

	Subject	MGT 860 Strategic Management - 3KU credits (6ECTS)	
	Department	Economics and Management	
	Program (Undergraduate, Graduate)	Graduated	
	Term	Fall, 2025	
	Instructor	Erkin Nasirov	
	Email:	erkin.nasirov@khazar.org	
	Classroom/hours	122 B. Safaroghlu str. Downtown Campus (individual)	
Prerequisites	ECON 830 Managerial Economics		
Language	English		
Compulsory/Elective	Compulsory		
Textbooks and course materials	<i>Core textbook:</i> <i>Contemporary strategy analysis (Robert M. Grant) 12th edition 2024</i> Additional materials will be presented by the instructor.		
Course outline	This course is designed to give students detailed knowledge on business strategy. Students will be provided with knowledge, which they can use to identify, analyze, and resolve different strategic issues in the modern business world.		
Course objectives:	<ul style="list-style-type: none">✓ capacity to form a strategic vision of where the company is headed and to set objectives and performance targets that measure the company’s progress✓ Help students to understand the methods for scanning the environment and learning the exploring and exploiting capabilities✓ To enhance students understanding on the corporate level and business level decisions✓ To assist students to comprehend the corporate external environment, its inter-relations with partners and rivals, the integration decisions and its short-term and long-term consequences, synergies✓ To give a picture of the strategy evaluation and control and change management		
Learning outcomes:	At the end of this course students will be able to: <ul style="list-style-type: none">✓ To understand and diagnose the macro-environment✓ To identify the difference between the company’s strengths and weaknesses, opportunities and threats and understand their importance in a real business environment✓ Define and classify types of competitive advantage and explain associated best practices for creating and maintaining the advantage✓ Measuring resources and competences✓ To explain the diversification, vertical and horizontal integration concepts✓ To understand the meanings and the differences between corporate mergers & acquisitions and strategic alliances✓ Become familiar with entrepreneurship and innovation, social entrepreneurship, product, or process innovation, open or closed innovation, innovation diffusion, and first-mover advantages and disadvantages✓ Have an awareness of Portfolio Matrices✓ Have information on key foreign market entry modes✓ Explain the significance of social responsibility in business strategy		
Teaching methods	Case analysis		x
	Group discussion		x
	Lecture		x
	Others		x
Evaluation Criteria	Methods	Date/deadlines	Percentage (%)
	Midterm Exam	11.11.2025	30
	Quizzes 2 times	04.11.2025/23.12.2025	20
	Class Attendance		5
	Activity		5
	Final Exam	To be announced	40

	Total		100
Policy	<p>Attendance and activity: The students are required to attend all classes as part of their studies and those having legitimate reasons for absence (illness, family bereavement, etc.) are required to inform the instructor. Generally, four (4) unauthorized absence marks will lead to the student’s expulsion from the course. If a student is late for the class for more than 10 or 15-minutes s/he is allowed to join the class but his/her attendance to the first double hours will be marked as absent in the class register. Attendance and participation will account for 10% of the total course grade, which depends on students’ good class attendance and active participation in class discussions. Students exceeding the 25% absence limit will not be allowed to participate in the final exam</p> <p>Preparation for class The structure of this course makes your individual study and preparation outside the class extremely important. The lecture material will focus on the major points introduced in the text. Reading the assigned chapters and having some familiarity with them before class will greatly assist your understanding of the lecture. After the lecture, you should study your notes and work on relevant problems from the end of the chapter and sample exam questions. Throughout the semester we will also have a large number of review sessions. These review sessions will take place during both the regular and non-regularly scheduled class periods.</p> <p>Withdrawal (pass/fail) This course strictly follows the grading policy of the Graduate School of Economics and Business. Thus, a student is normally expected to achieve a mark of at least 65% to pass. In case of failure, he/she will be referred to or required to repeat the course the following term or year. For referral, the student will be required to take an examination scheduled by the instructor.</p> <p>Assignments/quizzes There will be individual survey forums and group case studies. The forum survey should be answered within the given time period and their deadline will not be extended. Students are required to turn in answers to assignments before the set dates.</p> <p>Cheating/plagiarism Cheating or other plagiarism during the Mid-term, and Final Examination will lead to paper cancellation. In this case, the student will automatically get zero (0), without any consideration.</p> <p>Professional behavior guidelines The students will behave in a way to create a favorable academic and professional environment during the class hours. Unauthorized discussions and unethical behavior are strictly prohibited.</p>		
Tentative Schedule			
Week	Date/Day (tentative)	Topics	Textbook/Assignments
1		Introducing Strategy / Explanation of the syllabus	Chapter 1.
2		Goals Values and Performance	Chapter 2.
3		Industry analysis	Chapter 3/4
4		Analyzing Resources and Capabilities	Chapter 5
5		Organizational structure	Chapter 6
6		The source and dimension of competitive advantage	Chapter 7
7		Industry evolution	Chapter 8
8		Technology based industries and the management of innovation. Quiz 1	Chapter 9.
9		MIDTERM EXAM	
10		Vertical integration	Chapter 10.
11		Global strategy and the multinational companies	Chapter 11.
12		Diversification strategy	Chapter 12.
13		Implementing corporate strategy	Chapter 11.
14		External growth strategy	Chapter 11.
15		Current trends in corporate strategy. Quiz 2	Chapter 15.

16		FINAL EXAM	
----	--	-------------------	--