



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



**OTGONTENGER  
UNIVERSITY**  
SINCE 1991



Erasmus+ “WBL for higher education system in Mongolia towards better employability of university graduates”

(MONGWBL) project

# WBL FLEXIBLE APPRENTICESHIP MODEL OF BANKING AND INSURANCE PROGRAM

**(To be implemented within the range of the project)**

**2022 – 2023 academic year**

*“This project has been funded with support from the European Commission. This publication reflects the views only of the authors. The Commission cannot be held responsible for any use which may be made of the information contained therein.”*

Ulaanbaator  
2022

## CONTENT

<b>TERMS &amp; DEFINITIONS</b> .....	3
<b>INTRODUCTION OF THE WORK-BASED LEARNING PROGRAM</b> .....	4
<b>1. GENERAL PRINCIPLES, GOALS AND OBJECTIVES OF WORK-BASED LEARNING</b> .....	6
<b>2. RIGHTS, RESPONSIBILITIES AND ENGAGEMENT OF STAKEHOLDERS</b> .....	7
<b>3. ARRANGEMENT</b> .....	9
<b>4. QUALITY ASSESSMENT AND CONTINUOUS IMPROVEMENT</b> .....	11
<b>5. APPENDIXES</b> .....	12
Appendix 1. Exemplar template of learning outcome.....	12
Appendix 2. <b>WBL curriculum</b> Exemplar schedule .....	12
Appendix 3. Example 1: <b>WBL APPOINTMENT LETTER OF THE STUDENT</b> .....	13
Appendix 4. Example 2: <b>DECLARATION LETTER</b> .....	13
Appendix 5. <b>INTERNSHIP GUIDANCE FOR THE WORK-BASED LEARNING PROGRAM</b> .....	14
Appendix 6. <b>WBL performance assessment sheet. Example of an internship work plan</b> .....	17
Appendix 7. <b>WBL performance assessment sheet, WBL supervisor’s “checklist sheet”</b> .....	18
Appendix 8. <b>WBL performance assessment sheet</b> .....	18
Appendix 9. <b>WBL performance assessment sheet. Student Behavior Assessment</b> .....	19
Appendix 10. <b>WBL performance assessment sheet. Evaluation format of performance reports</b> .....	20
Appendix 11. <b>TRIPARTITE AGREEMENT OF WBL</b> .....	20

## TERMS & DEFINITIONS

In WBL implementation, terms are usually understood through the following explanations.

**Work-based learning (WBL)** refers to educational strategies that combine elements of learning in the workplace with classroom-based learning and provides students real-life work experiences to apply academic and subject related knowledge, develop generic, employability skills and competences contributing to the professional development and preparation for direct employment after graduation.

"Program coordinator" - responsible employees for WBL implementation by enterprises or companies or HEIs;

"Supervisor" – appointed teacher assigned by HEIs for WBL with the function of effectively advising and providing information to the program students;

"Facilitator" – appointed person by enterprise or company for effective WBL management, guidance, training and teaching the program students;

"Student" - A student at bachelor's level of HEIs;

**Higher education institution /HEI/** – An educational body which carries out higher education activities based on legally approved study programs;

**Enterprise or company** – A state-registered legal entity obliged to pay income tax, such as an industry owned by the local government and state, cooperative, partnership and company engaged in business activities; (An enterprise may be a corporation, a quasi-corporation, a non-profit institution, or an unincorporated enterprise)

**Employer** – People who employ one or more paid employees in the operation of their businesses or trades.

"**Academic**" Traditionally pertaining to the liberal arts fields but more recently used to relate to all instructional activities as distinguished from non instructional activities

"**Credit**" A set learning outcomes of an individual which have been assessed and which can be accumulated towards a qualification or transferred to other learning programs or qualifications. It is a measure of the volume of learning required for a qualification or part qualification, qualified as the number of notional study hours required for achieving the learning outcomes specified for the qualification or part qualification.

**Learning outcomes** – The totality of information, knowledge, understanding, attitudes, values, skills, competencies or behaviours a learner has mastered upon the successful completion of an education program;

**Study plan** – A coherent set or sequence of educational activities designed to achieve pre-determined learning objectives or accomplish a specific set of educational tasks over a sustained period;

**Assessment method(s)** – A strategy or technique for the gathering of evidence (competency) assessment, such as a knowledge test or a checklist of practical performance;

"**Trilateral Agreement for WBL**" – A signed agreement concluded between HEI, student and enterprise

## **INTRODUCTION OF THE WORK-BASED LEARNING PROGRAM**

The WBL Model is developed to adopt the work-based learning concept into banking and insurance programs with the support of the "Erasmus+" project. The enterprise and HEI recognize credit hours based on a study plan, internship guidance, and student and assessment criteria. In addition, it allows banks and insurance institutions to upgrade and co-implement new concepts and approaches to training that meet the demands and expectations of students and employers under WBL.

### **A. Content**

This document contains the following content:

1. **General principles, goals and objectives of WBL**
  - 1.1. WBL program goals, objectives, scope and principles
  - 1.2. The ratio of WBL to an academic hour and implementation plan
2. **Rights, responsibilities and participation of stakeholders**
  - 2.1. Rights, obligations and involvement of higher education institutions
  - 2.2. Rights, duties and participation of the employer
3. **The program's arrangement**
  - 3.1. Preparation of the program
  - 3.2. Implementation of the program
4. **Quality assessment and continuous improvement**
  - 4.1. WBL evaluation of the student
  - 4.2. Continued improvement of the program
5. **Appendices**
  - 5.1. Model of learning outcomes
  - 5.2. Curriculum for WBL
  - 5.3. Appointment letter of the student
  - 5.4. Internship guidelines for the WBL program
    - 5.4.1. Example of an internship work plan
    - 5.4.2. WBL instructors' "Checklist sheet."

5.4.3. Internship performance assessment sheet

5.4.4. Student Behavior Assessment

5.4.5. Evaluation format of internship reports

5.5. Tripartite agreement

**B. Importance of the WBL:** WBL provides the following benefits to stakeholders:

- Regarding the student:
  - During studies, the student can combine theoretical knowledge with practical work in the workplace, become trained professionals, do a long-term paid internship, and get a job after graduation.
  - To learn professional knowledge, methods and skills in the workplace specific to the bank and insurance sector.
  - To raise knowledge about the business features of the bank and insurance sector and its importance in the social economy.
- In regard to HEI:
  - To increase the employability of graduates by strengthening the knowledge and skills of the graduates by coordinating the training activities with practical experience in the workplace.
  - To expand cooperation with employers.
  - To increase business competitiveness.
- In regard to enterprise:
  - To train graduates with skills that match the demands of the enterprise.
  - To train human resources in a short time and at a low cost.
  - To support student employment within the framework of social responsibility.
  - To increase business competitiveness and add values.

## 1. GENERAL PRINCIPLES, GOALS AND OBJECTIVES OF WORK-BASED LEARNING

### 1.1. WBL program goals, objectives, scope and principles

#### 1.1.1. Goal:

To ensure an approach that allows HEI and enterprises to co-implement the WBL aimed to equip undergraduate students majoring in banking and insurance with professional skills and attitudes. Consequently, supporting the employability of graduates.

#### 1.1.2 Program objectives:

- to ensure continuous improvement of the program following international perspectives, benchmarks, socio-economic and market demands, as well as professional organizations' needs, expectations, and requirements to be applied for the given job position;
- to align theoretical knowledge acquired by the student with workplace-based practices, attain experiences and support improvement and formation of intended basic skills and ethical attitudes of students;
- to strengthen engagement, knowledge sharing and joint development in the way of improving coherence between core stakeholders of the program; namely HEI-employer enterprise -student

#### 1.1.3 Scope:

- HEI offers undergraduate programs in banking and insurance;
- Students enrolled on the program.
- Banking and insurance enterprises or institutions

#### 1.1.4 Principles of WBL:

- **To be open and transparent:** selection procedure of students for the program and the implementation of the program are transparent and honest to all stakeholders.
- **Non-discrimination:** it embraces all students regardless of race, colour, age, gender, the origin of society, status and wealth of family, religion and any other form.
- **To be professional,** program stakeholders should conduct themselves professionally, ethically, consistently, and responsibly.

- **To ensure continuous improvement**, the program will be continuously upgraded and improved per market trends, technological advancements and other external and internal environmental factors.
- **To be compliant**: it should ensure its compliance with the respective laws, rules and regulations of Mongolia.

## **1.2. Ratio of WBL to academic hours and implementation timeframe plan**

1.2.1 Since the student participates successfully in the WBL, a certain percentage of the credits specified in the Bachelor's curriculum will be recognized. The WBL credits must be at least 16 credits.

1.2.2 The evaluation of the WBL is determined based on the assessment made by the employer enterprise.

1.2.3 The duration of the WBL is not less than six months.

1.2.4 The student will be employed full-time by the enterprise during the program period.

1.2.5 Since the WBL started already, the student cannot change the enterprise where they are practising.

## **2. RIGHTS, RESPONSIBILITIES AND ENGAGEMENT OF STAKEHOLDERS**

### **2.1 Rights, responsibilities and engagement of higher education institutions**

2.1.1 HEI is responsible for continuous improvement of the curriculum following technical and technological changes, the impact of macro and micro factors and aspects, and business enterprises' needs.

2.1.2 HEI guides and manages the stakeholders in the effective implementation of the WBL.

2.1.3 The coordinator of the higher educational institution will perform the following roles and work closely with the employer and the supervisor.

- To cooperate with the company on behalf of the HEI;
- To draft a detailed plan to co-manage the WBL, have it approved by stakeholders on mutual acceptance, implement, monitor and report on progress;
- To support stakeholders with respective methodology with the program implementation;
- To monitor the program process and, if necessary, resolve any issues related to the program;

- To require enterprises to provide a convenient environment for students to work and practice according to the WBL program.
- Following the HEI's curriculum, it is responsible for summarizing the performance within the framework of the WBL, developing an annual report and giving feedback and suggestions for further improvement.

2.1.4 The mentor is assigned to work closely with the program coordinator and student to perform the following roles:

- To provide accurate information and guidance to students about WBL;
- To monitor the progressive program process;
- To provide feedback for improvement of the program on a case-by-case basis.

## **2.2 Rights, responsibilities and engagement of the enterprise**

2.2.1 Enterprise is responsible for providing students with the opportunity to apply their academic knowledge in the workplace, develop professional skills and make their actual contribution by working in a specific workplace.

2.2.2 Enterprise will support the HEI by cooperating responsibly to implement WBL effectively.

2.2.3 Enterprise will appoint its staff to manage and organize the WBL.

2.2.4 Enterprise has a right to submit its proposal or recommendation regarding common knowledge and skills of students observed and needed to improve and to educate students who can meet basic job requirements.

2.2.5 The enterprise facilitator will perform the following roles and work closely with HEI.

BLAH To draft a detailed plan to co-manage the WBL, have it approved by stakeholders on mutual acceptance, implement, monitor and report on progress;

- To support stakeholders with respective methodology with the program implementation;
- To propose improvement recommendations or alternatives in the range of WBL;
- To take a part in the assessment process of students' acquired skills and work performance;



### **3. ARRANGEMENT**

#### **3.1 Preparation of the program**

3.1.1 In the implementation of the WBL program, the HEI and the enterprise shall mutually agree on the following conditions and conclude a cooperation agreement:

- WBL study plan of banking and insurance professional (academic) program;
- Contract duration;
- WBL Guidelines;
- Requirements for a student to participate in WBL;
- The number of students to be admitted to WBL;
- Continuing duration and implementation period of the WBL;
- Expenses and financing related to the implementation of the WBL;

3.1.2 The enterprise will determine the program's potential job positions, the job's requirements, the specifics of the job functions, and the number of likely students to be employed in a given year. After that, it will inform the HEI.

3.1.3 The HEI will consolidate the requests received from the enterprise and make the vacancy announcement among students.

3.1.4 The student may apply for the job positions by selecting from several employers.

3.1.5 The HEI will summarize the students' requests, present them to the employer, and provide the employer enterprise with the information of the student who has any ethical violations.

3.1.6 The employer enterprise will invite registered requests in its recruitment process and inform the HEI of the results recruitment process results.

3.1.7 Loyer enterprise will simultaneously provide the recruitment results to the students who participated in the recruitment procedure.

3.1.8 Employer enterprise may provide feedback to the HEI regarding common strengths and aspects of improvement for students observed during the recruitment process.

3.1.9 If the student has passed the recruitment process of several employers, the student must choose only one employer.

3.1.10 The recruited student will sign a tripartite agreement with HEI and the enterprise.

### 3.2 The program's implementation

3.2.1 The enterprise must involve the student in its internal orientation training. Orientation training includes the following contents:

- Policies, rules, regulations and standards are required to adhere to the workplace
- Ethical code of bank employees
- Safety and hygiene requirements
- Information security
- Other necessary training and information related to the performance of duties specified in the job description

3.2.2 During the student's participation in the WBL program, the tasks performed by the student will be regulated by the procedures related to the performance management of the enterprise.

3.2.3 During the program, the enterprise may organize training events to provide knowledge and skills for developing students.

3.2.4 During the program, the employer may change the job position of the internship by mutual agreement with the student's skills.

3.2.5 During the program, communication between the HEI and the student will be managed according to the scheme shown in Figure 1

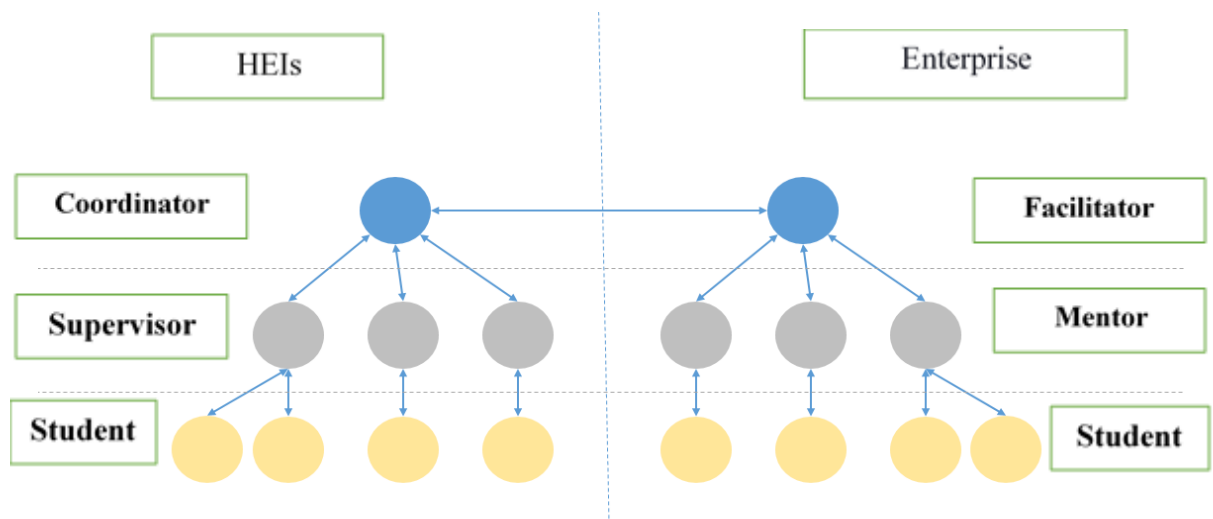


Figure 1. Stakeholder Communication Scheme of the WBL

3.2.6 If, during the program, the student commits any misconduct that violates the internal rules of the enterprise, the coordinator of the enterprise will immediately notify the HEI and terminate the student's program.

3.2.7 The salary paid to the student during the program period will be regulated according to the internal labour regulations of the enterprise and the cooperation agreement.

3.2.8 A student takes a leave of absence for respectful reasons during the program; it will be solved as follows.

- Notify the mentor of permission to leave work for up to 5 working days
- In case of taking leave for more than five days, it will be notified to the HEI and the employer enterprise at the same time, and it will be decided within the relevant regulations and instructions of the organization.

## **4. QUALITY ASSESSMENT AND CONTINUOUS IMPROVEMENT**

### **4.1 WBL evaluation of the student**

4.1.1 The enterprise will calculate the student's evaluation out of 100 points at the end of the WBL implementation, and if 60 or more points are obtained, it will be considered **complete**. It will be regarded as incomplete if less than 60 points are obtained. In the case of practice occurring in several workplaces, each workplace is separately evaluated, and the overall evaluation is calculated based on average evaluation results.

4.1.2 The enterprise will evaluate the student's working performance following its internal procedure and regulation.

4.1.3 If the student practices for less than 80% of the total period of the WBL, the enterprise can refuse to issue the student's evaluation.

4.1.4 The two parties may establish a defence commission of the program report if necessary.

4.1.5 The coordinator or supervisor of the HEI will personally supervise during the WBL period.

### **4.2 Continuous improvement of the program**

4.2.1 At the end of the program implementation, stakeholders will develop a WBL report and aim together to improve the WBL program and continuously improve it.

## 5. APPENDIXES

### Appendix 1. Exemplar template of learning outcome

#### Matrix of WBL learning outcomes

Functions of department or unit	Department/Unit 1	Department/Unit 2	Department/Unit 3	Department/Unit 4
Name of course				
Course 1	B		B	
Course 2		P		I
course 3		B	B	

Note: The learning outcome is interpreted as below;

- *B – cognized at a fundamental level*
- *P – practised*
- *I – attained at a professional level*

### Appendix 2. WBL curriculum Exemplar schedule

1st quarter			Credits	2 <sup>nd</sup> quarter			Credits
No.	Code	Name of courses		No.	Code	Name of courses	
<b>Total</b>				<b>Total</b>			
3 <sup>rd</sup> quarter			Credits	4 <sup>th</sup> quarter			Credits
No.	Code	Name of courses		No.	Code	Name of courses	
<b>Total</b>				<b>Total</b>			
5 <sup>th</sup> quarter			Credits	6 <sup>th</sup> quarter			Credits
No.	Code	Name of courses		No.	Code	Name of courses	
				1		Introductory internship	4
<b>Total</b>				<b>Total</b>			

7 <sup>th</sup> quarter			Credits	8 <sup>th</sup> quarter			Credits
No.	Code	Name of courses		1		Professional internship	12
<b>Total</b>				<b>Total</b>			<b>16</b>

**Appendix 3. Example 1: WBL APPOINTMENT LETTER OF THE STUDENT**

..... /name of HEI/

Appointment letter

We agreed that ..... /name of the student/, who is majoring in ..... /banking program/ offered by ..... /name of HEI/ has been appointed to attend in the WBL at ..... /enterprise's name/ for ..... days /duration/.

DEAN ...../name/signature/

HEADMASTER ...../name/signature/

**Appendix 4. Example 2: DECLARATION LETTER**

Herewith, I, ..... /name/, studying in ...../course level/ in the banking and insurance program at ..... /name of HEI/ agree that I will adhere strictly to all of the internal labour regulations and procedures of the host enterprise, as well as responsibly handle all confidential documentation and information concerning the internship while I am engaging in the WBL program for ..... days at the ...../enterprise's name/. I am aware of the liability for loss incurred in the enterprise due to my negligence and disclosure of confidential information and data.

DECLARED BY:

..... /signature/

..... /Full name/

...../Permanent address/

..... /Personal Registration No./

ACKNOWLEDGED BY: Headmaster / /

## Appendix 5. INTERNSHIP GUIDANCE FOR THE WORK-BASED LEARNING PROGRAM

**Goal:** Its goal lies in describing mainstreams of tasks and roles to be performed by the student who is engaging in BWL, assessing fulfillments of requirements applied for the internship and managing working performances of mentor and supervisor.

### **One. Mainstreams of tasks and roles to be performed within the WBL Guidance:**

1. Analysis of internal factors inside the enterprise (SWOT analysis):
  - To get acquainted with the mission, organizational structure and internal regulation and procedure of the given enterprise;
  - To get acquainted with organizational structure, human resources, its composition and internal regulation and procedure;
  - To make an assessment in respective laws, rules and internal regulations, procedure and guidance adhered to within the enterprise and implementation of policies and regulations;
  - To get acquainted with and analyze laws and legal policies and regulations adhered in communication with client organizations, regulatory organizations and partner organizations, get acquainted with job descriptions and deployments of officials and staff of the enterprise and as well as a core business process;
  - To get acquainted with participatory roles of the enterprise in the given market, its importance and contributory roles in economics and give their own feedback and evaluation comments;
  - To get acquainted with the kinds and specifics of products and services and acquire the capability to handle technical tools and software used in the operationalization of the enterprise;
2. Analysis of external business factors of the business: /PESTLE шинжилгээ/
  - Microanalysis of the external environment; /Porter's five forces/
  - Microanalysis of the external environment include bellows; customer's analysis, supplier's analysis and competitor's analysis (to conduct research in specifics of the enterprise's operation, products and services and make a comparative analysis with similar competitive organizations);
  - To investigate microfinance and comfort financing as well as drawing;
3. Banking management: /possible to select from following contents/

- Loan policy, strategy, analysis methods and control activities
  - Analysis of types of loans and interest rates
  - Analysis of credit classification
  - Actions taken on non-performing loans
  - Loan risk policy and risk analysis methods
  - Analysis of resource management policy and implementation
  - Resource attraction policy and strategy
  - Deposit interest policy and calculation
  - Analysis of types of deposits and their interest rates
  - Study the features of other activities
  - Study asset and liability management
  - Assessment of profitability and identification of opportunities to increase Solvency assessment and management issues
  - Implementation of GAP management and weighted average time method
  - In case of internship in other offices and departments of the bank
  - Familiarize with the activities, types and features of the departments, and conduct a comparative study
  - All kinds of analysis, research and methods, are carried out depending on the activities of the departments
  - Study other special activities and their management
4. As for banking institutions, the student must attend the following courses: /be able to make choices depending on the internship position/
- Orientation training: bank's introduction, new employee's handbook, compliance training, information security, labour safety, hygiene requirement, time registration - ERP system, E –mail communication standards, business communication ethics, meeting standards, technical service-related training;
  - Customer & service staff training: in regard to banking, job description, training program, safety, risk management, customer service, payment and card, information security, legal, foreign currency and cash & specialized program training (Finacle)

- Communication manager training: in regard to job descriptions, loan products, insurance products, business ethics, the general process of sales and loan operations, standards, financial analysis, specialized program training /Finacle/, employee ethics

5. As for insurance management, the student must attend in the following courses /be able to make a choice from the followings /

- Types of insurance services offered by the company
- Loss assessment and fee calculation
- Financial records and accounting
- Duties of actuaries & actuarial calculations
- Calculation of loss ratio, expense ratio, combined ratio, investment ratio, combined operating ratio
- How insurance income is distributed and invested, and ways to improve it
- Competitor analysis and comparative study of operationalization with examples from international insurance companies

## **Two. Internship Report Requirements**

1. **General requirements:** The WBL internship reports will reflect the knowledge acquired in the professional and qualification courses specified in the curriculum of the HEI, the practical skills acquired due to WBL, its implementation, the problem-solving ability and ways in the professional field and further recommendations
2. **Structure of reports:**

*Cover page:* The information of the WBL program, HEI and enterprise student is mentioned.

*Introduction:* The introduction includes the objectives, research methodology (choice of materials, main and auxiliary equipment, process, etc.), and the rationale for solving the proposed problem.

*Contents of the work done within the WBL program:* The student will be received by the facilitator appointed by the enterprise and will be handed over to the mentor. Information regarding work performance under the mentor's supervision, the fulfilment of the tasks, the planned work process and results within the program, and the acquired knowledge, skills, and progress will be fully included.



*Conclusion:* it contains theoretical and practical experience, skills, problems encountered in the workplace and practical recommendations for improving enterprise activities.

*Bibliography:* When listing references, enter the first letter of the author's last name, followed by the full title of the material - book, article, magazine title, or accepted abbreviation, place of publication, publishing house, date of publication, volume, number, serial number, page, or page number. Record the online source with the web address and date used in the text.

*Appendix:* The appendix is intended to document the work. This includes additional explanatory tables, diagrams, pictures, documents, and student-prepared material.

*Requirements of the report:* Adherence to the requirements for the research work of HEI.

**Appendix 6. WBL performance assessment sheet. Example of an internship work plan**

Approved. Mentor ..... /Full name/

Internship plan

..... date

No	List of work to be performed during internship	Completion deadline (when to complete)	Notes after completion (about what has been done and what is being done)	Mentor review notes (evaluate whether it is according to plan)
1		I week		
2		II weeks		
3				
4				
...				

Student name: ..... (Signature)

Appendix 7. **WBL performance assessment sheet, WBL supervisor's "checklist sheet"**

**General situation and possible difficulties**

1. Improvement of student skills

.....

2. Challenges facing students

.....

3. Challenges facing the coordinator

.....

4. Challenges facing the supervisor

.....

5. Guidelines and recommendations for further improvement

.....

Supervisor: .....

Signature

Appendix 8. **WBL performance assessment sheet**

*During WBL, a student's performance in the workplace and the skills and competencies he or she has acquired are marked as "completed" or "not completed".*

Э/ h	Planned performance		Evaluation	
	Work	Required skills and competencies	Completed	Not completed
<b>1. Expected results</b>				
1. 1	•	•		
<b>Average grade point</b>				

Mentor .....

Signature

Appendix 9. **WBL performance assessment sheet. Student Behavior Assessment**

Score: 5-excellent, 4-good, 3-sufficient, 2-insufficient

CRITERIA	I training	II training	III training
Punctuality			
Analytical skills			
Teamwork skills			
Adaptation in the environment			
Independence and innovative skills			
Communication and presentation skills			
Politeness & respectfulness			
Self – discipline			
Self-responsibility			
Qualitiness			
Communication skills			
Leadership skills			
Other			

Coordinator

.....  
 .....  
 name and signature

.....  
 .....  
 sign and stamp

Supervisor

.....  
 name and signature

.....  
 sign and stamp

Student

.....  
 name and signature

.....  
 signature

Appendix 10. **WBL performance assessment sheet.** *Evaluation format of performance reports*

No	Criteria	Percentage
1	<b>Mentor assessment</b>	
	Student behaviour assessment	
	Performance assessment	
2	<b>Instructor assessment</b>	
	Checklist assessment	
	Assessment of reports	
<b>Total</b>		

Student: ..... (signature)

Mentor: ..... (signature)

Appendix 11. **TRIPARTITE AGREEMENT OF WBL**

Location .....,

Date: .....

This agreement of employment is entered into between ....., the rector of ..... address: ..... , phone: ..... , email: ..... address: Mongolia, ..... , phone: ... , email.....) representing the head of the company ..... and ..... graduate students ..... (address: Mongolia. .... , phone: ..... , email: .....

**1. Basis of the agreement**

- a. **The course of the contract is the organization of a WBL that is compatible with the company's..... specialization**

**2. Goals, implementation and timing of WBL**

2.1. WBL aims to apply students' theoretical knowledge in practice through the work and internships listed in Appendix 2 of the WBL and to develop personal and professional skills through training and experience within the business entities.

2.2. To ensure the implementation of WBL, ..... was appointed as the internship mentor by the employer enterprise (position: ..... phone: ..... with an email address).

2.3 The HEI is appointing ..... as the supervisory (position ..... phone: ..... email address) to be in charge of WBL.

2.4. According to appendix 2 of the WBL, the WBL is expected to be implemented from 2022 .....- to 2023 .....

### **3. Roles and responsibilities of HEI**

3.1. The content, timeframe and format of the WBL should be aligned with the business process and priorities of the enterprise.

3.2. The HEI will support the enterprise with the necessary organizational and teaching methods to implement WBL.

3.3. At the beginning of the academic year, the HEI will organize methodological training for the mentors and facilitators of the business enterprise.

3.4. The HEI is responsible for maintaining the privacy of the business data and results reported in the final report and obtained during the assessment visit to the organization.

### **4. Roles and responsibilities of the employee**

4.1. During WBL, the student must follow the organization's internal procedures, the instructions given by the WBL facilitator and mentors, and the rules of work discipline, working hours, and safety. The student is also responsible for maintaining the confidentiality of the documents and information in their possession.

4.2. The student will maintain the confidentiality of the work and results reported in the final report. It is also prohibited to use the results of the performed work for personal or other purposes.

4.3. If a student is absent from work during the WBL period due to illness or any other respectful reason, they must submit evidence confirming that period (medical certificate and further valid proof). The HEI and WBL staff will be notified within three days after it clarifies the reason for the student's absence. The student will also bring an original copy of the document on the day they return to work, and the student will hand over a copy to the HEI's WBL supervisor.

### **5. Roles and responsibilities of the company**

5.1. The organization shall meet the following conditions:

- Provide students with the working tasks and duties they need to do

- Ensure student participation in work performance
- Provide students with practical training and mandatory supplementary training

5.2. The company coordinates and manages the student's working performance.

5.3. The company will continuously evaluate the student's work, achievements, and discipline and will issue a final evaluation in collaboration with the HEI.

## 6. Salary

6.1 The enterprise evaluates the students following requirements and criteria applied to its personnel and pays salary and allowances to them. However, the company may provide cash benefits and incentives to students. The company will decide its size and suitability.

6.2. The WBL expenses may include costs regarding the working environment, technical appliances and equipment and internal training of the enterprise during the internship.

6.3. Parties agree mutually on the expenses and can update it yearly.

## 7. Cancellation of the contract

7.1 If one of the Contracting Parties violates the terms of the contract, the parties may terminate this contract. The termination of the contract shall take effect upon written notification to the other party.

7.2 If the student commits any misconduct that violates the internal rules of the enterprise during the program, disciplinary punishment can be imposed under the internal procedures of HEI and enterprise. If deemed necessary, the program can be terminated.

## 8. Contract Authentication

8.1 The contract is made in three copies (3).

Company	HEI	Student (details of profession & grade)
.....	.....	.....
full name	full name	full name
signature	signature	signature