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The transfer of the Dual Higher Education Concept from Germany to Serbia: Models, challenges, experiences



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Introduction and Motivation to write this book

The idea for this book arose within the framework of a project to establish dual study programmes in Serbia, funded by German Academic Exchange Service (DAAD). This project was based on the cooperation between the Berlin School of Economics and Law (HWR Berlin), Department of Cooperative Studies in Economics & Technology Fields, and the University of Belgrade, represented by the Faculty of Organisational Sciences (FOS). University lecturers and researchers from both institutions investigated and developed ways and methods of exporting the dual study model established in Germany, and its necessary adaptation to the conditions of the higher education system in Serbia. In the core, the question was always under what conditions and in what form dual studies, in English interpretation synonymously called cooperative studies, can be introduced in Serbia.

The book directs the focus on the transfer of the knowledge needed for the introduction of dual forms of study in countries outside the Federal Republic of Germany. For the country under study, Serbia, the opportunities, necessary framework conditions and success factors for the introduction of dual university studies are to be highlighted. Further, the book discusses various design options for dual processes and, at the same time, provides arguments that contribute to the necessary acquisition of sponsors, partners and supporters for dual studies. In this way, it may serve as a guide for the development of dual study programmes worldwide and effectively accompany the ongoing development process of dual study in Serbia.

Dual study has existed in Germany for almost half a century. As the business community insisted, it was initially established outside the higher education sector in an industrially highly developed federal Land. From there stems its remarkable success story. Dual study programmes are now a firm pillar of the higher education system in the Federal Republic of Germany. Year after year, thousands of highly qualified professionals are released from dual study programmes into the labour market, quickly adapting themselves and in some cases launching steep career paths. Graduates from dual study programmes can often be met in the executive boards of large and medium-sized companies. In the economy of the Federal Republic of Germany, dual studies have become a stabilising factor in staff recruitment. Companies recognise that they need to invest in the development of future junior staff and retain them at an early stage. The dual study programme is one way of doing this.

This book begins by describing the framework conditions for dual study in the universities of the Federal Republic of Germany and shows the possible scopes in the design of the dual study model. From an initially general view, the focus narrows down on one of the leading dual study universities, the HWR Berlin. The dual study model, which has been conducted here for more than a quarter of a century, has developed continuously. In 22 business administration and technology degree programmes, around 2,400 students are guided towards a bachelor's or master's degree in close cooperation with around 700 partner companies from business and society.

For those higher education institutions that wish to start a dual study programme, it might be of particular interest to know which factors motivate the stakeholders of the dual study programme to make it their favoured higher education model. Why do prospective students choose this type of study even though it may demand more from them than other forms of study? Why do more and more companies and organisations want to become partners and do not shy away from financial burdens and high supervision efforts? Is teaching and research compatible and attractive for university professors in dual studies? How do lecturers (honorary lecturers) see their work within dual study programmes? Publications and empirical studies at the Department of Dual Studies at the HWR Berlin find answers to these questions.

Globalisation and digitalisation of our society are leading towards an increasing internationalisation of higher education studies and cooperation between universities worldwide. Dual and international at the same time – is this at all possible in real terms within the framework of a degree programme that focuses on high learning intensity? What framework conditions must be created so that universities worldwide can successfully offer dual studies? The HWR Berlin has an excellent international network. It cooperates in research and teaching with 181 universities and colleges worldwide. The Department of Dual Studies has participated in teaching and research exchange ever since its foundation. International partners, too, are increasingly interested in the dual study model. For example, several projects to introduce dual study have already been carried out jointly with foreign partner universities. This book focuses on the efforts and successes in establishing dual studies in Serbia, specifically at the Faculty of Organisational Sciences at the University of Belgrade. It provides initial answers to the following questions: How can a Serbian dual university study model be created based on the model of dual studies in Germany? What influence do national characteristics have on the successful introduction of dual study programmes? What legal framework conditions have been created in Serbia to make dual higher education possible? How do the governance structures of the higher education institution have to be adapted and the necessary partners and supporters must be won over on the long run? The basis for

the answers to these questions was laid by the close cooperation between the two universities over the past five years and supported by empirical studies.

May this book support the process of introducing dual study programmes in Belgrade and in other regions of the world. Those involved in these processes are welcome to use it as illustrative material and find suggestions for solving upcoming questions.

The editors and authors of the book would like to take this opportunity to thank the DAAD for its generous funding, without which the research on dual studies in Serbia and the subsequent developments at the Faculty of Organisational Sciences at the University of Belgrade would not have been possible.

We owe a great debt of gratitude to all the people in both universities, in the Serbian Ministry of Higher Education, in numerous companies, NGOs and public institutions who accompanied our joint project with interest or patiently answered our questions. The book is the result of an intensive and, at the same time, personally bonding international cooperation. We would also like to thank all the authors who have contributed to the book by presenting the different facets of dual studies.

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