

Identification	Subject (code, title, credits)	PSIR 423 Strategic Management 3KU /6ECTS credits 15 Weeks, 60 hours
	Department	Political Science and Philosophy
	Level	Undergraduate
	Term	Fall 2023
	Instructor	Aytaj Ibrahimli
	E-mail:	aytac.ibrahimli@khazar.org
	Classroom/hours	Thursday, 15:20/ 17:00, room No 408
	Office hours	By appointment
Prerequisites	N/A	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	<p>Core readings: <i>Strategic management 2020, Reed Kennedy</i> <i>Strategic Management and Competitive Advantage. Barney & Hesterly.</i> <i>Pearson Prentice Hall, Upper Saddle River 5th edition</i> <i>Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p> <p>Electronic Resources: <i>Harvard Business Review</i></p> <p>Additional resources: <i>Articles & Presentations</i></p>	
Course outline	<p>The course will introduce conceptual and theoretical foundations of the discipline of (International) Security Studies and empirical and historical evolution of security policies of Azerbaijan. First part will situate, and explain its evolution as, the discipline of Security Studies and discuss different theoretical approaches developed within, and beyond, International Relations. Second part of the course will use those conceptual frameworks to explore empirical security issues of Azerbaijan, their development and current state of the art.</p>	
Course objectives	<p>Course objective is to provide students with necessary theoretical schools to the security studies, how these frameworks differ in their approaches and why it is important to be aware of them; empirical knowledge to classify, articulate different security concerns of Azerbaijan, their historical evolution, causes and current situation.</p>	

Learning outcomes	Students will be able to understand and independently analyze security related issues in Azerbaijan and in its foreign relations, their origins and causes, and to look at the issue at hand from different theoretical perspectives.		
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm exam		30
	Attendance and Participation		10
	Quiz		10
	Presentation		10
	Final exam		40
	Total		100
Policy	<p>You are expected to:</p> <ul style="list-style-type: none"> - 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. <p>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 (<i>approved absence</i>). 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 25% of class hours (<i>unapproved absences</i>). 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.</p> <p>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.</p> <p>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,</p>		

	<p>if proven, be penalized:</p> <ul style="list-style-type: none"> - plagiarism, - cheating, - unauthorized collaboration, - falsification, - multiple submissions. <p><i>On plagiarism:</i> Plagiarism is unethical and an <u>offence</u> 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 <u>proper</u> 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.</p> <p>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.</p>
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Tentative Schedule

Date/Day (subject to change if necessary on holidays)	Topics	Readings
Week 1 21/09/2023	Introduction	<i>Strategic management 2020, Reed Kennedy,</i> <i>Chapter 1, p. 7-9</i> <i>Article 1</i>
Week 2 28/09/2023	Development of Strategic management Theory	<i>Strategic management 2020, Reed Kennedy,</i> <i>Chapter 1, p. 12-31</i>

Week 3 05/10/2023	Strategic Management Process, Perspectives of Strategic Management	<i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 4 12/10/2023	Basic Concepts of Strategic Management, Perspectives and Strategic Management Process	<i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 5 19/10/2023	Strategic Analysis: External Environment Analysis	<i>Strategic management 2020, Reed Kennedy, Chapter 3, p. 53-87</i>
Week 6 26/10/2023	Strategic Analysis: Internal Environment Analysis	<i>Strategic management 2020, Reed Kennedy, Chapter 4, p. 88-114</i>
Week 7	Synthesis of Strategic Issues and Analysis:	<i>Strategic management 2020, Reed Kennedy,</i>

<p>02/11/2023</p>	<p>Case Study</p> <p>Quiz 1</p>	<p><i>Chapter 5, p. 116-123</i></p>
<p>Week 8</p> <p>09/11/2023</p>	<p>Strategy Formulation: Basic Strategies and Institutional Strategies</p> <p>Midterm exam</p>	<p><i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p>
<p>Week 9</p> <p>16/11/2023</p>	<p>Competitive Strategies</p>	<p><i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p>
<p>Week 10</p> <p>23/11/2023</p>	<p>Functional Strategies</p>	<p>- <i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p>
<p>Week 11</p> <p>30/11/2023</p>	<p>International Strategy:</p> <p>Case Study</p>	<p>- <i>Strategic management 2020, Reed Kennedy, Chapter 9, p.221-257</i></p>

<p>Week 12 07/12/2023</p>	<p>Strategy Implementation</p>	<p>- <i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p>
<p>Week 13 14/12/2023</p>	<p>Strategic Control and Corporate Governance</p>	<p>- <i>Strategic management 2020, Reed Kennedy,</i> - <i>Chapter 8, p.195-220</i></p>
<p>Week 14 21/12/2023</p>	<p>Social Responsibility: Case Study Quiz 2</p>	<p>- <i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization - Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i></p>
<p>Week 15 28/12/2023</p>	<p>Managing Innovation: E-Strategy</p>	<p><i>Strategic management 2020, Reed Kennedy, Chapter 7, p, 163-194</i></p>
	<p>Final Exam</p>	