

**September 16, 2003**

**To: Professor Samuel Andoh**  
**From: Bijan Fazlollahi**  
**Subject: Review of First Year Report,**  
**Comments and Suggestions**

The project has achieved positive results in its First year and it is moving in the direction of enhancing the undergraduate business education at Khazar University.

The First Year Project Report (Sep. 2002- August 2003) indicates the following achievements:

1. The project manager, Dr. Andoh and Dr. Nuriev, have jointly moved the project forward in a spirit of cooperation. Their combined know-how, academic administrative skills, and ownership of the project promises successful completion of the project.
2. The visits of Dr. Andoh to Baku and Dr. Nuriev to New Haven has been instrumental in educating faculty members from both sides and energizing faculty groups and individual faculty to participate in project tasks to move the project forward.
3. Preparation of a tentative curriculum with sequencing of courses at SCSU and presentation to Azeri side have led to increased involvement of the Azeri faculty members who are generally part-time and less engaged in curriculum development. Presumably, the curriculum as well as the content of courses will be revised, on the basis of the survey results currently being analyzed, to meet the needs of the business communities of Azerbaijan.
4. The tentative curriculum for programs in the areas of Economics, Finance/Accounting, Marketing, international Business, and management are considerable improvements over the existing curriculum.
5. Establishing Internship program for the undergraduate students is a great idea. However, Khazar should establish an Advisory Board of business owners and

- executives to develop a close relationship with the business community to help place the prospective interns.
6. Excluding the calculus II and Applied Linear Algebra, courses should help increase the number of the business courses .However, including “College Algebra” in the curriculum should be reconsidered if the students study this subject in High School.

**Observation and recommendations:**

1. The periodic survey of market needs should be incorporated into the academic administration of the SEM. For this reason someone at Khazar should be trained in survey methods and analysis.
2. The mechanism for establishing new programs and revising curriculum seems to involve the “Scientific Committee”. The project directors may want to study the current procedures to ensure that the established new programs survive the test of time and are altered only on the basis of changes in the needs of the business community.
3. The need for additional faculty resources to teach the new proposed courses should be investigated. The few part-time current faculty members seem to be inadequate. It is highly likely that there will be a need for hiring a few full-time core faculty members.
4. The need for additional textbook resources and instructor manuals should be estimated. Steps should be taken to ensure that textbooks are available when the new courses are offered.
5. The establishment of a dedicated new computer lab with fast internet connection for students would be very helpful for implementation of the project. Computers are available in Baku and could be purchased locally.
6. The minimum number of undergraduate students (full-time and part-time) required to support the business programs majors should be estimated. Minimum class size for economic operation of the program should be estimated. In case there is not enough demand for a major to be offered, it should be identified.

7. Azeri students are in need of written communication skills. “Writing across the curriculum” is a strategy adopted by most business school in the United State. Special attention should be given to developing writing skills in the content of the courses by requiring individual writing assignments and term papers.
8. The survey questionnaire should also collect data on the number of expatiates in each company and their position. This information would be useful as Azeri personnel are destined to fill these positions in the future. The analysis of this data should also help identify knowledge and skills needed to replace the expatiates
9. Courses in “International Business Law” as well as “Global Operation and Logistics” may be appropriate for Azeri students.