



FINAC
FINancial management,
Accounting & Controlling
in public administration

Financial Management, Accounting & Controlling curricula development for capacity building of public administration

RESEARCH REPORT 1.4.- SERBIA

Mapping of knowledge and expertise of trainers
at the regional partner universities



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Table of Contents

Introduction	3
Method	4
Results	5
Academic affiliation, titles and courses taught	5
Initial Education.....	9
Further Professional Development.....	10
Participation in Research and Development Projects	11
Field of Expertise.....	13
Needs for Professional Development.....	15
Conclusions	17
Annex 1: List of references	17
Annex 2: Questionnaire	26

Introduction

This report is written in the framework of the project FINancial management, Accounting and Controlling curricula development for capacity building of public administration (FINAC) under the EU programme ERASMUS +, sub-programme *Capacity Building in Higher Education*, as a part of its Work package 1: Mapping & reporting about current capacities of public administration employees in Albania & Serbia. Project is implemented in Serbia and Albania and the project consortium involves 12 partners¹ (from Serbia, Albania and four EU countries). Coordinating institution of the FINAC project is University of Belgrade, Faculty of Organisational Sciences.

The central aim of “FINancial management, Accounting and Controlling for capacity building of public administration” (FINAC) project is to contribute to the higher quality of budgeting, money management, finance management, accounting and control, in Albanian and Serbian public

¹ University of Belgrade (Project Coordinator); University of Kragujevac; State University of Novi Pazar; Belgrade Metropolitan University; Ministry of Public Administration and Local Government, Republic of Serbia; Centre for Education Policy, Belgrade; University of Shkodra “Luigj Gurakuqi”; European University of Tirana; University of Split; Università degli studi “Guglielmo Marconi”; Masaryk University; Matej Bel University. More about the project - <http://finac.org.rs/>

administration. This aim will be achieved throughout meeting specific objectives: 1) Designing and developing three new master degree programmes in Serbia and two new master degree programmes in Albania in the field of financial management, accounting and controlling for capacity building of public administration in Serbia and Albania, 2) Provision of trainings at university centres/institutes for public administration employees in Serbia and Albania, 3) Modernization of one master degree programme in the field of public financial management in Serbia.

Within Working package 1 of FINAC project eight reports are envisaged as project deliverables based on agreed research exercise (four reports for Serbia and four reports for Albania):

- Report 1.1: Mapping of current level of knowledge of employees in public administration in the field of financial management, accounting and control;
- Report 1.2: Mapping of current qualification structure of public administration employees in financial management, accounting and control activities;
- Report 1.3: Teaching outcomes and harmonization of national strategies and EU directives in public administration;
- Report 1.4: Mapping of knowledge and expertise of trainers at the regional partner universities.

This report specifically addresses the Work package 1.4 - Mapping of knowledge and expertise of trainers at the regional partner universities – and it does so exclusively for partner universities from Serbia². The purpose of this report is to provide information on existent expertise of university professors, in the topics relevant for FINAC project, engaged in developing and implementing master programs in partner countries. This also entails portraying needs for their further professional development as a basis for designing further project activities, particularly study visits to EU partners.

The lead consortium partner responsible for the research design, its organization and administration, data analysis and the writing of the reports was the Centre for Educational Policy from Belgrade, Serbia. For the part of the research conducted in Albania, the main partner was the European University of Tirana - its representatives were responsible for the planning and execution of various segments of the research process. Overall coordination of the research process done in two countries was overseen and supported by the coordinating institution - Faculty of Organizational Sciences (University of Belgrade).

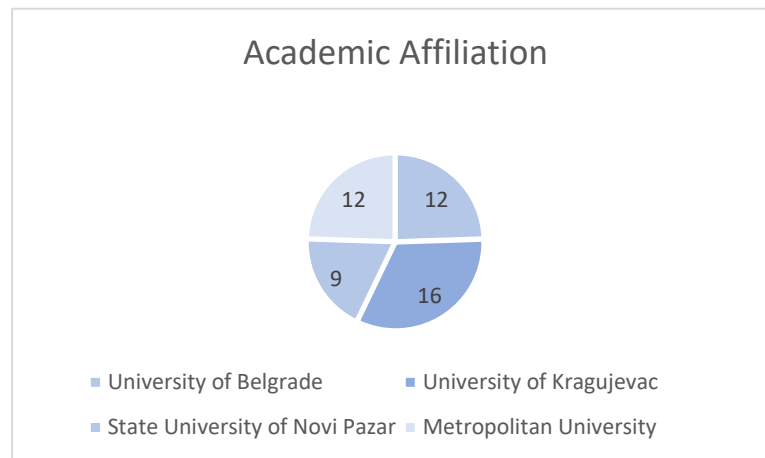
Method

Data collection was done in a form of on-line survey (using Qualtrics platform - www.qualtrics.com). Survey lasted for a month – first answers were recorded on May 15th, and the last on-line questionnaire was filled in on June 17th, 2017. The participants in four partner institutions in Serbia were reached via designated contact persons – they received an e-mail with a link to on-line questionnaire. In total, 49 academics filled in the questionnaire – 16 from University of Kragujevac,

² Report on knowledge and expertise of trainers at the regional partner universities from Albania is presented in a separate document.

12 from University of Belgrade, 12 from Belgrade Metropolitan University, and 9 from State University of Novi Pazar (Figure 1).

Figure 1: Academic Affiliation of University Teachers



In order to map the expertise of academics involved in FINAC project a questionnaire was developed by the research team from the Centre for Education Policy (Belgrade, Serbia), a partner in the consortium implementing the FINAC project. The questionnaire covered several areas used for assessing expertise of university professors:

- Title
- Courses taught
- Initial education
- Further professional development
- Participation in research & development projects (national and international)
- List of main publications

The questionnaire also provided opportunity for respondents to state what are, in their opinion, their main fields of expertise. Moreover, respondents were asked to give information about the specific topics (relevant to FINAC project) for which they are interested the most to upgrade their competencies.

Results

Academic affiliation, titles and courses taught

In accordance with the sample plan all the teaching staff who took part in the survey are affiliated with four Serbian universities: Univerzitet u Beogradu (University of Belgrade), Univerzitet u Kragujevcu (University of Kragujevac), Državni univerzitet u Novom Pazaru (State University of Novi Pazar) and Univerzitet Metropolitan (Metropolitan University)³. Also, all the professors are coming from the following faculties at these universities: at University of Belgrade, professors are coming from Faculty of Organisational Sciences; at University of Kragujevac all professors are affiliated with

³ In the rest of the text, only English names of the universities will be used.

Faculty of Economy; at Metropolitan University, professors are coming from Faculty of Economy, Finance and Administration. State University of Novi Pazar is integrated university.

Participating academics coming from Faculty of Organisational Science, University of Belgrade are split into three departments: Department of Financial Management and Accounting, Department of Business System Organization, and Department for Operational Research and Statistics. Professors affiliated with Faculty of Economy, University of Kragujevac are working in four departments: Department for Accounting, Audit and Business Finances, Department for Management and Business Economy, Department for Informatics and Quantitative Methods, and finally, Department for General Economics and Economic Development. Academics from State University of Novi Pazar are affiliated with four departments: Department of Economic Sciences, Department of Law Sciences, Department of Chemical-Technological Sciences, and Department of Philosophy Sciences. Faculty of Economy, Finance and Administration is not further divided into departments.

When it comes to titles of academics involved in this project, assistant professors are in majority followed by full professors, and then by associate professors and teaching assistants (Table 1).

Table 1: Distribution of academic titles across the realized sample

Title	Faculty of Organisational Science, University of Belgrade	Faculty of Economy, University of Kragujevac	State University of Novi Pazar	Faculty of Economy, Finance and Administration, Metropolitan University	Total
Professor	4	2	1	3	10
Associate professor	1	4	3	1	9
Assistant professor	5	8	4	4	21
Teaching assistant	2	2	1	4	9
Total	12	16	9	12	49

In terms of courses university professors are teaching, they are spread across BA, MA and PhD levels in all universities. In the further text, the full list of courses will be provided for each university and for all study levels.

Table 2. List of subjects taught by participating professors from four universities

Faculty of Organisational Sciences, University of Belgrade		
BA level	MA level	PhD level
Financial Management and Accounting, The Probability Theory, different statistics courses (Statistic in Management, Biostatistics, etc.), Basics of Financial Management, Financial	Financial Management, Financing PPP Projects, Business Statistics, Management Statistics, Biostatistics and Telemedicine, Financial Management, Governing Public Sector	Strategic Management, Statistic Management, Multivariate Analysis, Financial Management and Strategic Financial Management, Quantitative Methods in Management, New Trends in Operational Research,

Analysis of Sales, Operational Research 1 and 2, Mathematical Efficiency Models, Decision-Making Theory, Business Intelligence, Machine Learning, Accounting, Financial Reports Analysis, Evaluation of Companies, Management Accounting, Financial Markets, Bank Management, Investment Banking, Legal Basics of Information Systems and Business Law.	Finances, Business Analytics and Optimisations, Measuring Efficiency of Business Systems, Advanced Planning and Distribution, Systems of Business Intelligence, Databases, Finding Patterns in Datasets, Development of Machine Learning Algorithms, Evaluation of Business Performance and Company Valuation, Analysis of Financial Statements, Managing Key Customers, Public Procurement Finances, Management and Organization, Public Sector Finance Management, Financial Management, Managerial Accounting in the Public Sector, Financial Institutions, Management in Banking, e-Governance, Human Resource Management, Human Resource Data Protection, Legal Framework of Public Procurement, Law and Ethics in the Health Care System, Legal Aspects of Management and Organization and International Business Law and Employment System.	Management Science, Decision Making, Discovery of Legality in Databases, Business Intelligence, Machine Learning, Financial Management.
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Faculty of Economy, University of Kragujevac

BA level	MA level	PhD level
Audit of Financial Statements, Accounting of Financial Organisations, Management Accounting, Cost Accounting, E-Business, Business Finances, Accounting Information Systems, Financial Bookkeeping, Financial Reporting, Business Finances, Comparative Economic Systems, Public Sector	Internal Control and Audit, Forensic Accounting, E-Trade, Financial Restructuring of the Companies, Strategic Management and Accounting, Special Balances, Institutional Economy, Consolidated Balance Sheet, Performance Management in Businesses, Strategic Management Accounting, Performance	Specific Areas of External Audit, Profit Policy, Strategic Financial Management, International Financial Management, Integrated Cost Management, Strategic Management Accounting, International Financial Reporting, Strategic Financial Management, Managing the Value of the Company, Specific Areas of

Economy, Insurance, Budget and Tax Accounting, Basics of Accounting, Applied Bookkeeping, Economy of the Companies, Introduction to Management, Decision-Making Theory and Entrepreneurial Management	Measurement and Control Systems and Corporate Governance.	Audit of Financial Statements, Integrated Cost Management and Theories of Corporate Governance.
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State University of Novi Pazar

BA level	MA level	PhD level
Statistics, Methodology of Scientific Research, Psychometry, Introduction to Management, Organization, Entrepreneurship, Basics of Economy, Introduction to Law, International Criminal Law, International Public Law, International Private Law, International Finances, Economics of Education, Environment and Development, Economics of Construction, International Economics, Marketing, Marketing of Services, Insurance, Budget Law, Financial Law, Stock Law, Economics of Growth and Development, Development of Economic Thought, Fundamentals of Management, Agrarian Policy and Development, Management in Agribusiness, Basics of Management, The Basis of Computer Science, Basics of Economy, Macroeconomics, Economic Development and Economics of Construction.	Statistics, Methodology of Scientific Research, NIR Methodology, Applied Statistics, Modern Education and Development, Corporate Governance, Globalization and Transition, Rural Development Management, Artificial Intelligence and Financing Economic Development.	Europe 2020 Strategy and National Economy

Faculty of Economy, Finance and Administration, Metropolitan University

BA level	MA level	PhD level
Microeconomics and	Business Finance, Corporate	Sustainable Development and

Macroeconomics, Monetary Economy, Competitiveness Strategy, Economy of the Welfare State, Basics of Management, Strategic Management, Economic Development, Accounting, Management Accounting – elective course, Corporate Finance, European Integration, Economic Development and Principles of Modern Economy	Governance, Green Economy, European Economic Integration, Macroeconomic Analysis, Analysis of Financial Statements and Investment Decision Making	Energy Strategies
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Initial Education

In the next part of the questionnaire university teachers were asked to provide information on their first, second and third level of education, and to name the university and faculty where they have obtained their diplomas.

When it comes to Faculty of Organisational Science, University of Belgrade, most of university professors who took part in the survey obtained their first level degree from the same faculty. However, there are also those who got their BA degree from two other faculties at University of Belgrade - Faculty of Law and Faculty of Economy. Second level degrees (magisterium/master/specialization) of university professors affiliated with Faculty of Organizational Science are again obtained mostly at the very same faculty. Situation is also quite similar when it comes PhD diplomas. Only two MA and PhD degrees are from some other faculty within the University of Belgrade. Other degrees are coming entirely from Faculty of Organizational Sciences. There is only one MA degree obtained abroad – at University of Pittsburgh, Faculty of Law.

At University of Kragujevac, Faculty of Economy situation is the same when it comes to BA degrees – most of professors who took part in the survey obtained their first level diplomas at University of Kragujevac, Faculty of Economy. There is one degree obtained at another faculty at the same university and one diploma coming from University of Belgrade, Faculty of Economy. In terms of MA degrees of professors affiliated with University of Kragujevac, situation is somewhat different. Only around half of all MA degrees are coming from Faculty of Economy at University of Kragujevac and the other half is coming from Faculty of Economy at University of Belgrade. As in the case of first level degrees, there are no diplomas obtained abroad. Finally, majority of professors from Faculty of Economy obtained their PhD degrees from the same university and faculty. There are three exceptions. One PhD degree is obtained in University of Belgrade, the other at University of Nis and the third one at the University of Novi Sad. There is also one degree from a foreign university - University of Hohenheim.

When it comes to the third partner university from Serbia – State University of Novi Pazar, probably due to the fact that this university was established relatively recently – in 2006, all of the professors

and teaching assistants affiliated with this university have graduated at some other university in the country (there are no university degrees obtained abroad). All of the BA, MA and PhD diplomas are obtained either at University of Belgrade, University of Kragujevac or University of Nis. The spread of diplomas obtained across these three universities is almost even.

Finally, university professors and teaching assistants affiliated with Faculty of Economy, Finance and Administration (Metropolitan University), who took part in the survey, have graduated from other universities in the country when first level degree is taken into account. Most of BA degrees are obtained from University of Belgrade, University of Novi Sad and University Singidunum. Professors from Faculty of Economy, Finance and Administration, Metropolitan University have the highest number of MA degrees obtained abroad compared to all other partner universities from Serbia – seven diplomas. Other degrees are from University of Belgrade, University Singidunum and only one is from Metropolitan University⁴. All of PhD degrees are obtained at University of Belgrade and University Singidunum. Only one is obtained abroad at University of Nottingham.

Further Professional Development

Professors from four Serbian universities were also asked to name three most important professional development activities they had so far (trainings, seminars, etc.). They were supposed to describe what type of activity that was and what was the main topic, as well as where was the activity held, at which institution, when it was done and for how long.

Results gathered from Faculty of Organizational Sciences (University of Belgrade), shows that majority of activities related to further professional development of professors are done outside of Serbia and usually lasted more than one week. Some of those were in direct connection with the aim of the FINAC project - main topics of these activities were either finances or accounting, or in some cases budgeting and public administration. For all other activities, major topics vary and can not be summarized in a coherent manner. In terms of most common destinations of projects, seminars, conferences, trainings and workshops again there is no clear picture. United States of America, United Kingdom, Germany and Serbia seem to be the most common destinations where further professional activities were held, even though the list does not end there. Finally, most of the activities were conducted after 2000, and significant number was conducted in the period 2010-2017.

Data collected at Faculty of Economy (University of Kragujevac) suggests similar trends. Majority of further professional trainings, seminars and conferences were conducted abroad and have not had focus on the topics of interest when it comes to FINAC's aim and scope. Two activities are in direct relation to the topic. One as part of personal development was conducted in the United Kingdom in 1998 and was related to accounting. The second one was related public policy and took place in USA in 2013. The main topics of other activities is hard to summarize or group. It is noticeable, however, that there is a certain number of study visits or trainings as part of PhD research projects of professors and teaching assistants. The most common destinations for further training and

⁴ Faculty of Economy, Finance and Administration previously was a part of Singidunum University, until 2017 when it became a member of Belgrade Metropolitan University.

development are United Kingdom, United States of America, Belgium, Poland, Denmark and Serbia and these activities lasted usually between one month and half a year (for fellowships, PhD projects, etc.) or up to one week (for seminars, trainings and workshops.).

At State University of Novi Pazar there were more professional development activities conducted in Serbia or countries in the region, compared to previous two cases. In addition to that, other countries where professional development was done were Germany, Sweden, Austria, USA and Spain, and duration of these activities were quite diverse – from one week for trainings, seminars and study visits to more than one month for post-doctoral studies. One activity among all listed was in direct relation to the topic of FINAC project. It was conducted in 2008 in Serbia and was related to internal audit. This activity lasted more than one year. The topics of other activities cannot be grouped, although there were three activities related to statistics, thus creating a small subgroup. Most of further professional development projects were conducted after 2010, even though there were activities conducted as far as 1996.

Finally, when it comes to Faculty of Economy, Finance and Administration (Metropolitan University, data shows that majority of activities related to further professional development of professors are done outside of Serbia and lasted up to one year. Usual host destinations for those activities were United Kingdom, United States of America and Serbia. Out of all listed professional development projects, there are few which can be directly related to the topic of this study. First such activity is related to accounting and internal audit and was done in multiple countries (United Kingdom, Austria, Germany, France, Poland, Czech Republic and Hungary) over longer period (1991-2013). Usually, these activities would last between one week and one month. Second one was research project in United Kingdom, Serbia, Montenegro, France and Belgium. The main topics were fiscal decentralization and local economic development and it lasted more than one year (2013-2016). Finally, the third and last activity related to FINAC aims and scope was related to accounting and reporting. It was conducted in Serbia during 2014 and lasted between one month and half a year. Topic of other projects reported by professors are mostly related to financing of higher education and related activities. Lastly, activities usually lasted between one month and half a year or more than one year.

Participation in Research and Development Projects

In the next part of the questionnaire, university teachers were asked to provide information on their participation in three, in their view, most important research and development projects they had participated in. Academics were expected to provide information on the title of the project and to shortly describe its main topic. Also, they were expected to give information on the scope of the project (was it national, regional, European or international), period of implementation and finally personal role in the project (lead researcher/expert, senior researcher/expert, junior researcher/expert, project coordinator/manager, other).

Professors and teaching assistants from Faculty of Organizational Sciences (University of Belgrade) have mostly participated in national and European projects (number of national projects is slightly higher compared to European ones). They were also involved in a few regional projects. In terms of period implementation, the picture is quite diverse. Most of the projects where professors from this faculty took part were implemented sometimes between 2010 and 2017. There is a significant

number of projects which lasted more than two or even three years. Some of the professors are involved in long term projects which will last until 2020. Finally, when it comes to topics of the projects, most of them are not directly related to accounting, program budgeting or controlling. For instance, some of the respondents were involved in projects about financing of higher education, increasing media and digital literacy, and strengthening organizational structure of the tax administration. Those professors who are taking part in FINAC projects itself also named this as their participation in research and development projects. Finally, when it comes to professors' role in those projects, lead researcher and junior researcher were named most frequently, followed by project coordinator.

University staff coming from Faculty of Economy, University of Kragujevac, offered slightly different picture in terms of participation in research and development projects. First, professors have participated mostly in numerous national projects followed by several European projects. Professors have not been engaged with regional or international projects. Second, most of the projects where professors from this university took part were implemented in three-time periods: 2005-2008, 2009-2011, and 2012-2017. Great majority of the projects lasted for more than three years, and some of them are still active today. Next, regarding the topic of the projects, there is a number of them related to the FINAC project. One was national project about accounting, audit and business finances and it was implemented during 2008. Another one was related to reform of budgeting, however, there is no information about duration or the scope of the project. Third project was a European one about analysis of financial reports, and it lasted from 2004 to 2005. Finally, another national project related to FINAC project had as a topic analysis of spending and improvement of spending management and was conducted during 2015. Most of the academics from this faculty took part in projects as junior researchers (most numerous ones), while some of them were senior researchers or project coordinators. There were two lead researchers as well.

University professors who are coming from State University of Novi Pazar seem to have greater involvement with national research and development projects, while some of them took part in European (three listed in online questionnaire) and regional (one listed in online questionnaire) projects as well. These projects lasted usually between three to seven years. Most of the projects were conducted after 2010, but professors named three which started during the 90s and ended by the beginning of 2000s. Some of the project topics were: regional development, development of lifelong learning strategy, university third mission, access to higher education for marginalized groups, etc. Finally, professors and teaching assistants from State University of Novi Pazar had a role of junior researcher/expert or "other" in these projects (what "other" means was not specified).

University teachers from Faculty of Economy, Finance and Administration have participated mostly in national research and development projects. They also named two European projects and one regional. Most of the projects lasted up to three years and have been conducted after 2010. Again, most of the named projects did not have a topic that could be directly linked to main FINAC topics. Most common topics listed by university professors are financing of education, labour market statistics, labour taxation, financial models for improving energy efficiency, etc. - one project called "Public Finance Reform in Serbia" may have common ground with FINAC, however, no description of the topic has been provided in the online questionnaire. Lastly, most of the professor's from the

faculty took part in these projects as lead researchers or senior researchers (most numerous ones), while smaller number were having a role of junior researchers.

Field of Expertise

Next part of the questionnaire was linked to the field of expertise of professors – they were asked to name up to five most important areas of their expertise in direct relation to the FINAC project. Lists of expertise are presented in the tables 3 and 6.

Table 3. List of expertise of participating professors from Faculty of Organizational Sciences (University of Belgrade)

Expertise linked with FINAC project		
Financial Management	Program Budgeting	Statistical Analysis Models
Simulation Models in Finance	Software Packages / Environments: R, SAS, SPSS, Python	Measuring Financial Performance in the Public Sector
Accounting	Managing Public Finances	Controlling
Efficiency Assessment	Application of Quantitative Methods	Ranking Alternatives/Decision Making
Big Data Decision Making	Data Mining	Modelling the Decision of the Group
Modelling Decision-Makers Preferences	Financial Accounting	Non-Financial Reporting - Intellectual Capital
Management Accounting	Analysis of Financial Statements	Evaluation of Companies
Financial Management and Accounting	Financial Forensics	Public Procurement
Financial Reporting in the Public Sector	Financial Control	Audit
Budgeting and Control	Performance Management	Segment Reporting
Financial Institutions	Investing	Legal Aspects of Public Administration
E-Governance	E-Business	Human Resource Management
Data Protection and Personal Data Protection	Organization of Business Systems	The Right Information and Communication Technologies
Legal Regulation of Public Procurement		

Table 4. List of expertise of participating professors from Faculty of Economy (University of Kragujevac)

Expertise linked with FINAC project		
Audit of Financial Statements	Internal Control System	Accounting of Financial Organizations

Budgeting in Public Administration	Management Accounting Support for Management Processes in the State Administration	Calculation and Management of Costs in the State Administration
Cost Control in the State Administration	Internal Control and Audit	E-Business
Information Technology	Information Systems	Foreign Exchange Risk Management
Financial Management	Corporate Governance	Cost-Benefit Analysis
Investment and Financial Analysis	Accounting Systems	Cost Calculation
Performance Management	Analysis of Financial Statements	Formation and Analysis of Financial Reports in the Public Sector
Frauds in the Public Sector	Audit in the Public Sector	General Financial Reporting by IFRS
Analysis of Financial Statements	Financial Reporting in Special Situations	Financial Reporting
Leadership and Innovation	International Financial Reporting Standards	Public-Private Partnership
Public Policy Analysis	Public Sector Economy	Institutional Economy
Audit of Financial Statements	Internal Control	Financial Reporting
Evaluation of Financial Performance	Accounting of Budget Users	International Accounting Regulations
Foreign Currency Accounting	Application of Public Sector Management Accounting	Controlling the Public Sector
Cost Management in the Public Sector	Public Sector Control and Audit	Corporate Governance
Management in Public Enterprises	Social Entrepreneurship	Human Resources Management

Table 5. List of expertise of participating professors from State University of Novi Pazar

Expertise linked with FINAC project		
Statistics	Methodology of Scientific Research	General Management
Organizational Design	Organizational Behavior	Strategic Management
Management and Organization in Public Administration	Monetary Policy	International Finances
Corporate Governance	Public Funding and Institutions	Legislation and Implementation of International Auditing Standards
Control and Audit,	Public Property - Assessment,	Management in Agribusiness

Comparative Practice	Records, Management, Insurance	
Regional Development	Informatics	Theoretical Economics
Economic Development	Analysis of Competitiveness	

Table 6. List of expertise of participating professors from Faculty of Economy, Finance and Administration (Metropolitan University)

Expertise linked with FINAC project		
Public Finances	Monetary Economy	Internal Audit
Pension Policy	Long Lasting Care	Child and Family Protection
Financing of Preschool Education	Program Budget in the Field of Social Protection and Pre-school Education	Project Management
Strategic Management	Investment Management	Statistical Analysis of Data
Quantitative Methods for Decision Making	Program Budgeting	Development of Public Policies
Knowledge in the Field of Fiscal Decentralization	Experience in Working With Representatives of Public Administration	Financial Management
Accounting	Transfer Prices	Big Data Analysis for Public Policy
Public Governance	Cash benefits and benefits in the field of social protection	Financing and Design of the Pension System
Policy Creation	European Integration and Public Administration	Economic Development
Public Policy	Financing and design of long-lasting care system	Accounting
Analysis of Financial Statements	Audit of Financial Statements	Assessment of the Value of Assets and Capital

Together with the list of areas of expertise, university professors and teaching assistants were asked to list their three most important publications. Their publications can be found in the Annex I of this document as a list of references.

Needs for Professional Development

In the final section of the questionnaire, university professors were asked to describe their need for further professional development in different areas relevant for FINAC project, namely in financial management and control in public sector, audit, budgeting, accounting, public policy and public administration.

First area for which respondents from universities were asked to explicate their need for professional development was Financial Management and Control (FMC). Professors from different universities have different needs when it comes to this area. Staff coming from University of

Belgrade and Metropolitan University would like to know more about good examples and practices of other countries in public sector control, risk management, new public management, financial management in the public sector, public procurement measurement and management of financial performance. Professors from University of Kragujevac were more interested in analysis, evaluation and ranking of planned investment activities, cash management, short-term receivables and short-term liabilities, sources of financing and management's responsibility for the financial statements. Finally, staff from State University of Novi Pazar would prefer additional training for three main topics within FMC - budget management, control of the use of budget funds by public users and statistical analysis of the results of the various financial management and control methods.

Second area was Audit in Public Sector. Even though professors from all universities would like to know more about all aspects of internal audit, there were some specific requests. For instance, risk management, establishment of internal controls, analysis and control of financial statements are three areas for which staff from University of Kragujevac and State University of Novi Pazar expressed the need for further professional development, while the staff from two other universities named all aspects of internal audit.

Third element in this part of questionnaire was Budgeting in Public Sector. In this section, respondents were a bit more specific in stating their needs. Some of the areas named as important for further professional development are performance based programming, public procurement planning and information systems to support planning, strategic planning in the public sector, monitoring and evaluation of budget performance in the public sector, fiscal decentralization and budgeting, capital budgeting, cost-benefit, and cost effectiveness analyses, and finally budgeting methodology.

Accounting in Public sector was next area of interest. Professors from University of Kragujevac expressed here the highest level of need for further professional development. They would like to know more about implementation of the cash basis for the accounting, public sector financial reporting, specific aspects of identifying the results of budget users, specific features of the performance of entities in the public sector, the need to change the chart of accounts for users of budget funds, compilation of consolidated financial reports in the public sector, IPSAS standards, improving the accounting of budget users, performance estimates of entities in the public sector, specific aspects of determining the financial results of users of budget funds, the need to change the frame of reference, and specific aspects of the beneficiary of financial statements of budget beneficiaries. University staff from other three universities from Serbia expressed the need for further training in budget accounting, development of new software's and practices, new accounting standards and other elements of accounting in public sector.

Finally, for public administration and public policy the interest for further professional development was also high and described in detail, especially by professors from Metropolitan University. Some of the areas for which the interest exists for additional training are all types of statistical and econometric analyzes that are necessary for making decisions and measuring the effects of these decisions in the domain of public administration and politics, organization of public administration (best practices), the process of conceiving and formulating public policies in activities of public interest, defining public policies in the function of economic development, legal regulations within

public oversight, constitutional legal system, economic analysis of law, process of adoption and implementation of regulations, process of creating and implementing public policies, administrative law E-government, public procurement, reorganization in the public sector, public data privacy protection, open data, public-private partnerships, public policy evaluation analysis of the effects of regulations, post-new public management reform, anti-corruption systems and methods, and abuse and disclosure procedures.

Conclusions

This survey with university professors in four partner institutions from Serbia showed that the expertise needed to effectively achieve FINAC project goals is very well present. This can be seen from the list of subjects that are being taught by the survey respondents, their initial education, list of references and self-reported fields of expertise which are highly relevant for financial management, accounting and controlling. University professors also have considerable experience with further professional development and engagements in research and development projects (both on national and international scale). Results, however, indicate that not so many of these experiences were directly connected to the most important topics of FINAC project. This clearly conveys the message to the project coordinating and steering bodies that the FINAC project should be extensively used as an instrument for further professional development of included university teachers. For these purposes study visits organized with EU consortium partners are particularly powerful learning opportunities, but other possibilities should be considered as well. In that sense, a set of topics for further development proposed by university professors (described in this report) should be taken into account accordingly.

Annex 1: List of references

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Annex 2: Questionnaire

Questionnaire for university teachers

FINAC

Financial management, accounting and controlling for capacity building of public administration

This survey is prepared within the project Financial management, accounting and controlling for capacity building of public administration (FINAC) under the EU programme ERASMUS +, subprogramme *Capacity Building in Higher Education*. The central aim of the project is to contribute to the higher quality of budgeting, money management, finance management, accounting and control in public administration. This aim will be achieved through developing/modernizing master degree programmes and provision of trainings for public administration employees in the field of financial management, accounting and controlling.

Project is implemented in Albania and Serbia and the project consortium involves 12 partners (from Albania, Serbia and four EU countries). Coordinating institution of the FINAC project is University of Belgrade, Faculty of Organisational Sciences. More about the project can be found on <http://www.finac.org.rs>

The main purpose of this survey is to gather information about the expertise of teachers at the regional partner universities and perception of needs for their professional development that would guide 1) development of new master programmes and in-service trainings in the field of public administration and 2) design of professional development activities provided to teachers at the regional partner universities by FINAC EU partner universities.

This questionnaire asks for some information that would be best if they are prepared beforehand. In an e-mail where you have been invited to take part in this survey, you have also received the questionnaire in PDF format. If you have not done so, we advise you to first take a look at the PDF version and prepare data that you will enter into this on-line questionnaire.

Thank you very much for your cooperation!

I BACKGROUND INFORMATION

A1. What is your academic affiliation (primary appointment)?

University: _____

Faculty: _____

Department: _____

A2. What is your secondary academic affiliation (if any)?

University: _____

Faculty: _____

Department: _____

A3. What is your title?

- a. Professor
- b. Associate professor
- c. Assistant professor
- d. Teaching assistant

A4. What courses are you teaching?

At BA level (leave blank if you do not teach at this level)

Course 1: _____

Course 2: _____

Course 3: _____

Course 4: _____

Course 5: _____

At MA level (leave blank if you do not teach at this level)

Course 1: _____

Course 2: _____

Course 3: _____

Course 4: _____

Course 5: _____

At PhD level (leave blank if you do not teach at this level)

Course 1: _____

Course 2: _____

Course 3: _____

Course 4: _____

Course 5: _____

II NEEDS FOR PROFESSIONAL DEVELOPMENT

Within the FINAC project EU partner institutions will develop trainings for teachers from regional countries. For this purpose, it is important to learn about the specific topics for which teachers from regional countries are interested the most to upgrade their competencies. Please be as specific as you can in the following key areas and fill in for those areas which are closest to your field of expertise.

B1. Financial management and control in public sector

B2. Audit in public sector

B3. Budgeting in public sector (programming and implementation)

B4. Accounting in public sector

B5. Public administration & public policy

III INITIAL EDUCATION

C. Please provide information for each level of your formal education

C1. First level university degree

University: _____

Faculty: _____

if you have more than one degree at this level, please provide information on that degree as well.

C2. Second level university degree (magisterium / master / specialization)

University: _____

Faculty: _____

if you have more than one degree at this level, please provide information on that degree as well.

C3. Third level university degree (PhD)

University: _____

Faculty: _____

if you have more than one degree at this level, please provide information on that degree as well.

If you are still student of doctoral academic studies, please enter the year of enrollment _____

IV FURTHER PROFESSIONAL DEVELOPMENT

D. Please provide information for up to 3 most important professional development activities you have had so far

D1. Professional development activity 1:

- Type of activity: _____
(e.g. post doctorate, fellowships, scholarships, mobility programs, trainings...)
- Organizing institution (responsible for academic/professional content): _____
- Country where the activity took place: _____
- Main topics of the activity: _____
- Duration of the activity:
 - a. Up to one week
 - b. Between one week and one month
 - c. Between one month and half a year
 - d. Between half a year and one year
 - e. More than one year
- Year when the activity was ended: _____

D2. Professional development activity 2:

- Type of activity: _____
(e.g. post doctorate, fellowships, scholarships, mobility programs, trainings...)
- Organizing institution (responsible for academic/professional content): _____
- Country where the activity took place: _____
- Main topics of the activity: _____
- Duration of the activity:
 - a. Up to one week
 - b. Between one week and one month
 - c. Between one month and half a year
 - d. Between half a year and one year
 - e. More than one year
- Year when the activity was ended: _____

D3. Professional development activity 3:

- Type of activity: _____
(e.g. post doctorate, fellowships, scholarships, mobility programs, trainings...)
- Organizing institution (responsible for academic/professional content): _____
- Country where the activity took place: _____
- Main topics the activity: _____
- Duration of the activity:
 - a. Up to one week
 - b. Between one week and one month
 - c. Between one month and half a year
 - d. Between half a year and one year
 - e. More than one year
- Year when the activity was ended: _____

V PARTICIPATION IN RESEARCH & DEVELOPMENT PROJECTS

E. Please provide information for participation in up to 3 most important research and/or development projects you have participated so far.

E1. Project 1

- Title of the project: _____
- Main topics: _____
- Period of implementation: _____ - _____
- Scope of the project:
 - a. National
 - b. Regional (South-East Europe)
 - c. European
 - d. International (beyond Europe)
- Personal role in the project:
 - a. Lead researcher / expert
 - b. Senior researcher / expert
 - c. Junior researcher / expert
 - d. Project coordinator / manager
 - e. Other

E2. Project 2

- Title of the project: _____
- Main topics: _____
- Period of implementation: _____ - _____
- Scope of the project:
 - a. National
 - b. Regional (South-East Europe)
 - c. European
 - d. International (beyond Europe)
- Personal role in the project:
 - a. Lead researcher / expert
 - b. Senior researcher / expert
 - c. Junior researcher / expert
 - d. Project coordinator / manager
 - e. Other

E3. Project 3

- Title of the project: _____
- Main topics: _____
- Period of implementation: _____ - _____
- Scope of the project:
 - a. National

- b. Regional (South-East Europe)
 - c. European
 - d. International (beyond Europe)
- Personal role in the project:
 - a. Lead researcher / expert
 - b. Senior researcher / expert
 - c. Junior researcher / expert
 - d. Project coordinator / manager
 - e. Other

VI FIELD OF EXPERTISE

F. Please enlist up to 5 areas of your professional expertise (relevant to the scope of FINAC project):

F1. Expertise 1: _____

F2. Expertise 2: _____

F3. Expertise 3: _____

F4. Expertise 4: _____

F5. Expertise 5: _____

VII MAIN PUBLICATIONS

G. Please provide information for 3 most important publications of yours. Please provide 3 full references with APA style (see general instructions on this page <https://owl.english.purdue.edu/owl/resource/560/06/>). If a text is in local language provide original reference in local language and translated reference in English.

G1. Reference 1:

G2. Reference 2:

G3. Reference 3:

Thank you very much for your cooperation!