

Identification	Subject (code, title, credits)	PSIR 423 Strategic Management 3KU /6ECTS credits 15 Weeks, 60 hours
	Department	Political Science and Philosophy
	Level	Undergraduate
	Term	Autumn 2026
	Instructor	Dr. Rail Safiyev
	E-mail:	railsafiyev2009@gmail.com
	Classroom/hours	Saturdays, 11:30/ 17:00, room No 408
	Office hours	By appointment
Prerequisites	N/A	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	Core readings: 1. Owen E. Hughes, 2003 <i>Public management and administration</i>.—3rd ed. Palgrave Macmillan 2. Heywood, P. (Ed.). (2018). <i>Routledge Handbook of Political Corruption</i> (1st ed.). Routledge. 3. Bevir, Mark, and R. A. W. Rhodes, (2010) <i>The State as Cultural Practice</i> (Oxford,; online edn, Oxford Academic, 1 May 2010) 4. Boltanski, L. and Chiapello, <i>The new spirit of capitalism</i> .; (Verso New Yor:2018) 5. Offe, C. (1996) <i>Modernity and the State</i>. East, Cambridge: Polity. (Orig. published 1990.) 6. Wilson, H. (2017) <i>Political Management</i>. 1st edn. De Gruyter. Available at: https://www.perlego.com/book/726254 (Accessed: 30 August 2025). Electronic Resources: several essays and publications on management criticism Additional resources: Articles & Presentations	

Course outline	In this course, I introduce students to the problems of management and strategies that are deployed to overcome the management crisis. My course will involve the introduction into the main themes of political management, but also criticism of institutionalism and study of approaches (mainly from cultural perspective) on how political processes and their management operate within the state. As case studies, European countries and examples of developing world are been chosen, but not only. Students are expected to study the problems of development, institutional deficiencies, causes of corruption and bureaucratic mismanagement, as well as their measurement and solutions. In the last part, the course will thematize topics of criticisms against managerialism, its roots and the interactional aspects of state and capitalism.		
Course objectives	Course objective is to provide students with: necessary theoretical schools to the political management studies, how they differ in their approaches and why it is important to be aware of them; also empirical knowledge to classify, articulate different management problems, their historical evolutions, causes and current situation.		
Learning outcomes	Students will be able to understand and independently analyze political management and strategy approaches, their origins and causes, and to look at the issue at hand from different theoretical perspectives.		
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm exam	8 th week	30
	Attendance and Participation	During the semester	10
	Quiz	One in each term	10
	Presentation	Will be set individually	10
	Final exam	At the end of the course	40
	Total		100
Policy	You are expected to: - attend online classes on a regular basis - take an active part in debates and group discussions - read the assigned and suggested readings before you come to class - engage actively in classroom discussions - offer thoughtful and informed classroom presentations and written work - submit all your assignments on time		

- follow assignments closely and carefully.

Class attendance:

Students are required to comply with the attendance policy of Khazar University. Full-time students are expected to attend all classes unless they are sick or have the permission of the instructor (*approved absence*).

A student must submit an absence request in anticipation of an absence from the course. In case he/she fails to do so, his absence will be considered unapproved. Specifically, to be eligible for taking exams, students must not miss more than **30%** of class hours (*unapproved absences*). Otherwise, the student can take the exam only with the approval of the School Dean. Continuing unapproved absences or lack of participation may lead to withdrawal from the course.

Presentation:

During the length of the course, the students will be offered to prepare a compulsory PPT presentation. The presentation represents maximum 10% of the final grade out of 100; submission is done during the length of the course, but the deadline is the same as for the paper: 07 December 2023. No grace period for this part. The country-case must be approved by the instructor to avoid doubling up.

Academic misconduct

Academic honesty plays an essential part in maintaining the integrity of Khazar University. Students are expected to recognize and uphold high standards of intellectual and academic integrity. The following acts are examples of academic dishonesty, therefore are strictly forbidden and will, if proven, be penalized:

- plagiarism,
- cheating,
- unauthorized collaboration,
- falsification,
- multiple submissions.

On plagiarism:

Plagiarism is unethical and an offence under the University regulations. Please familiarize yourself with the regulations relating to plagiarism and cheating in examinations.

Plagiarism is copying other people's work without proper attribution. The students committing plagiarism and the students providing materials for plagiarizing will automatically receive a zero (0) for the assignment. Students must always indicate that they used someone else's words and ideas if they have done so, by using quotation marks and mentioning the source in the text or a footnote. A bibliography must also follow after the end of your essays.

Rules of Professional Conduct

The students shall behave in the way to create favorable academic and professional environment during the class hours. Unauthorized discussions and unethical behavior are strictly prohibited. Classroom behavior that seriously interferes with either (a) the instructor's ability to conduct the class or (b) the ability of other students to benefit from the course program will not be tolerated. When a student's behavior in a class is so seriously disruptive as to compel immediate action, the instructor has the authority to remove a student from the class on an interim basis, pending an informal hearing on the behavior.

AI Policy

This policy governs the responsible use of Generative Artificial Intelligence (GAI) in coursework and research. It applies to undergraduate students and academic researchers, ensuring transparency, integrity, and accountability.

GAI may support learning and research by helping organize ideas, checking grammar, or assisting with planning. However, it must never replace original analysis, creativity, or independent thinking. All uses of GAI must be disclosed clearly in assignments, projects, theses, and publications. Example: "ChatGPT (OpenAI, 2025) was used for language editing. All ideas and conclusions are my own."

Students may use GAI only as a supportive tool, with a maximum of twenty-five percent of text-based assignments. Its use is strictly prohibited in exams, quizzes, and graded in-class assessments. Researchers may use GAI for structuring, editing, and idea generation, but not for writing entire papers, fabricating references, or producing false data. Accuracy must always be verified.

Violations include hidden or unauthorized use, failure to disclose, plagiarism, or data falsification. Penalties may involve warnings, resubmission, grade reduction, or disciplinary action. Instructors and supervisors must specify permitted levels of GAI use in syllabi or research guidelines.

GAI is allowed only as a supportive tool. Students remain fully responsible for the originality, accuracy, and integrity of their work.

Tentative Schedule

Date/Day (subject to change if necessary on holidays)	Topics	Readings
Week 1 21/09/2023	Introduction	<i>General Introduction into core readings and subjects of Strategic Management studies</i>

	What is Political Management?	
Week 2 28/09/2023	The Traditional Model of Public Administration	Owen E. Hughes, 2003 Public management and administration.—3rd ed. Palgrave Macmillan. p. 17-44, Chapter 2.
Week 3 05/10/2023	Shift from Traditional Public Administration to New Public Management (NPM)	Owen E. Hughes, 2003 Public management and administration.—3rd ed. Palgrave Macmillan. p. 44-71 Chapter 3
Week 4 12/10/2023	Strategic Management	<i>Owen E. Hughes, 2003 Public management and administration.—3rd ed. Palgrave Macmillan. Chapter 7. pp. 132-149</i>
Week 5 19/10/2023	Rethinking the State and Interpretational Approach	<i>Pennington, Mark: 2009 The Bureaucracy, in: Judith Bara and Mark Pennington ed. Comparative Politics: Explaining Democratic Systems. Sage Publication. pp.145-173</i>
Week 6 26/10/2023	Policy Making	<i>Caramani, Daniele (2023) Comparative Politics, Oxford University Press, pp. 347-361</i>

Week 7 02/11/2023	Westminster Traditions Bringing People Back In	<i>Bevir, Mark, and R. A. W. Rhodes, The State as Cultural Practice (Oxford, 2010; online edn, Oxford Academic, 1 May 2010)</i> <i>Chapter 8 and Chapter 9</i>
Week 8 09/11/2023	Midterm exam	
Week 9 16/11/2023	The Politics of Social Policy in East European Transitions	<i>Joel S. Hellman: Winners Take All: The Politics of Partial Reform in Postcommunist Transitions World Politics, Vol. 50, No. 2 (Jan., 1998), pp. 203-234</i>
Week 10 23/11/2023	Bureacracy and Corruption	<i>Heywood, P. (Ed.). (2018). Routledge Handbook of Political Corruption (1st ed.). Routledge.</i> <i>Chapter: Carl Dahlstroem, Bureaucracy and Corruption pp. 110-121</i>
Week 11 30/11/2023	Historical View on Management Problem	<i>Serif Mardin Power, Civil Society and Culture in the Ottoman Empire. Comparative Studies in Society and History, Vol. 11, No. 3, (Jun., 1969), pp. 258-281</i>
Week 12 07/12/2023	Managerialism and Technological Modernization	<i>Pynnöniemi, Katri (2014) ‘Science Fiction: President Medvedev’s Campaign for Russia’s “Technological Modernization”’, Demokratizatsiya: The Journal of Post-Soviet Democratization 22(4): pp. 605–26.</i>

Week 13 14/12/2023	Management Crisis of 90s.	<i>Boltanski, Luc.; Chiapello, Eve The new spirit of capitalism .; Verso New Yor:2018: The Discourse of Management in 90s. Chapter 1</i>
Week 14 21/12/2023	Reforms, Institutions and Management	<i>Martin Petrick, Dauren Oshakbayev, Regina Taitukova & Nodir Djanibekov (2017) The return of the regulator: Kazakhstan's cotton sector reforms since independence, Central Asian Survey, 36:4, 430-452,</i>
Week 15 28/12/2023	Policy Strategies of Modern Time	<i>Vladimir Gel'man & Andrey Starodubtsev (2016) Opportunities and Constraints of Authoritarian Modernisation: Russian Policy Reforms in the 2000s, Europe-Asia Studies, 68:1, 97-117,</i>
	Final Exam	