

Methodology for organizing SUB-FLY Project



Elaborated in the framework of

SUB-FLY Project

financed under the contract

SEE EY-COP-0082

by

SEE Grants 2014-2021

Working together for a *green, competitive and inclusive* Europe

SEE & Cha(lle)nge

Sustainable & applied education

This material is elaborated as support for all entities interested to start and implement an educational program based on cooperation between academic and business environments with the purpose of developing

SUSTAINABLE & APPLIED EDUCATION.

We are thankful to **SEE Grants 2014-2021**, which financed the SUB-FLY Project under the contract EY-COP-0082. Faculty of Business from Babes-Bolyai University (Romania) and School of Business from University of South-Eastern Norway (Norway) received, based on this contract, the opportunity to cooperate. One of the outcomes generated by this cooperation consists in development and implementation of the *SUB-FLY Project*.

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Structure of the *SUB-FLY Project* methodology:

1. Description of program;
2. Theoretical materials used during the implementation of SUB-FLY Project by Babes-Bolyai University and University of South-Eastern Norway;
3. Short presentation of companies involved;
4. Testimonials of persons involved.

1. Description of the program

1.1 Introduction

Employers are looking for well-prepared graduates, owning required skills and knowledges for a specific position, but also able to move across jobs and sectors. Globalization, technological development and people's life-style are making both employers and candidates more and more demanding. In this global picture, universities are placed somewhere between employers and candidates.

There are opinions claiming a gap between universities and business environment regarding education and its content. Responsibility for filling this gap should be shared between universities and business environment, each one having a precise role in the process. Successful joint programs are presented by The Guardian¹. Cooperation idea is sustained, among others, by a survey² conducted by National Center for Universities and Business, showing that "25% of the students say that there are not enough links between their university and businesses."

***SUB-FLY Project* brings together students from different cultures and connects them with companies where they have to solve a specific task.**

SUB-FLY Project is creating applied education by connecting academic and business environment, where theoretical concepts are applied and tested.

Bringing together students from different cultures, *SUB-FLY Project* is contributing to development of their intercultural skills and their abilities to adapt, integrate, work and communicate in a completely new environment. Solving tasks by the mixed team of students requires a combination between soft skills and theoretical competences. Generating on time, a short, comprehensive and clear report and an effective presentation, is a big challenge for mixed groups of students. Considering these, we might conclude that *SUB-FLY Project* is creating a sustainable education.

Implementing *SUB-FLY Project* is a challenge, but it offers a quick learning curve, opens new opportunities for all parts involved, generates a lot of fun and nice memories and on top of all improves education.

SUB-FLY Project presumes cooperation between universities and companies. One university is the host, while other universities are guests. Companies are partners and they might invite participants to their premises or they might join activities at premises of host university.

We have developed and applied the concept for business education, but of course it can be applied to any other education fields.

¹ <https://www.theguardian.com/higher-education-network/2014/may/22/universities-must-produce-graduates-who-are-ready-for-workplace>

² <http://www.ncub.co.uk/press-releases/student-employability-index.html>

1.2 Requirements for implementation

When considering to implement a *SUB-FLY Project* you must identify at least one interested university abroad and financing for covering cost. Each university involved should appoint a project coordinator. For each edition, the organizing university must identify and invite companies to join the program.

For creating the intercultural experience it is mandatory to have universities coming from different cultures. The more universities are involved the better this intercultural experience is, but also organizing challenges increase. Maximum intercultural experience is obtained when project is organized by rotation at each partner university, thus facilitating contact of students with different cultures and companies coming from these cultures.

Organizing costs include: travel, accommodation, meals, opening ceremony, company visits, social events and fare well party. These cost might be covered from grants, sponsorships, universities budget or budget of members involved.

Project coordinators from each university should agree on: time table, topic, number of students involved and companies invited. They are also responsible for selecting the students.

Companies invited to join the project are coming usually from the network of university or project coordinator.

1.3 Steps for implementation

This section is presenting step by step how to implement *SUB-FLY Project*, offering examples and remarks from our experience. It is supposed that initiating university has already identified partner university/universities and each university involved has identified resources to cover costs and has appointed the project coordinator.

Examples of how to find partner universities:

- Discuss with universities you already cooperate and start a *SUB-FLY Project*
- Discuss with universities you have Erasmus agreements and start a *SUB-FLY Project*
- Discuss with universities from your network (NIBS, AACSB, EQUIS) and start a *SUB-FLY Project*

Examples of how to finance cost:

- Apply for EEA Grants: <http://www.eea4edu.ro/>
- Apply for EU Grants: https://ec.europa.eu/education/resources-and-tools/funding-opportunities_en
- Apply for National Grants: <https://uefiscdi.gov.ro/>
- Search sponsorships from private companies
- Cover costs from university budget
- Each participant will cover its own cost

Host university takes care for the operational part of the project.

Planning is a key factor for success!!!

1.3.1 Preparatory phase

Agreement on calendar – host & guest(s) universities

Coordinators from each partner university have to agree on the calendar for the project. It has to be done with comfortable time in advance of the start date, because it might be necessary travel & accommodation for members of guest universities and/or partner companies.

Decision on the topic – host & guest(s) universities

Coordinators might decide to:

- keep the same topic for each edition of the project;
- choose a specific topic for each edition;

Examples of topics:

- international business
- human resources
- changes in a company and impact on its activity
- Business Canvas

Selecting the students – host & guest(s) universities

Coordinators have to decide on the number of students each partner university will involve and proceed to the selection process.

Deciding the number of students involved by each partner university has to take into consideration the following:

- students have to work in mixed groups (ideally 4 to 6 persons);
- number of partner companies invited;
- financing possibilities/requirements;

Selection of students involved in the project has to be done based on transparent criteria and to avoid discrimination. Coordinators have to decide on the qualification level (bachelor, master) to ensure comparable knowledge for students.

Most likely communication during *SUB-FLY Project* will be done in English, thus all students involved must be able to communicate and write in English.

Any deviation between number of selected students and number agreed has to be communicated immediately to partner university/universities. Thus, total number of students involved might be adapted to avoid unbalancing inside the groups of students (for example to have 3 Norwegian students and only 1 Romanian student in Group 5, or even worse, to have a Group formed with students coming from the same culture).

It is recommended to consider both motivation of students to participate in the project and their past performances. Thus coordinators can avoid situation like:

- Unmotivated students are involved and they consider everything a nice holiday abroad
- Unprepared students are involved and performances of group are affected.

Booking travel and accommodation – guest university/universities, sometimes also host university

On time booking will assure reasonable costs and options. In case these costs are covered from Grants, specific requirements have to be respected (financing contracts, report of expenses at the end of mobility, activity reports).

It might be possible that host university is providing accommodation for guest. In this case accommodation procedures have to be performed on time and communicated to guests.

Accommodating guest students in student dormitories together with students from host university might facilitate intercultural activities. In special situations conflicts might appear due to unacceptance of accommodation conditions by some students. **TO AVOID A BAD IMAGE FOR THE PROJECT, THIS TYPE OF CONFLICT HAS TO BE TREATED WITH DIPLOMACY!!!**

Inviting partner companies – host university

Based on the agreed topic, host university has the responsibility to identify and invite adequate partner companies. Number of invited partner companies has to take into consideration the total number of participant students and the specific way of organizing company interviews (students visit companies at their premises or companies meet students at the premises of host university).

Time table – host university

Coordinator from host university has to create a draft time table for the mobility and to agree on it together with fellow coordinators. Final time table is provided to all students involved, ideally before mobility starts. If this is not possible, time table will be provided during first day of the program.

Model for time table:

Timetable for 1st Edition of SUB-FLY Project Cluj-Napoca October 29 to November 2, 2018				
	Hour	Activity	Location	Persons involved
Monday	9:30 - 10	Opening meeting SUB_FLY	Amphitheater	Norwegian staff, Norwegian students, Romanian staff, Romanian students
	10 - 15	Working groups & assignments	Library of the Faculty	Norwegian staff, Romanian staff, Norwegian students, Romanian students
Tuesday	7:45	Meeting at Business Faculty	front of the building	Norwegian staff, Norwegian students, Romanian staff, Romanian students
	8 - 10	Visit CSI Romania	Bdul Muncii 12	Norwegian staff, Norwegian students, Romanian staff, Romanian students
	11 - 16	Trainings, lectures, debate, coaching	Room 121	Norwegian staff, Norwegian students, Romanian staff, Romanian students
Wednesday	10-13	Meeting BDO Romania	Room 20	Norwegian staff, Norwegian students, Romanian staff, Romanian students
	14-16	Trainings, lectures, debate, coaching	Room 217	Norwegian staff, Norwegian students, Romanian staff, Romanian students
Thursday	10-16	Trainings, lectures, debate, coaching	Room 120 and 121	Norwegian staff, Norwegian students, Romanian staff, Romanian students
Friday	start at 9	Reports presentation	Amphitheater	Norwegian staff, Norwegian students, Romanian staff, Romanian students

Theoretical preparation of students and handle of proposed questions – host & guest(s) university

Knowing the topic of the project, each coordinator has to make sure students have minimal theoretical information required.

It is good for students to find out which companies will be involved and if possible name of business experts. Thus students can gather information and prepare for the meeting with business experts

Based on our experience in previous editions of *SUB-FLY Project* and other similar projects, students perform better if they prepare upfront a list of questions they intend to address during company interviews/visits. Each student has to prepare its own list of questions and to submit it to coordinator before a precise deadline.

Thus progress and preparation of students are under control.

1.3.2 Operational phase

Arrival of guests and accommodation– guest university/universities, sometimes also host university

If possible, host university will organize a pick-up for guests from airport/train station and organize transport to accommodation place. If this is not possible, host university will provide all necessary information for transfer to accommodation.

Social activity for guest integration - host university

Is organized by host university for facilitating first contact between students and staff. Purpose of this social activity is to make students interact before start of educational part. It is important that students get to know each other, because they have to form working Groups and to work efficient together.

This stage of *SUB-FLY Project* is facilitating development of intercultural skills for students and their ability to interact and socialize with different cultures.

Possible social activities for guest integration:

- Visit a touristic attraction;
- Organize a treasure hunt;
- Spend evening on a terrace or in a club;

1st day of educational program– host & guest(s) university

Assignment is presented to students. It has to be done in a very clear way, such that all students understand exactly the requirements. It might be helpful to provide students a short sketch/list of information related to the assignment.

Requirements for the final project & presentation are presented to students. It is important to announce students the maximum length accepted for the project (1000 words, 5-10 pages), structure of the project (theoretical concepts, findings from one of the companies interviewed, comparison between theory and practice, comparison between findings from companies interviewed), evaluation criteria and duration of presentation (to be decided based on time allocated and number of groups of students).

Some tips for interviewing companies should be presented to students:

- They should have a written list with selected questions;

- If one of the groups' question was already addressed by other group, that question should not be repeated;
- One member of the group should take notes of the discussion;
- At the end of the interview each group should obtain a contact (e-mail address) from business expert for possible additional questions and permission to address them if necessary;

Training on theoretical concepts used during assignment is welcomed. It will refresh information for students and will offer them possibility to interact with new teaching methods.

Working groups have to be created. Main requirement for group creation is to have students from all cultures in each group. Additional requirements might be added by professors (for example to have both male and female in each group). It is useful that professors leave the room for 15 minutes and allow students to choose their group partners. Later professors return and if necessary interfere to adjust groups with problems.

Each group has to elaborate a group contract specifying rights and obligation for each member. Group members have to discuss proposed questions for business experts and to create a list of selected questions to be used during interviews. This list has to be submitted to project coordinators. Thus preparation of students is monitored.

At the end of the day social activities for students are recommended.



2nd & 3rd days of educational program - host & guest(s) university & invited companies

These two days are allocated for activities of students with business experts. To control pressure on the students and to assure their focus it is recommended to invite to companies and to allocate one day per company.

Each business expert is informed in advance about topic of the program. Business expert has the freedom to organize training for the students, but he has also to engage in discussions with them and to provide answers at questions prepared by students. If expert has the feeling that a question is not appropriate he has the option to refuse an answer.

After finalizing discussion/visit with one company/business expert it is recommendable for students to write ideas as long as they are fresh. If coaching is required during these 2 days, students should ask for it.

At the end of the day each group has to register for coaching activities organized during the 4th day of the program. It is more than welcomed if business experts have time to involve also for coaching during 4th day. Groups are free to choose where to register for coaching.

At the end of each day social activities for students are recommended.

Company visits, interviews, trainings



4th day of educational program - host & guest(s) university & eventually invited companies

This day is dedicated for coaching the students. Coach will guide students how to synthesize information, how to elaborate report and how to create presentation.

Until communicated deadline students have to submit both project and presentation. Missing the deadline will not generate any punishment, its' purpose being to train students how to plan and work under pressure for meeting a deadline.

Coaching activities



5th day of educational program - host & guest(s) university & eventually invited companies & other guests

Last day of the educational program is dedicated to presentations. All students have to join presentation day. It is useful if also other students which did not join the program are invited. Thus non-involved students will get in contact with the program and will learn from presentations realized by their colleagues.

Students present their reports in front of professors and other colleagues. Everybody is encouraged to address questions and initiate short debates.

At the end of presentations is recommended to award attendance certificates for all students involved and to select the best group which will be awarded with certificate of excellence.

Reports & presentations



1.3.3 Evaluation phase

At the end of the program all students involved will be requested to provide evaluate the program using a questionnaire. Thus coordinators determine week points, deficiencies in organization and appreciated aspects, having the opportunity to improve **SUB-FLY Project**.

Evaluation

	<p>4/5/2019 SUB-FLY student evaluation Cijg spring 2019 - Rapport - Hetsjerna</p> <p>Rapport fra «SUB-FLY student evaluation Cijg spring 2019»</p> <p>betjentide var på 8. april 2019 12:49</p> <ul style="list-style-type: none"> • Lærere var: 2/5 • Hjelperne var: 0 • Værst tilgjengelig var: 0 <p>Med tilbakemelding</p> <p>You receive this evaluation form as part of the general quality management system in the SUB-FLY collaboration. The purpose of the survey is to collect student assessments and experiences, both for itself purposes and for continuous improvement of the program and learning for the collaborating universities.</p> <p>Your data collected anonymously and processed as a form that enables individual person identification (optional). Data is stored at the shared servers of universities of Oslo and South East Norway. Results will be made available to auditors and to the collaboration at ISSE. Data collection is made in accordance with regulations from the Norwegian Data Protection Authority, inform to data protection officer for Norwegian universities, in accordance with the Data Protection Act, GDPR.</p> <p>If you have any questions concerning the survey or program, contact Jon W. Hønsdal at joh@isn.no</p> <p>Which university are you from? *</p> <table border="1"> <thead> <tr> <th>Univ</th> <th>Antall</th> <th>Prosent</th> </tr> </thead> <tbody> <tr> <td>ISSE</td> <td>16</td> <td>64 %</td> </tr> <tr> <td>ISN</td> <td>9</td> <td>36 %</td> </tr> </tbody> </table> <p>Your gender? *</p> <table border="1"> <thead> <tr> <th>Univ</th> <th>Antall</th> <th>Prosent</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>10</td> <td>69 %</td> </tr> <tr> <td>Female</td> <td>5</td> <td>49 %</td> </tr> </tbody> </table> <p>What was your motivation for participating in the program? *</p> <ul style="list-style-type: none"> • Experiencing something new • To experience a different culture • To improve and experience new things and study from a different method • Enrichment • As I have never been in contact with manager studies. I wanted to connect with the people and get to know their perspectives, research, main interest, way of work etc. • Meet new people and work with them. Able to try something different. • International experience • Wanted to go to a new country and meet the local students. • Travel • To work in an international environment • Intellectual, experiential, and academic 	Univ	Antall	Prosent	ISSE	16	64 %	ISN	9	36 %	Univ	Antall	Prosent	Male	10	69 %	Female	5	49 %
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