

## **Strengthening Higher Education in Management and Economics in Afghanistan Objectives of RUB in the frame of SHEP 2007 - 2010**

Under the umbrella of the World Bank's Strengthening Higher Education Program (SHEP) the approach of RUB follows three main objectives in its initial phase (October 2007 – December 2009) which will be realized through the following activities:

### ***Upgrading of the teaching standards at the partner faculties***

- through the quality controlled implementation and stabilization of the new uniform bachelor curriculum,
- by giving 20 Afghan lecturers access to an accredited MSc-program and by offering courses in didactics and in management of higher education,
- through the translation of teaching material of the whole MSc-program into English as learning material for the Afghan lecturers participating in the MSc-program and as a material basis for a future uniform ME Master-program in Afghanistan.

### ***Improving the research capacities and supporting disciplinary specialisation***

- in line with the development needs of Afghanistan through guided and coordinated Master-theses which will include empirical research on real world development problems in cooperation with the private and the public sector in Afghanistan.
- through intensive consultations between RUB and the four partner faculties concerning the future ME-specializations they want to host in their departments

### ***Development of institutions***

- a) through the development and implementation of identical examination regulations for the new uniform bachelor program at the four partner faculties,
- b) the development of rules for the promotion of lecturers at the four partner faculties,
- c) by contributing to the restructuring of the faculties' departments in line with the new academic programs and with the chosen specializations of each department,
- d) by fostering cooperation between the four partner faculties through interfaculty exchange of lecturers.

The quality controlled implementation of the new uniform bachelor curriculum in management and economics in all four faculties (including examination regulations) would create comparable standards throughout the country which is a prerequisite for internal student mobility and for the interfaculty exchange of teaching staff. This exchange on the level of students and staff is crucial as it produces communication and contributes to the formation of trust between people from different provinces of the country which otherwise would not meet. Furthermore, the implementation of the uniform bachelor-program under the quality control of RUB would be an important prerequisite for a future accreditation of the bachelor-program.

Another prerequisite for accreditation is a sufficient formal qualification of the lecturers which can be demonstrated by recognised degrees. Therefore RUB will offer a Master-program in Management and Economics for those Afghan lecturers which were pre-qualified in the bachelor-training carried out at RUB since September 2004. The preparatory work for this Master-program will start in October 2007, the program itself will be launched in January 2008.

The 24 months master program consists of taught modules in management, business administration, economics and statistics which are taken from the postgraduate program of the faculty of management and economics at the RUB which was initiated in the late 1960ies and continuously adjusted to newly emerging topics. The selection of the modules offered - each of them consisting of lectures and seminars - guarantees that the participants acquire a broad knowledge in all relevant fields of management and economics. This first phase has a total duration of 15 months starting in January 2008 and ending in March 2009. In the last three months of this phase (January – March 2009) the intensity of course work will be reduced to allow the students to individually prepare for their field research (activities together with the supervisor: definition of the research topic, literature survey, derivation of hypotheses, definition of data needs to test the hypotheses) which then will take place in Afghanistan between April and September 2009 (activities: collection of primary and secondary data, preliminary analyses of data). In the research phase the thorough coordination with the partner faculties will guarantee that the participants specialize through their research exactly in those fields where the partner feels the biggest needs. They will do so by individually designed research projects on down-to-earth problems in management and economics in Afghanistan which they will tackle with from a theoretical as well as from an empirical perspective. By doing so the program also will contribute to strengthen the research capacities at the partner faculties. The concept, the methodology and the empirical findings of the research will be the cornerstones of the Master-thesis which will have an important weight in the overall grading. Back at RUB the last three months will be devoted to the writing-up of the Master-theses, the evaluation of the theses and the final oral exam so that the graduation is scheduled for late December 2009.