee and adopted by the consortium. In general, and when applicable, the electronic version of the deliverable should be made available on the ADA project public website.

3.2. Quality of document based deliverables

A consistent and common format for all document based deliverables (word document, power point presentations) is to be followed by all partners using templates provided within this Plan. Provided templates must be used in order to ensure a common visual identity as

well as a good quality of information in documents produced by the Project. All templates can be found in the Annexes section, at the end of this document.

All Project publications and results, including project website, must follow the project visibility recommendations, i.e.:

- Must display ADA project Logo,
- Must display Erasmus+ Logo followed by the sentence " Co-funded by the Erasmus+ Programme of the European Union". It is to be placed on the cover or the first page,
- Must display the title and reference number of the project,
- Must include the following disclaimer on the inner pages: “The support of the European Commission for the production of this publication [booklet/brochure/etc.] does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein”.

3.3. Quality of ADA events

All project events should be organized professionally. The organizers must provide in due time the participants with the draft agenda (updated regularly on the website) and a notification on the logistics (with information about how to reach venues, travel and accommodation options etc.).

The event organizers take care of smooth registration processes. All necessary materials must be distributed before the opening and Attendance list must be included. Organizers also ensure the recording of minutes of the meetings where appropriate (e.g. for coordination meetings, trainings, seminars). Importantly, feedback forms - evaluation questionnaires (Annex E) must be distributed to participants. Specifically, upon the completion of each event (session, training, seminar, workshop, study visit), participants should fill in post-event feedback surveys, in order to evaluate the effectiveness of the event and participant level of satisfaction, and to ensure further improvement. In general, the institution-organizer of the event is responsible for data collection and processing, except for study visits and workshops, in which case WP5 Leader is responsible for the survey and its evaluation. Questionnaires will be anonymous and will focus on the quality of event organization, event materials and presentations, time and space management, usefulness and effectiveness of the event, etc. The event is considered successful if the percentage of participant satisfaction is more than 70%. In case this percentage less than 70%, the WP Leader responsible for the event proposes

proper corrective actions (repetition of the event, distribution of more training or informative material, etc.), which should be agreed with the PC. In addition, event reports must be prepared by organizers (Annex F), and distributed using internal project channels. Report will include summary review of the event and lessons learned, and also will help in final reporting. Power point presentations should be prepared using appropriate template (Annex B).

Each event should be documented when appropriate by presentations (upon the approval of the presenter), photos and/or video materials (upon approval of authors).

The partners should use all provided dissemination channels to timely inform the public, and media of the event. Posters, roll-up banners and other promotional materials should be displayed during the event.

3.4. Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Sustainability Plan (WP4) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Program, as discussed previously in the Quality of document based deliverables Section. Promotional materials must include the purpose of the corresponding event. In particular, when study program info days are organized material should include all important info for prospective attendees of master and LLL programs (regarding admission exam, courses, important dates, places...).

3.5. Quality of websites and other electronic deliverables

The project will set up and maintain its website as a tool for communication, dissemination and project management. WP4 Leader will set up and maintain official project website, so that all beneficiaries can always be informed about latest activities and project results. ADA website will be maintained for at least five years after the end of the project and the information on the website will be available in English. The website will be regularly updated and it will contain project mission, description, partner description and all project deliverables and results. ADA Master study programs will have their own web page which will inform prospective students about all important details, such as: curriculum, teaching staff, student information etc.

The project website will contain private area for sharing internal project information and documents among partners. Project consortium will also use digital platform for file storage and exchange (such as Google Drive), for the exchange and distribution of all necessary material (minutes of meetings, reports, surveys, draft deliverables, etc.) and collaborative work.

To ensure project’s visibility in the social media sphere, the presence on the most important social networks will be established. Social networks will be used to attract target audience in Serbia and in the region. Each Serbian HEI partner is responsible for the set up and maintenance of project profile, as described in the following table.

Table 3: Social networks presence responsibility

Social network profile	Responsible
Facebook	University of Novi Sad, Serbia
Instagram	University of Niš, Serbia
Twitter	University of Belgrade, Serbia
LinkedIn	University of Kragujevac, Serbia

All project partners are also asked to promote ADA project on the official websites of their Universities/Faculties and social network profiles by providing short description of the project, logo and link to ADA project website.

During project lifetime, various indicators of quality of electronic dissemination will be measured: number of posts on the website/profile, number of website/profile visits, structure of visitors, source of visitors, visitor engagement (Likes, share, etc.), number of downloads per document, etc.

3.6. PR strategy and communication with external environment

The project should exploit various communication and dissemination tools and venues to promote the project goals, such as: workshops, conferences, comprehensive and attractive printed and video materials, project website, dissemination through media, etc. Also a series of lectures for students at bachelor studies have to be organized before the start of new master study programs, as well as seminars for the presentation of LLL courses to professionals.

3.7. Quality of procurement

One of the important benefits for Serbian HEI partners is the modernization of its facilities i.e. purchasing of the necessary equipment. As modern systems and applications of business analytics are computer-based, the main part of the budget allocated for this purpose will be spent on purchasing the equipment for computer classrooms.

For this purpose, a Commission for equipment purchase, constituting of two representatives of each Serbian HEI project partner, must be appointed. The Commission organizes public procurement for the equipment proposed in the project application, respecting all rules and laws of the Republic of Serbia, as a joint tender, with four segments (one for each Serbian HEI project partner). The process of equipment purchase should respect time and budget constraints. The quality of procurement will be monitored using indicators which reflect compatibility of requested and delivered equipment, deviations from scheduled time and budget plans, etc.

3.8. Quality of Curricula and Accreditation procedure

National Entity for Accreditation and Quality Assurance in Higher Education of Serbia – NEAQA is the body in charge of Regulations on Standards and Procedure for Accreditation of Study Programs in Serbia. All HEIs in the Republic of Serbia are subject to the procedure of accreditation of study programs. Every study program must be verified through the process of accreditation before student enrollment. To pass the accreditation a study program must satisfy requirements regarding purpose and objectives of the study program, competences of teaching staff, adequate curriculum and syllabi, competences of graduated students, equipment, quality control, and comparability with distinguished European study programs, among other things. A HEI can apply for state financed tuition fees only for accredited study programs.

Valid accreditation requirements are in agreement with the requirements of the Project (e.g. *Activity 1.1 Report on Analysis of best practice* corresponds to comparability of program with other European study programs, as defined by accreditation rules). Therefore, process of accreditation itself will be part of external monitoring strategy in achieving main objectives of the project: 1) To develop and implement master study curricula in advanced data analytics for business comparable with existing European study programs and according to Bologna requirements and requirements of stakeholders (industry representatives) and 2) Capacity

building for business analytics studies in Serbia by improving corresponding skills of experts (and teaching staff) in business analytics.

Process of accreditation is complex and long lasting. Study program must be adopted at the Faculty and University level and then forwarded to NEAQA which then starts with peer-review panel procedure which consists of analysis of submitted documentation and visit to HEI.

Quality procedure will include reporting of partner institutions in charge for development of study programs about the progress of accreditation and unexpected difficulties and impediments. Every progress in the process of accreditation should also be disseminated at the official website of the Project. Final outcome is the official accreditation of a program. Monitoring of accreditation procedure and quality of corresponding curricula will be based on the official reports and recommendations of the NEAQA referees.

3.9. Enrollment criteria

Since the Project goal is to enroll students from Serbia and from the region it is important that students have proper qualifications which allow them to follow courses with understanding. For that purpose, admission criteria should be carefully developed. In addition, admission exam will be created and candidates will be adequately ranked based on the test results and undergraduate study scores.

According to **Project plan** targets for attendees are set as:

- Number of students enrolling the program: 20 students per year per institution
- Number of professionals attending LLL program: 20 professionals per year
- Number of seminars organized for lifelong learning: 4 per year (1 seminar per institution).

3.10. Quality of studying

The satisfaction of stakeholders, beneficiaries and end users (attendees) will also be investigated. It will take into account a variety of information from different sources using visits, interviews, questionnaires to target groups and consultation with the project beneficiaries. Particularly important will be the opinion of the students studying at ADA master study programs. At the end of each semester they will evaluate the quality and competences of teaching staff and literature, premises and knowledge gained. A questionnaire on student satisfaction is presented in Annex G. The results of the analysis of

students' opinion will be used for fine tuning of master study programs and courses for future generation.

3.11. Quality of LLL courses

One of the goals of ADA project is to develop and organize a set of courses as a part of life-long learning (LLL) seminars for professionals already working in different sectors of economy with the need for using advanced data analytics tools. Choice of appropriate topics will be done during the consortium meetings where also representatives from different stakeholders, including companies, will be present and which will share their opinion on the matter. LLL program will also be organized at all four Serbian universities participating in the project. Prior to LLL courses, one-day seminars for presentation of LLL program to professionals working in different fields will be organized at 4 centers in Serbia. The satisfaction of LLL program attendees will be evaluated using a questionnaire in (Annex H). The questionnaire will provide project partners with the information relevant for the satisfaction level on the choice and relevancy of the topics, competences of the lecturers, quality of teaching material, knowledge gained, etc.

3.12. Metrics for ADA studies and LLL

In order to allow for quantification of progress and success of project activities ADA project quality plan will rely on certain metrics, in line with the practices and experiences of the successful management of business analytics study programs and LLL courses. Since this is the most important outcome of the ADA project, a special workshop will be organized with the aim to adopt a set of quality metrics which will be used by HEI organizing master study programs and LLL courses as a part of internal quality monitoring. Prior to the workshop, draft set of metrics will be prepared by WP5 Leader and presented to all project partners for a discussion and suggestions. The final set of indicators will be fine-tuned and adopted during the Workshop.

The following metrics will be set as part of this activity:

1. Metrics for the degree of completion of Accreditation process,
2. Metrics for training of teachers,
3. Metrics for the student enrollment,
4. Metrics for operation of the master program,

5. Metrics for learning analytics (measurement of students' performance at study program and courses),
6. Metrics for cooperation with companies and student internships,
7. Metrics for LLL courses,
8. Metrics for satisfaction of attendees with the programs,
9. Metrics for employability of students, etc.

Indicators based on established metrics will be followed and reported on a regular basis as part of internal project reporting.

3.13. Quality of project management

As explained earlier, the project management structure was established during the kick-off meeting to ensure effectiveness, quality of work and decisiveness during project lifetime. The project management will be transparent and flexible enough to ensure the implementation of the project activities in order to achieve the project's objectives, under potential risks and changes. Each project partner is equally and independently responsible for assigned activities, money use and reporting. Contact persons of each project partner are responsible for the local management. On each coordination meeting, each WP Leader will inform SC about WP status and progress. Quality of the project management and realization will be monitored by QCC, through internal monitoring and by EACEA (reporting and external monitoring).

4. Internal Monitoring

Internal monitoring is an important day-to-day activity of all project partners. The responsible person for this activity is QCC representative of each institution. QCC member with local team, on regular basis (defined by Project Workplan) prepare internal quality report (Annex I), each for his/her institution, on all project activities performed on its institution in evaluated period and note all quality-related issues and actions. Where applicable, QCC member, in coordination with WP leader, also evaluate the quality of the implementation of work package his/her institution is in charge of, and recommends corrective measures. Possible weaknesses and problems should be identified through these reports, allowing the QCC to suggest the necessary measures to correct them. These reports are sent to the QCC Coordinator, who collects reports of all partners and combines them in one report. This internal report is then reviewed and elaborated by all QCC members and PC, and after

potentially suggested improvements, forwarded to SC for acceptance. Periodical internal reports reflect the progress and achievements as well as potential shortcomings and problems followed by specific suggestions and recommendations. The reports will be disseminated amongst all project partners, in order to ensure their engagement in the improvement processes and will be discussed at the consortium coordination meetings. In addition, they will be the base of final Internal Quality Assurance Report, which should be prepared at the end of project lifetime, and translated and printed by UB.

6. Risk Management Plan

Integral to the internal quality management, regular risk assessments will be carried out as part of the SC meetings. These assessments will induce corrective actions and potential adaptations of the Project Plan, when necessary.

Also external reviewers (representatives of EACEA) might be involved in the risk management. As part of reporting and external monitoring they may assess if there is a risk that the project will fail to meet predetermined goals and if there is a risk that project partners will not be able to spend all the money according to the planned project budget.

6.1. Project risk management

ADA project description implies that realization of the Project depends on internal factors, such as skills of participants and their capacity for cooperation, but also from external factors, such as a process of accreditation and interest of students to enroll developed master study programs.

Project risk management deals with those uncertainties that matter, and we determine whether a particular uncertainty matters by considering the possibility that Project objectives might be affected. The basic goal of the risk management strategy is to divert treats and exploit opportunities. Risk strategy addresses issues considering potential financial risks (overspending or underspending), timing (postponing of activities/deliverables), performance risks (project management) and sustainability of the project results.

Project risk management is a systematic process of identifying and assessing risks and taking actions to protect a project. There are four important Risk Management Steps that will be used to efficiently manage Project risks: **Risk Identification, Risk Assessment, Risk Response Planning, Monitor and Control of Risks**. The first step is to identify any risks

that may affect the project or its outcomes. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions. Once risks are identified, one needs to develop understanding of the nature of the risks so as to determine the likelihood and consequence of each risk for the project. Next, risk must be treated. This includes creation of risk mitigation strategies, preventive plans and contingency plans. Finally, project must be continuously monitored so that proper and timely measures can be taken in case unforeseen problems come up. All the necessary steps must be conducted in a systematic way.

The identification and assessment of new risks is a joint responsibility of all project partners who have to communicate them to the Project Coordinator and the Steering Committee, also suggesting possible interventions and solutions, as soon as they become aware of those risks. Risk monitoring will be a continuous activity during the project. Under the supervision of QCC and Project Coordinator partners will take preventive and corrective actions. As part of the internal quality management, a regular risk assessment will be also carried and reviewed out during the regular SC meetings (risk brainstorming), which shall lead to corrective actions and potential adaptations of the WorkPlan.

The risk management plan includes specific preventive actions, as a way to avoid realization of corresponding risk event, and corrective actions, with the aim to counterbalance a risk event. Such measures will rely on established quality metrics and reports of the partners in the Project.

6.2. Risk identification, assessment and response plan

Risk evaluation will result in determination of quantitative values and qualitative categorization of risk related to a specific situation. The collection and classification of the risks needs specific description and formulation in a unique matrix. For that purpose, a **risk assessment matrix** has been developed. For each critical situation, the following are identified: Associated Risks, Effect (level of impact), Likelihood (Probability of occurrence) and Contingency plans (preventive/corrective actions). The level of impact is assessed with a value of low, medium, or high. Probability is also assessed with a value of low, medium, or high. Following the assessment of risk exposure, contingency plan is proposed. Partners are responsible for constantly monitoring and assessing identified risks related to their respective work packages, paying special attention to the higher level risks.

6.3. Risk assessment matrix for ADA project

Risk assessment matrix for ADA project (Table 4) will be regularly updated with newly recognized risks, using Risk monitoring sheet (Annex L).

Table 4. Risk Assessment matrix

Critical Situation	Associated Risks	Effect	Likelihood	Contingency plans
Inappropriate organization of study visits	Local partners members fail to get proper information about program contents of the study programs of their hosts	High	Low	Exact agenda of the visits set up and agreed in due time.
Breach of public procurement procedure	Ordered equipment delivery lag behind the schedule	Low	Low	Commission for equipment purchase will strictly follow all rules and laws of the Republic of Serbia
Public procurement procedure fail to satisfy time constraints	Ordered equipment delivery lag behind the schedule	Low	Low	Commission for equipment purchase will make sure that purchase agreement defines penalties for any kind of contract breach
Breach of public procurement procedure fail to satisfy quality constraints	Quality of ordered equipment is not appropriate	Low	Low	Commission for equipment purchase will make sure that purchase agreement defines penalties for any kind of contract breach
Public procurement	Satisfying the project goals due to external factors	Medium	Medium	Orders will be made well in advance of the period where the equipment will be necessary
Duration of complex accreditation procedures	Postponing the enrollment of first generation	High	Medium	Continuous monitoring and meetings with representatives of University and NEAQA
Differences in procedure related to alternative models of license holding	Master study program when the accreditation license-holder is Faculty vs. when the accreditation license-holder is University	Medium	Medium	Monitoring and timely reaction to potential changes in procedures

Critical Situation	Associated Risks	Effect	Likelihood	Contingency plans
Accrediting of study programs in English	Teaching staff is not able to meet all requirements in English (lack of certificates)	Low	Low	Timely communication with education authorities during the process of accreditation
Choice of suitable topics/courses	Level of comparability	Medium	Low	Survey of companies prior to development of study programs and survey of graduated students
Difference in educational systems and methodological approaches	Different study models in Serbia and abroad- 4+1 vs. 3+2 models	Medium	Medium	Due diligence will be executed regarding existing study programs in the region in order to determine eligibility of their students
Dissemination activities fail to reach targeted audiences	Lower number attendees than projected	High	Low	Regular monitoring of feedback from dissemination activities
Enrollment	Interest of students to enroll master study programs	Medium	High	Dissemination activities, info seminars and feedback will be thoroughly monitored.
LLL courses	Interest of professionals to attend LLL programs	Low	Low	Effective one-day seminars to present LLL courses to inform and attract companies and candidates
Students drop out	Students find difficult to follow lectures, due to low level of pre-knowledge	Low	Low	Students will be tested prior to enrollment in order to prove they can successfully attend the program
Issues related to partner communication	Coordination problems	High	Low	Strictly following procedure from QCMM
Selection of unqualified external specialists to audit quality of master study programs	Failure to produce proper external quality report	Low	Low	Establish prior experience with similar kind of materials as the main condition for choice of eligible external specialist to audit quality of master study programs
Risks stemming from multidisciplinary nature of partners	Failure to successfully transfer knowledge and experience from academia to the industry partners	High	Low	Smart coordination of activities

Critical Situation	Associated Risks	Effect	Likelihood	Contingency plans
Underestimation of time needed to produce deliverables	Tasks not completed / Deliverables not submitted on time	High	Low	PC ensures timely submission of deliverables

7. External Monitoring

There will be several levels of external monitoring of the ADA project. First, external evaluation of developed master study programs will be organized. Namely, after first version of curriculum, content of courses and methodology is finished, two independent external experts will be subcontracted in order to evaluate the quality of the developed master programs. Two EU partners (WU and EISTI) will publish a call for two experts in the field of business analytics. For this purpose, both partners have allocated subcontracting costs within the project budget. Based on the report of these external experts, fine-tuning of master study programs will be performed.

Second, external monitoring of the project will be performed by EACEA. Project consortium will prepare two detailed reports (Interim and Final Report) and submit it to EACEA for evaluation. EACEA reviewers (based on Interim report) will assess of various aspects of project implementation, such as relevance (is project still relevant in terms of its goals and achievements), efficiency (are the activities in work-packages done on time), effectiveness (how well are project specific objectives met), impact and sustainability (what would stay after the project is finished).

Third, UNS as Project Coordinator institution will additionally subcontract the external audit agency for the purpose of preparation of External Audit Report on the project's financial statements in accordance with the recommendations and templates of EACEA (the financial resources for this audit are also planned in the project budget).

Finally, all new master study programs developed within ADA project will have to pass national accreditation procedure and get positive decision, in order to start its implementation i.e. student enrolment. This rigorous and timely procedure may be also count as external quality control of all aspects of new master study programs and its implementation – teacher competence, quality of syllabi, literature, premises, etc.

In addition, in the case of any problems or dilemmas, Project Coordinator can contact and consult National Erasmus Office, for help and clarification.

8. Partners' technical and financial reporting

In the period of project duration, each partner institution is responsible to take care of local project administration and technical and financial reporting. Project Coordinator institution

(UNS) will assign financial manager/administrator of the project as a whole, while each partner institution will assign one person, local financial manager who will be responsible for monitoring work activities and financial implementation, collecting and digitizing all project-related documents (Individual mobility reports, Time sheets, invoices, etc.) and periodically sending it to project financial manager via project electronic platform for data storage and exchange (e.g. Google Drive), together with current financial status of the partner (money spent/money left). Local financial manager will also help local contact person (SC member) in preparation of Interim Report and Final Report. Interim Report (IR) will be submitted halfway through the project period. IR will include information on the implemented project activities, achieved results, and eventual changes to original plans. Final Report (FR) will be submitted upon the completion of the project with the final financial results of the project.

ANNEXES

- Annex A: Report template
- Annex B: Presentation template
- Annex C: Agenda template
- Annex D: Attendance list template
- Annex E: Study visit/event questionnaire template
- Annex F: Event report template
- Annex G: Student feedback form template
- Annex H: LLL course attendee feedback form template
- Annex I: Internal report template
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- Annex K: Staff Cost documentation
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ANNEX A

Report template



ADA
ADVANCED DATA
ANALYTICS IN BUSINESS

Co-funded by the
Erasmus+ Programme
of the European Union



TITLE

SUBTITLE

Contacts: <Name and Surname>, <Affiliation>, <E-mail>



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Project acronym:	ADA
Project full title:	Advanced Data Analytics in Business
Project No:	598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
Funding scheme:	ERASMUS+
Project start date:	November 15, 2018
Project duration:	36 months

Abstract	<Short description of the report>
----------	-----------------------------------

Title of document:	<Enter title of the report>
Work package:	<Enter number and name of the WP to which report belongs>
Activity:	
Last version date:	
File name:	
Number of pages:	
Dissemination level:	

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision description	Partner responsible

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Heading 1:

<Text>: After welcome speeches, Prof. Dr. Mirko Savic, University of Novi Sad started the presentation of the project. He introduced the participants with all partner institutions – 4 EU partners, 4 state universities and 1 private institution from Serbia. Afterwards, all meeting participants were introduced and representatives from partner institutions gave some remarks regarding their expectations from the project. ...



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ANNEX B

Presentation template

TITLE

Location:
Date and time:

Contacts: <Name and Surname>, <Affiliation>, <E-mail>

Heading 1

<TEXT>

ANNEX C

Agenda template



TITLE OF THE MEETING AGENDA

Location:

Time:

Contacts:

DAY I

Time, location	
10 ³⁰ – 11 ⁰⁰ h	Registration of participants
Part I Opening and welcome speeches	
11 ⁰⁰ – 11 ³⁰ h	
11 ³⁰ – 12 ⁰⁰ h	
12 ⁰⁰ – 12 ³⁰ h	<i>Break</i>
Part II Title	
12 ³⁰ – 12 ⁴⁰ h	
12 ⁴⁰ – 12 ⁴⁵ h	
12 ⁴⁵ – 12 ⁵⁰ h	
12 ⁵⁵ – 13 ⁰⁰ h	
13 ⁰⁰ – 13 ⁰⁵ h	
13 ⁰⁵ – 13 ¹⁰ h	
13 ¹⁰ – 13 ¹⁵ h	
13 ¹⁵ – 13 ²⁰ h	
13 ²⁰ – 13 ²⁵ h	
13 ²⁵ – 15 ³⁰ h	<i>Lunch break</i>
Part III Title	



**ADA**ADVANCED DATA
ANALYTICS IN BUSINESSCo-funded by the
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of the European Union

15 ³⁰ – 15 ⁵⁰ h		
15 ⁵⁰ – 16 ¹⁰ h		
16 ¹⁰ – 16 ³⁰ h		
16 ³⁰ – 16 ⁵⁰ h		
16 ⁵⁰ – 17 ²⁰ h	Coffee break	
17 ²⁰ – 17 ⁴⁰ h		
17 ⁴⁰ – 18 ⁰⁰ h		
18 ⁰⁰ – 19 ⁰⁰ h	Discussion	
19 ⁰⁰ – 20 ³⁰ h	<i>Dinner</i>	

DAY II

Time, location		
09 ⁴⁵ – 10 ⁰⁰ h	Registration of participants	
Part I Title		
10 ⁰⁰ – 10 ³⁰ h		
10 ³⁰ – 10 ⁴⁵ h	<i>Coffee break</i>	
10 ⁴⁵ – 11 ³⁰ h		
11 ³⁰ – 12 ⁰⁰ h		
12 ⁰⁰ – 12 ³⁰ h	<i>Coffee break</i>	
12 ³⁰ – 13 ⁰⁰ h		
13 ⁰⁰ – 13 ³⁰ h		
13 ³⁰ – 14 ⁰⁰ h	<i>Discussion and closing of the meeting</i>	
14 ⁰⁰ – 15 ³⁰ h	<i>Lunch</i>	

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ANNEX D

Attendance list template

ANNEX E

Study visit questionnaire template



ADA Project Event in <Place of meeting> (<Month and Year>) – Feedback questionnaire

A questionnaire to assess participants' satisfaction with the ADA Project E in <Place of meeting> (<Month and Year>)

Time & Schedule

The times of the meetings were convenient for me:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

The schedule of the meeting was convenient for me:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:





Location & Equipment

The location was suitable for this type of a meeting:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

The provided equipment was suitable for the meeting:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

Materials

The pre-materials (such as Agenda) were sent in advance:

Yes No

The materials were clear and understandable:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:





The materials were informative and useful:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

Effectiveness & Productivity

The content of the meeting was useful and informative:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

I have had sufficient opportunities to voice and discuss my ideas/suggestions/opinions:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:

How would you rate the overall effectiveness of the meeting:

	0	1	2	3	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Improvement suggestions/Comments:





Overall Experience and Comments

What about the meeting was done particularly well?

What about the meeting was unsatisfactory?

Other comments or suggestions?



ANNEX F

Event report template

(This template has to be filled by project partners (organizers) for all ADA events
(except SC meetings))



EVENT REPORT

Event title:	
Event date:	
Event venue:	
Event organizer:	
Type of event: (National, international, press conference, promotional event, etc.)	
Work Package/Activity:	
Link to additional info:	
Short description (including any problems during preparation and/or during event itself):	
Invitation was sent off to participants on:	
Information Material was sent off to participants on:	





Total number of participants Invited:	
Number of participants present:	
Lessons learned:	
Additional comments and remarks	
Prepared by:	
???	

Note: Please attach Agenda, Attendance list and Feedback reports (Satisfaction surveys) to this report (if applicable)



ANNEX G

Student feedback form template

Student feedback form

Please evaluate the course and the lecturers as thoroughly and precisely as possible. Each answer is very important and will be carefully analyzed in order to improve our master study program. Please, feel free to express your views – this questionnaire is anonymous. Please tick the appropriate box for each question and provide comments at the end of the questionnaire.

Title of the course: _____

School year/semester: _____

Name and surname of the lecturer: _____

Mark the approx. percentage of the lectures of this subject that you have attended:

0%-25%	26%-50%	51%-75%	76%-100%
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please express your opinion on the following statements, using five-point scale (1 – completely disagree, 2 – partially disagree, 3 – neutral opinion, 4 – partially agree, 5 – completely agree)

Statement	1	2	3	4	5	No opinion
The premises for lecturing were well equipped (video-projector, computers, etc.)	<input type="radio"/>					
Course objectives are clearly defined.	<input type="radio"/>					
The course is well structured.	<input type="radio"/>					
Teaching materials (recommended readings, manuals, etc.) were clear and easy to read and they facilitate learning.	<input type="radio"/>					
The course was supported with enough illustrations (examples, case studies, exercises, etc.).	<input type="radio"/>					
I was informed of the grading and evaluation system before the exam (type of exam, duration, preparation, etc.).	<input type="radio"/>					
Workload is appropriate in relation to the number of ECTS credits given to the course.	<input type="radio"/>					
My thinking and discussions were stimulated.	<input type="radio"/>					
The lectures were organized on time (according to the schedule).	<input type="radio"/>					
The course is presented in an interesting and dynamic way.	<input type="radio"/>					
The use of didactic material (slides, blackboard, films, etc.) helped me to understand the concepts that were taught.	<input type="radio"/>					



Statement	1	2	3	4	5	No opinion
The lecturer's oral expression is good (clarity, volume, tone, flow).	<input type="radio"/>					
The lecturer shows interest in teaching.	<input type="radio"/>					
The lecturer is readily available to answer your questions.	<input type="radio"/>					
Guidelines for completing the assignments / additional activities are clearly stated.	<input type="radio"/>					
Assignments / additional activities facilitate understanding of the concepts taught during the course.	<input type="radio"/>					
The lectures of visiting lecturer were very useful.	<input type="radio"/>					
I got the knowledge I had expected from this course.	<input type="radio"/>					
I have made significant advances in learning in this course.	<input type="radio"/>					
In general, I appreciate this course.	<input type="radio"/>					
I would recommend this course to the others.	<input type="radio"/>					

What did you particularly like about this course/teacher and what are the its strengths?

What did you particularly dislike about this course/teacher and what are its weaknesses?

Do you have any suggestions for the improvement?

THANK YOU FOR YOUR TIME AND ANSWERS!



ANNEX H

LLL course attendee feedback form template

(Note: In case that the LLL course is organized in Serbian language, this feedback form will be translated and the survey will be realized in Serbian)



LLL course feedback form

Please evaluate the LLL course and the lecturers as thoroughly and precisely as possible. Each answer is very important and will be carefully analyzed in order to improve courses. Please, feel free to express your views – this questionnaire is anonymous. Please tick the appropriate box for each question and provide comments at the end of the questionnaire.

Title of the course: _____

Dates of the course: _____ Place of the course: _____

Name and surname of the lecturer: _____

Mark the approx. percentage of the lectures of this subject that you have attended:

0%-25% 26%-50% 51%-75% 76%-100%

Please express your opinion on the following statements, using five-point scale (1 – completely disagree, 2 – partially disagree, 3 – neutral opinion, 4 – partially agree, 5 – completely agree)

Statement	1	2	3	4	5	No opinion
The premises for lecturing were well equipped (video-projector, computers, etc.)	<input type="radio"/>					
Course objectives are clearly defined.	<input type="radio"/>					
The course is well structured.	<input type="radio"/>					
Teaching materials (recommended readings, manuals, etc.) were clear and easy to read and they facilitate learning.	<input type="radio"/>					
The course was supported with enough illustrations (examples, case studies, exercises, etc.).	<input type="radio"/>					
My thinking and discussions were stimulated.	<input type="radio"/>					
The lectures were organized on time (according to the schedule).	<input type="radio"/>					
The course is presented in an interesting and dynamic way.	<input type="radio"/>					
The use of didactic material (slides, blackboard, films, etc.) helped me to understand the concepts that were taught.	<input type="radio"/>					
The lecturer's oral expression is good (clarity, volume, tone, flow).	<input type="radio"/>					
The lecturer shows show interest in teaching.	<input type="radio"/>					
The lecturer is readily available to answer your questions.	<input type="radio"/>					
The lectures of visiting lecturer were very useful.	<input type="radio"/>					
I got the knowledge I had expected from this course.	<input type="radio"/>					



Statement	1	2	3	4	5	No opinion
The gained knowledge improves my competences and performance at my workplace.	0	0	0	0	0	0
I have made significant advances in learning in this course.	0	0	0	0	0	0
In general, I appreciate this course.	0	0	0	0	0	0
I would recommend this subject to the course.	0	0	0	0	0	0

What did you particularly like about this course/teacher and what are its strengths?

What did you particularly dislike about this course/teacher and what are its weaknesses?

Do you have any suggestions for the improvement?

THANK YOU FOR YOUR TIME AND ANSWERS!



ANNEX I

Internal report template



INTERNAL REPORT No. xx

Project partner	
Reporting period	<dd.mm.yyyy – dd.mm.yyyy>
Description of all activities realised by project partner during reporting period and achieved results:	
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	





Measures undertaken to overcome problems and shortcomings:						
Suggestions for other partners and for future period (if any):						
Activities planned for the following reporting period:						
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	EXAMPLE: WP1 Development of a new program in Advance Data Analytics in Business					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	1.1 Analysis of best practice and comparative analysis					
	1.2 Learning outcomes and competencies					
	1.3 Program, modules, syllabi of all courses and ECTS					
Prepared by:						
Date of reporting:						

Note: Please add relevant attachments to this report (when applicable)



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ANNEX J

Individual Travel Report

ANNEX III - INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay**((EXAMPLE))**To be filled in by *each* participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No UNIKG_KALINIC_11-2018_NOVISAD**Project No. 598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP**

The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATASurname: **Kalinić** Forename: **Zoran**.....Nationality: **Serbian**.....Home institution: **University of Kragujevac, Serbia**Staff position/student year of study at home institution: **Associate Professor****(2) TYPE OF ACTIVITY (Tick as appropriate)****STAFF**

<input type="checkbox"/>	Teaching/training assignment
<input type="checkbox"/>	Training and retraining purposes
<input type="checkbox"/>	Updating programmes and courses
<input type="checkbox"/>	Practical placements in companies, industries and institutions
<input checked="" type="checkbox"/>	Project management related meetings
<input type="checkbox"/>	Workshops and visits for result dissemination purposes

STUDENTS

<input type="checkbox"/>	Study period
<input type="checkbox"/>	Participation in intensive courses
<input type="checkbox"/>	Practical placements, internships in companies, industries or institutions
<input type="checkbox"/>	Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
	26/11/18	27/11/18
PLACE OF DEPARTURE**	HOME INSTITUTION University of Kragujevac	
	COUNTRY Serbia CITY Kragujevac	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION University of Novi Sad	
	COUNTRY Serbia CITY Novi Sad	
TRAVEL DISTANCE***	Km 162.41	

*Please indicate period of travel from departure to return to place of origin

** If different from Home institution please enclose authorisation from the Agency

***Travel distance in Km (*One-way travel* using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities**(4) DETAILS OF THE ACTIVITY**

DATES (excluding travel)	From (date): 26/11/2018..... To (date): 27/11/2018.....
DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed) Travel was realized within ADA Erasmus+ project, for the purpose of participation in the kick-off meeting. The topics of the meeting were presentation of the project	

SIGNATURE OF THE PARTICIPANT**I hereby declare that I have been carrying out the above-mentioned activities.**

Date: 28.11.2018.

Signature:

Project number of ADA project is **598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP**.

All Individual Travel Reports (ITR) must have a reference number.

How to create the reference number for ITR:

INSTITUTION_SURNAME_MONTH OF TRAVEL-YEAR OF TRAVEL_DESTINATION

Example: UNIKG_KALINIC_11-2018_NOVISAD

Signed and stamped documents must be scanned and saved. The name of the file is the reference number of the document (e.g. this example should be saved as UNIKG_KALINIC_11-2018_NOVISAD.pdf).

ANNEX K

Staff Cost documentation

JOINT DECLARATION ((EXAMPLE))**Ref. No. UNIKG_KALINIC_09-2019_11-2019_MANAGER****Project No. 598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM University of Kragujevac
Hereinafter "the Institution"*

AND Name: Zoran Kalinić
Address: Rudnička 21/10, 34000 Kragujevac
Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
 - employed by the Institution and is part of its payroll system YES/NO
 - or
 - a natural person ** assigned to the project on the basis of a contract against payment YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
FROM	01/09/19	TO	30/11/19

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

Coordination of activities within Work Package 5: Quality control and monitoring

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	Manager
Country of the Institution	Serbia
Number of days worked and charged to the project (according to time-sheet)	10

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in Kragujevac

Date 15/12/2019

Name Nenad Filipović

Function Rector

Institution University of Kragujevac

Staff member name Zoran Kalinić

Signature and Stamp of the Institution

Signature of the Staff member

**The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.*

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*

- (i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and*
- (ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and*
- (iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution*

Project number of ADA project is **598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP**.

All Joint Declarations and Time Sheets (JD+TS) must have a reference number.

How to create the reference number for JD+TS:

INSTITUTION_SURNAME_START MONTH-START YEAR_END MONTH-END
YEAR_STAFF CATEGORY

Example: UNIKG_KALINIC_09-2019_11-2019_MANAGER

It means that staff member worked from September to November 2019 on management activities (it can be one of the four categories: Manager/Researcher, Teacher, Trainer/Technician/Administrative staff).

Signed and stamped documents must be scanned and saved. The name of the file is the reference number of the document (e.g. this example should be saved as UNIKG_KALINIC_09-2019_11-2019_MANAGER.pdf).

ANNEX L

Risk monitoring sheet

(to be used for newly identified critical situations and associated risks and expansion of the risk assessment matrix)

Append to the risk assessment matrix for ADA project

Critical Situation	Associated Risks	Effect	Likelihood	Contingency plans
<Briefly explain critical situation>	<Explain which risks are associated with critical situation>	<Estimated, as Low, Medium or High>	<Estimated, as Low, Medium or High>	<Propose the measures to be taken in order to overcome critical situation>

Prepared by:<Name and Surname>, <Institution>, <E-mail>

Date: <dd.mm.yyyy>