



***DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT
OF INDUSTRIAL ENTREPRENEURSHIP FOR TRANSITION COUNTRIES***
MIETC

[Link to main Project webpage \(www.mietc.unina.it\)](http://www.mietc.unina.it)

A special attention of the MIETC directed to the innovative character supporting the reforms necessary for the modernization of higher education systems of CA partners. Project will bring modern teaching and learning methodologies in line with the principles of the Bologna process. EU universities will contribute to professional development of CA staff and will promote efficient and effective management of master programs. Researchers, entrepreneurs and companies and unique strengths in EU values, traditions, creativity and diversity as well as communication between stakeholders is a good basement to implement this project.

Aims and Objectives

Strengthening of relations between HEIs and the wider economic and social environment

University-enterprise cooperation, entrepreneurship and employability of graduates.

Improve the level of competences and skills in HEIs by developing new and innovative education programmes.

Improve the quality of higher education and enhance its relevance for the labour market and society.

Support eligible Partner Countries to address the challenges facing their higher education institutions and systems, including those of quality, relevance, equity of access, planning, delivery, management and governance.

Support the modernisation, accessibility and internationalisation of the higher education

Project Achievements



- ***In Focus: EU – CA Relations***
- ***PROJECT COMMUNICATION AND COORDINATION***
- ***CURRICULUM IMPLEMENTATION***
- ***TRAININGS ON THE MASTER SUBJECTS***
- ***MASTER PROGRAMME PROMOTION***
- ***DISSEMINATION***

- EU – CA Relations NEW CHALLENGES, NEW OPPORTUNITIES, NEW APPROACHES

The [European Union's engagement](#) with the region has significantly expanded since the early 1990s, building upon Central Asia's geographical location and tradition of bringing Europe and Asia together. Both regions share strong common interests in prosperity, connectivity, energy and security. As part of global efforts to build back better following the COVID-19 pandemic, and to help mitigate the socio-economic impact of the new geopolitical context, the EU is supporting the countries of Central Asia in their efforts.

THE EUROPEAN UNION AS A PARTNER FOR SUSTAINABLE DEVELOPMENT

The European Union's development priorities in Central Asia, in line with its commitment to implementing the **United Nations Sustainable Development Goals (SDGs)**, aim at meeting the increasing needs from growing and young populations and at **providing economic opportunities**.

The EU's development priorities are focused in a region lacking economic diversification, facing significant environmental challenges, and in which the levels of intraregional trade and investment flows remain sub-optimal.

Assistance provided by the European Commission combined with assistance provided by EU Member States individually makes the **European Union the number one provider of development assistance in the region**. European Commission assistance to Central Asia reached €1.1 billion for the period 2014-2020. To better tailor the development programmes to each country's specificities, such as their existing level of development and an assessment of needs, the European Union employs a **differentiated approach** to its assistance, with a focus on the poorest and the most fragile countries.

Regional programmes aim at supporting a broad-based process of dialogue and collaboration between the five Central Asian countries. Regional cooperation is important for



The EU is committed to establish a strong, ambitious, and forward-looking framework for cooperation between the European Union and Central Asia to deliver sustainable connectivity within and between our regions. Improved, sustainable, safe and secure transport connections can play a powerful role in supporting economic diversification and green growth, which supports the shared goal of a prosperous Central Asia. In an increasingly complex geopolitical context, Central Asians are aiming to diversify their options and are looking at a stronger EU presence as a factor of balance in the regional equation and a committed partner for reform and modernization.

THE STRATEGY OUTLINES THREE PRIORITY STRANDS FOR EU ENGAGEMENT

INVESTING IN REGIONAL COOPERATION

- ♦ Moving towards common rules and a more integrated regional market
- ♦ Tackling common challenges such as environmental degradation and terrorism
- ♦ Stepping up cooperation with Central Asian partners to promote peace in Afghanistan

PARTNERING FOR RESILIENCE

- ♦ Strengthening Central Asian countries so they can overcome internal & external challenges
- ♦ Supporting the delivery of successful reforms
- ♦ Closer cooperation on promoting human rights and the rule of law
- ♦ Turning environmental challenges into opportunities
- ♦ Sharing know-how on renewable energy and energy efficiency

PARTNERING FOR PROSPERITY

- ♦ Developing a competitive private sector and promoting an open investment environment
- ♦ Fostering research and innovation with a focus on skills development for youth
- ♦ Promoting sustainable, comprehensive and rules based connectivity
- ♦ Supporting economic modernisation
- ♦ Leading supporter of the accession of Central Asian states to the World Trade Organization

The EU seeks to promote the role of civil society in addressing the challenges that partner countries in Central Asia are facing. Since 2019 the annual EU – Central Asia Civil Society Forum takes place and provides a platform for civil society representatives of the two regions to contribute to the development of the EU-Central Asia partnership. The Forum gathers civil society representatives, researchers, media experts, private sector and government experts to discuss ideas, generate new and innovative proposals and recommendations on how civil society can further contribute and be more involved in the implementation of the EU Central Asia Strategy at the local level through programmes and at policy level.



<https://www.eeas.europa.eu/sites/default/files/documents/2023/EEAS-CA%20REGIONAL%20FACTSHEETS-EU-CENTRAL%20May23.pdf>

– **PROJECT COMMUNICATION AND COORDINATION**

All Partners are permanently striving to maintain fluent and regular communication and collaboration with other project Partners and with the project teams at each respective institution in order to adequately implement the project activities and achieve the objectives. This effort is also directed towards the communication with internal stakeholders (institutional hierarchy/management, relevant departments, staff, students, etc.) to guarantee the sustainability and relevance of the project implementation.

With the exception of three management meetings (and other face-to-face activities such as trainings and promotional events), most of the communication among project Partners taken place online. In this sense, the Partnership make use of different web-based tools to ensure effective information flow - Instant messaging and collaborative work (Slack), videoconferencing (mostly Zoom and Teams), chat room, WhatsApp using, social channels and etc. All reports on project activity are copied on to Project's Google Drive.

Virtual meetings - Due to the limited number of face-to-face events, the role of virtual meetings and synchronous communication will be crucial to have group discussions, make joint decisions, coordinate the work, brainstorm, etc.

Project repository - For an easy and convenient access to project related information, documents and files, a shared cloud-based repository will be set up using Google cloud services (namely Google Drive). This will ensure constant access to project documents and outputs. This repository can host up to 15GB of information and will enable the use the features such us an online office suite, forms/surveys, access control , activity logs, automatic back-up, etc. This repository will also be integrated with Slack

Communication with the EACEA - ach CBHE project will be supervised by the Agency throughout its contractual period and even beyond it.

In order to implement this supervision and to provide the necessary assistance to the projects, a Project

Officer (PO) in the Agency has been assigned to each CBHE project. This PO will be the primary contact person of the project in the EACEA.

Coordination of the project continues on a high level and Coordinator (USC) is responsible for the overall management of the project and the correct execution of the contract. The partners responsible for the implementation of an individual tasks will appoint a local coordinator who will ensure timely execution of the tasks and coordination with all the other partners involved.

Distributed project management

The Partnership set up dedicated management groups (task 2.7.) with the aim to support the project coordination, to efficiently address the specific objectives via a clear distribution of tasks and authorities and to achieve an effective administrative management.

The following has been established and functioning:

Management Board (MB): composed of one representative of each Partner organization. It is person directly in charge of the management/coordination of the project at each institution and chaired by the Project Coordinator. It constitutes the **highest decision board** and its main task project governance. It has the overall responsibility of all support, coordination, financial, legal, administrative, ethical and impact issues of the project. It will monitor and assess the project's progress and make amendments, where necessary.

Academic Board (AB): composed of one representative per Partner (except Technoparks, P12, P13 and P14) and it (USC) chaired by the Academic Coordinator. It acts as an advisory and decision-making body ensuring the academic quality of the project and responsible for planning, executing

and controlling of all academic aspects of the project.

Dissemination Board (DB): composed of one representative per Partner, namely the dedicated Dissemination Manager (DM) of each institution and chaired by AST (P6). Responsible to raise public awareness and ensure wide communication of the project results and for the project results dissemination, the clustering and promotional activities.

Entrepreneurship Centre Manager (ECM): composed by one representative for each Central Asian HEI and each Technopark. It chaired by P9. In charge of creation, development, monitoring of established Entrepreneurship Centers.

Task Core Groups (TCG): are joint working unities that assist to coordinate the implementation Work Packages. Each TCG will be chaired by the respective WP or task leaders and made up of all the Partners involved in each specific task. Of special relevance will be the TCG for Sustainability (chaired by P11).

These bodies ensured the engagement of all the Partners in the project management and attended the following overall functions:

- Distributed project management
- Decision making on key aspects of the project
- Resolution of problems and issues that may arise
- Insight on long-term strategies
- Monitor the status of the project
- Help balance conflicting priorities and resources
- Check adherence of project activities to standards of best practice
- Foster positive communication regarding the project's progress and outcomes
- Fulfil the Quality assurance issues attributed to them
- Ensure the project's outputs are achieved

— CURRICULUM IMPLEMENTATION

Curriculum on the Project has been created in time and improved during the project live circle

Basic structure of MIETC

- Determined in the project application
- **4 thematic priorities**
 - Data Usage
 - Management
 - Business positioning
 - Engineering
- 12 compulsory subjects

Structure of each subject

- Each subject will have a duration of 50 lecturing hours, for a total of 600 hours.
- Adjustment to local ECTS requirements will be done on the rest of the hours.
 - Office hours.
 - Supervised work hours.
 - Assessment and evaluation hours.
 - Individual study hours.

Curriculum:

SUBJECT	Type	Lectures	Seminar	Tutorial	Laboratory	Other	Individual	ECTS
Research Methods and Data Analysis	CORE	30	0	0	30	30	90	6
Financial Analysis	CORE	30	30	0	0	30	90	6
Business Models	Elective	50	0	0	0	40	90	6
Supply Chain	CORE	20	0	0	30	40	90	6
Strategic Management	CORE	50	0	0	0	40	90	6
Innovation Management	CORE	20	0	0	30	40	90	6

International Markets and Marketing	CORE	30	30	0	0	30	90	6
Sustainable Entrepreneurship	CORE	30	0	0	30	30	90	6
Business Creation	CORE	30	30	0	0	30	90	6
Project Management	CORE	50	0	0	0	40	90	6
Production Planning and Control	CORE	30	0	0	30	30	90	6
Spatial Analysis	Elective	30	0	0	30	30	90	6

The content of the Master's degree program consists of:
theoretical training, including Core courses and Major courses;
practical training: various types of internships, research or professional internships;
research work for:
a scientific and pedagogical magistracy -Master's thesis; a specialized magistracy-experimental research work, including the implementation of a master's project Higher educational institutions - Master's thesis or master's project; final certification.
Core courses (hereinafter referred to as CC) and Major courses (MC) include the courses of the University component (UC) and an Elective courses (EC).
The list of the university courses and elective courses is defined by the university paying attention to the market demand, employers's expectations, needs and interests of master students.
Core courses - 29% of degree programs and 35 credits
University courses - 57% of degree program and 20 credits

All the CA Project partners has reported that curriculum has been adopted at their institutions and Promotion of Master Subject has successfully implemented.

— TRAININGS ON THE MASTER SUBJECTS

The main purpose of this work package is to deploy, test and validate the materials and the content, adapt materials to local market and get the participants' feedback. To this end, real-life testing and validation activities will be undertaken. Local professors taught in four Blocks (one block include 4 subjects of Master program). Four trainings blocks hosted by EU partners. P2 as expert and research and innovation provided Data Usage block (30%), P1 provided Industrial Management Block (30%), P3 having one the best Business MBA contributed to Business positioning Block (25%) and P4 responsible for Engineership Block.

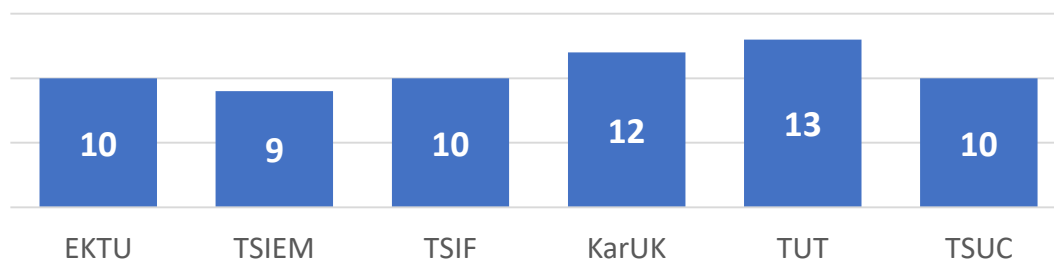
Based on previous collaboration, CA Partners realised the need of creating a high-quality master program which match the labour market requirements. Participating HEIs were selected to offer their academic and research insights to the various aspects of industrial entrepreneurship. Three technoparks participating in the project by contributing on commercial views of industrial outcomes and their potential applications. They are valuable for the project to exploit the different ways to transform Master Programme outputs to feasible business models, commercial projects and other benefits.

In accordance to the project plan training on Master subject has been implemented in USC and last one done in Italy in March 2023. Trainings provided using lean approach: Placing strong emphasis on personalised learning contexts and on learning-by-doing methods, thus, accomplishing greater student and technoparks' managers involvement. The project is going beyond traditional formal training, consisted of a 'transmissive' methodology, and it promote action learning with real-world cases and assistance by mentors and coaches. Focusing on hands-on real-world cases and actionable learning practices. provisional numbers, pending the revision of attendance sheets of the training in Naples

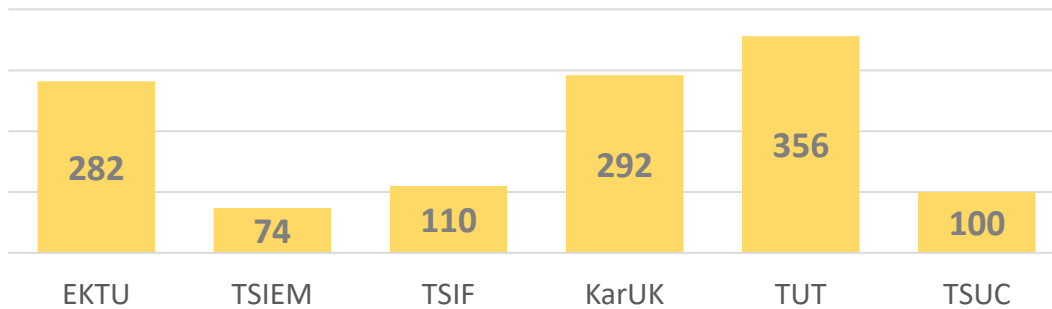
provisional numbers, pending the revision of attendance sheets of the training in Naples

Global Balance

No of prof. Trained



No of hours of training received



Balance by Subjects

No. of staff trained

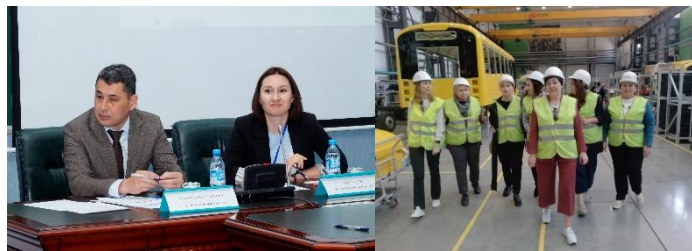
	EKTU	TSIEM	TSIF	KarUK	TUT	TSUC	Total
Project Management	2	0	0	3	0	0	5
Strategic Management	0	0	0	1	0	0	1
Business Models	3	0	0	1	0	0	4
Supply Chain and Operations Management	8	3	6	6	10	1	34
Innovation Management	7	3	5	9	11	2	37
International Markets and Marketing	8	2	5	8	13	4	40
Business Creation	7	4	6	11	10	5	43
Research Methods and Data Analysis	7	1	1	11	13	6	39
Financial Analysis	6	4	4	9	10	1	34
Sustainable Entrepreneurship	6	3	1	5	10	1	26
Production Planning and Control	5	2	5	6	10	2	30
Spatial Analysis	4	1	2		4	5	16
Location of Production Facilities	4	1	1		4	3	13
TOTAL	67	24	36	70	95	30	

Number of hours

	EKTU	TSIEM	TSIF	KarUK	TUT	TSUC	Total
Project Management	8	0	0	14	0	0	22
Strategic Management	0	0	0	4	0	0	4
Business Models	10	0	0	4	0	0	14
Supply Chain and Operations Management	38	12	18	12	32	4	116
Innovation Management	28	8	18	28	38	6	126
International Markets and Marketing	32	4	10	32	38	8	124
Business Creation	36	12	14	62	38	12	174
Research Methods and Data Analysis	28	6	4	58	48	24	168
Financial Analysis	18	12	16	32	38	4	120
Sustainable Entrepreneurship	22	6	4	22	38	4	96
Production Planning and Control	26	4	10	24	38	4	106
Spatial Analysis	16	6	12		24	26	84
Location of Production Facilities	20	4	4		24	8	60
TOTAL	282	74	110	292	356	100	

— MASTER PROGRAMME PROMOTION

The project "Development of a Master Programme in the Management of Industrial Entrepreneurship for Transition Countries" is successfully implementing and approaching its logical conclusion. The main purpose MIETC project is to build the capacity of the human capital in the High Education Institutions (HEI) of Central Asian (CA) countries on industrial entrepreneurship aiming to provide students skills and competences aligned to the needs labor markets.



Master Programme Promotion has been done in all three CA countries

In Kazakstan:

Day 1 19/06/2023 Seminar was online on zoom. To the meeting representatives attended which Project participants Academy of Sciences of Turkmenistan, Turkmen State Institute of Economics and Management and at the Turkmen State Institute of Finance, Alfiya Zakimova, D. Serikbayev East Kazakhstan State Technical University.

The Partners committed to provide dissemination support such as promote the project in their media platform, social networks and distribute project's information among entrepreneurs. During the World Cafe with stakeholders it was revealed that knowledge and skills in Sustainable development are relevant for all majors and can be added as additional module to other disciplines. As well, the subject has great value as a vocational training for employees to improve their qualification."

Links for Gallery and dissemination:

https://drive.google.com/drive/folders/1u8U91-ccXxEZIBxGtcutqPpRd_n3bhkf

<https://drive.google.com/drive/folders/1IjVgoHyCCqJzoLwLNZL0m6-GFLNvnQCB>

The activity has been done:

Visit to the Competence Center "Smart engineering"

Presentation of the project implemented with the support of the World Bank

The head of the Center is Azamatov Bagdat

Competence and Technology Transfer Center in the field of construction and building materials

The Head of the Center is Olga Rudenko

Competence and Technology Transfer Center in the field of water management and water use

The Head of the Center is Kolpakova Valentina

Visit to the Center of Competence and Technology Transfer in the field of energy

The head of the Center is Fafengut Alexander

Center of Competence and Technology Transfer in the field of information Technology

The Head of the Center is Ruslan Chettykbayev

Division into teams and distribution of roles

Moderators / volunteers

Presentation of the EP "Technological entrepreneurship"

Conditions of the "Workshop"

Zakimova Alfiya (EKTU)

Getting a task

Chief designer from the team



MEETING WITH STAKEHOLDERS (EMPLOYERS) AND PROMOTION OF THE MASTER'S PROGRAM IN TUT

Within the framework of the project "MIETC - Development of a Master's Program in Industrial Enterprise Management for Countries with Economies in Transition" at the Technological University of Tajikistan, it has close cooperation with project partners from Europe - the University of Santiago de Compostela in Spain, the University of Naples Federico II and a number of partners from Central Asia: East Kazakhstan State Technical University, Turkmen Academy of Sciences, Turkmen State Institute of Economics and Management, Turkmen State Financial Institute, Karaganda Economic University of Kazpotrebsoyuz, CTAST Turkmenistan Technopark, Business-Pro Educational Center (ECBP) of Kazakhstan and FANOVAR Technopark of Tajikistan.

As part of this cooperation, on May 19, 2023, in order to strengthen the scientific potential of universities in the field of industrial entrepreneurship for Central Asia through the development and implementation of an interdisciplinary master's program and the establishment of sustainable cooperation between partner universities, a group of representatives of higher educational institutions visited TUT.

First, the rector of TUT Amonzoda Ilhom Temur received the guests and exchanged views on international cooperation and the need to train competitive specialists in the free labor market, taking into account the needs of employers.

Then, in the hall of the university library, a meeting of project partners with employers and university graduates was held to promote the training program "Economics and Management at Industrial Enterprises". First, the guests were greeted by the head of the academic group of the project, Dean of the Faculty of Economics and Finance Sattorov A.A. and opened the next session. Then he introduced the audience to the history and management structure of the university and its divisions. He noted that the university conducts educational activities in undergraduate, graduate and doctoral programs. It should be noted that within the framework of this project, a master's educational program in the specialty 1-25010711 "Economics and Management at Industrial Enterprises" was developed and approved by the Ministry of Education and Science of the Republic of Tajikistan, and already 9 people are studying in this specialty. Also, on the basis of this project, more than 15 university teachers underwent advanced training at the University of Santiago de Compostela Spain, on the basis of which teaching materials were developed for 12 subjects of this specialty, taking into account international educational programs and approved by the scientific and methodological council of the university.



At the end, a certificate was awarded to a group of university teachers, for whom the project partners conducted an online English course for three months.

In the afternoon, in order to integrate science and production, as well as when developing educational programs, to take into account the requirements of employers for the training of competitive specialists in the free labor market, representatives of the partners of this project met with the management of a modern high-tech and environmentally friendly plant for the production of passenger electric buses Akia Avesto LLC Automatic Industry. The general director of Akia Avesto Automotive Industry JSC Asror Mirzoev received the guests with special sincerity and organized an introductory tour for them. It is a matter of pride that the project partners met three university graduates in this company. At the end, General Director Asror Mirzoev noted that he also studied at the Technological University of Tajikistan for the first two years, and then continued his studies abroad.

PROMOTION IN TAJIK STATE UNIVERSITY OF COMMERCE



On May 18, a second promotion was held at TSUC within the framework of the MIETC project. During the meeting with students and young teachers the presentations were made by Maria Dolores Tunas Riveiro and Pedro Rey Araijo (University of Santiago de Compostela, Spain), Yolanda Pena-Boguete (Ayeconomics, Spain), Madina Rahimberdinova (D. Serikbayev East Kazakhstan Technical University) Oksana Bezler (Karaganda University of Kazpotreboysuz), Abdurasul Sattorov (Technological University of Tajikistan) and Zarrina Kadirova (Tajikistan State University of Commerce).

(more information is here <http://tguk.tj/index.php/tj/habarho/item/3966-dar-peromuni-loi-ai-mietc.html>)

PROMOTION IN TURKMENISTAN

In accordance to the project plan the meetings, trainings and seminars in partner organizations has been organized several times. The next seminar organized at the Turkmen State Institute of Economics and Management and at the Turkmen State Institute of Finance on June19-20, Turkmenistan.

Speakers at the online meeting:

- Rustam Gadzhiyev, Academy of Sciences of Turkmenistan, expert of International Relations Department
- Gadam Tachmuhammedov senior lecturer of Turkmen State Institute of Economics and Management
- Hojanepesova Aylar Head of the "Banking" department, Turkmen State Institute of Economics and Management
- Alfiya Zakimova, D.Serikbayev University' Dean of the East Kazakhstan State Technical University.



– **DISSEMINATION**

As Academy of Science responsible for this work package directly R. Gadzhiyev delivered up to date information on dissemination. In accordance to the Project plan. The Dissemination strategy emphasizes the importance of dissemination to promote the MEITC project activities and expand the project results and outcomes to a multitude of audiences. It describes the objectives, planned target groups and channels as well as indicators to measure the performance of the project' planned activities. It is decided to report to the Cabinet of Ministries of TKM, Ministry of Education of TKM, The Ministry of Finance and Economy of Turkmenistan - is the national coordinator of international projects carried out in Turkmenistan and has a supervisory role, Ministry of Education and Science of the republic of Tajikistan, Ministry of Education and



Science of the Republic of Kazakhstan more widely.

Useful links

USC's institutional website: https://www.usc.es/en/perfis/internacional/programas/Erasmus_plus/MIETC ,
https://www.usc.gal/en/perfis/internacional/programas/Erasmus_plus/Erasmus-plus.html#MIETC

Ayeconomics all news posted about MIETC <https://ayeconomics.com/news/>

Tajikistan In Russian https://tut.tj/?page_id=15503&lang=ru and

English https://tut.tj/?page_id=15525&lang=en ;

<https://tut.tj/wp-content/uploads/2021/12/%D0%A4%D0%90%D0%9D%D0%9E%D0%92%D0%90%D0%A0-%D0%A7%D0%9E%D0%9F-%E2%84%96-19-20.pdf>

Ist Kazakhstan Uni named Serikbayev Восточно-Казахстанского технического университета им.Д. Серикбаева

https://www.ektu.kz/divisions/interndep/intern_space/erasmus_usc_mietc/links/universitetesant'yago-de-kompostela.aspx

Ljubljana :

http://www.ef.uni-lj.si/erasmus/erasmus_plus_projects

AST: <https://science.gov.tm/en/projects/mietc1/>