

Identification	Subject (code, title, credits)	PSIR 423 Strategic Management 3 KU/6 ECTS 15 Weeks, 60 Hours
	Department	Political Science and International Relations
	Level	Undergraduate
	Term	Fall 2025
	Instructor	Vasila Hajiyeveva
	E-mail 1:	vhajiyeveva@khazar.org
	E-mail 2:	
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	Classroom/hours	41 Mehseti str. (Neftchilar campus)
	Office hours	By appointment
Prerequisites		
Language	English	
Compulsory/Elective		
Required textbooks and course materials	<p>Core readings: Arterton, <i>Strategy in Politics</i> (2024), Chapter 1: Introduction to Political Strategy.</p> <p>Mahmood, <i>Strategic Management Practices in the Public Sector</i> (2022, open-access via IJAMR).</p> <p><i>Corporate Political Strategies</i> (2020), Oxford Research Encyclopedia.</p> <p>Botan & Huth, <i>The Handbook of Strategic Communication</i> (2020), Chapter on Political Communication.</p> <p>Greve & Ysa, <i>Handbook on Strategic Public Management</i> (2023). Edward Elgar.</p> <p>Chris Ansell, Arjen Boin, and Paul 't Hart. Political Leadership in Times of Crisis. (2014). The Oxford Handbook of Political Leadership.</p> <p>Crisis Management. Stephen Benedict Dyson and Paul 't Hart. (2013). The Oxford Handbook of Political Psychology (2 ed.). <i>Edited by Leonie Huddy, David O. Sears, and Jack S. Levy.</i></p> <p><i>Marek Sempach</i>. Effective management in modern political parties and campaigns. The application analysis of political management concept in Poland. EASTERN REVIEW 2022, T. 11(2)</p> <p>Zoran Tomic, Tomislav Damnjanovic Ivan Tomic. Artificial Intelligence in Political Campaigns. South Eastern European Journal of Communication University of Mostar / Volume 5, No 2, Winter 2023</p> <p>Aysem Mert (2014). Hybrid governance mechanisms as political instruments: the case of sustainability partnerships. International Environmental Agreements: Politics, Law and Economics. Springer</p>	

	<p>The Oxford Handbook of Politics of Development. (2015). Edited by Carol Lancaster & Nicolas van de Walle.</p> <p>Reinhard Steurer. From Government Strategies to Strategic Public Management: An Exploratory Outlook on the Pursuit of Cross-Sectoral Policy Integration. InFER. Discussion Paper 1-2007.</p> <p>K.Mallikarjuna. (2018). Election Campaign Strategies and Voter Behavior: an Analysis. IJRAR. Mart 2018, Volume 5, Issue 1.</p> <p>The Oxford Handbook of Political Communication. 2014.</p>		
Course outline	<p>This course explores the application of strategic management principles to political contexts, including electoral campaigns, policy formulation, coalition building, and governance. Students will learn to develop, implement, and evaluate strategies to achieve political objectives while navigating power dynamics, ethical challenges, and public expectations. Through theoretical frameworks, practical tools, and case studies, the course addresses topics like strategy formulation, strategic communication, risk management, and global political strategies. Designed for students and practitioners, it emphasizes real-world applications in democratic and non-democratic settings.</p>		
Course objectives	<ul style="list-style-type: none"> ● Understand key concepts and frameworks of strategic management adapted to political environments. ● Develop skills to formulate, implement, and evaluate political strategies for campaigns, policies, and governance. ● Analyze power dynamics, stakeholder interests, and ethical considerations in political decision-making. ● Critically assess case studies of successful and failed political strategies globally. 		
Learning outcomes	<p>Knowledge and Critical Analysis</p> <ul style="list-style-type: none"> • Developing a comprehensive understanding of political strategy and tactics. • Preparing presentations and writing essays about the strategic management in public administration, as well as in policy-making and decision-making issues. <p>Skills:</p> <ul style="list-style-type: none"> • Critical analysis • SWOT analysis • Practicing presentation skills in PPT 		
Evaluation	Methods	Date/deadlines	Percentage (%)
	Class attendance		5
	Case-study and PowerPoint presentation	25 th December	15
	Activity in discussions		10
	Midterm exam		30
	Final exam		40

	Total		100
Policy	<p>You are expected to:</p> <ul style="list-style-type: none"> - attend classes on a regular basis as the classes are conducted in a combined lecture/seminar format where students should <u>play an active part</u>. - prepare and present frame of thinking of the chosen authors and analyze their portrait - offer presentation dedicated to chosen topic and engage actively in discussions around other presentations - offer thoughtful and informed written work - submit all your assignments on time - follow assignments closely and carefully. <p>Activity in discussions:</p> <p>Students will get maximum 10% of the final grade out of 100 for their active participation in discussions around topics, presentations and portrait analyses.</p> <p>Presentation:</p> <p>During the length of the course, the students will be offered to prepare a compulsory PPT presentation dedicated to the topic chosen by the student. The presentation represents maximum 15% of the final grade out of 100; submission is done during the length of the course; topic of presentation and date of submission will be agreed with students in class in the first lesson.</p> <p>Class attendance:</p> <p>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 20% 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>Academic misconduct</p> <p>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:</p> <ul style="list-style-type: none"> - plagiarism, - cheating, - unauthorized collaboration, - falsification, - multiple submissions. <p><i>On plagiarism:</i></p> <p>Plagiarism is unethical and an <u>offence</u> under the University regulations.</p>		

<p>Please familiarize yourself with the regulations relating to plagiarism and cheating in examinations.</p> <p>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</p> <p>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>		
Tentative Schedule		
Date/Day (subject to change if necessary on holidays)	Topics	Readings
Week 1 19.09.2025	Introduction to Strategic Management in Politics	<p>Arterton, <i>Strategy in Politics</i> (2024), Chapter 1: Introduction to Political Strategy.</p> <p>Mahmood, <i>Strategic Management Practices in the Public Sector</i> (2022, open-access via IJAMR).</p>
Week 2 24.09.2025	Strategy Formulation and Environmental Analysis	Reinhard Steurer. From Government Strategies to Strategic Public Management: An Exploratory Outlook on the Pursuit of Cross-Sectoral Policy Integration. InFER. Discussion Paper 1-2007.
Week 3 29.09.2025	Power and Influence Dynamics	<p>Arterton, <i>Strategy in Politics</i> (2024), Chapter on Power and Competition.</p> <p><i>Corporate Political Strategies</i> (2020), Oxford Research Encyclopedia</p>
Week 4 04.10.2025	Strategic Communication and Public Engagement	<p>Botan & Huth, <i>The Handbook of Strategic Communication</i> (2020), Chapter on Political Communication</p> <hr/> <p>Michael Tesler and John Zaller. The Power of Political</p>

		<p>Communication;</p> <p>Lawrence R. Jacobs. Going Institutional: The Making of Political Communications;</p> <p>Nicholas Valentino and L. Matthew Vandenbroek. Political Communication, Information Processing, and Social Groups;</p> <p>Markus Prior. Conditions for Political Accountability in a High-Choice Media Environment;</p> <p>Dan Cassino, Milton Lodge, and Charles Taber. Implicit Political Attitudes: When, How, Why, With What Effects? (2014). The Oxford Handbook of Political Communication.</p>
Week 5 09.10.2025	Electoral and Campaign Strategy	K.Mallikarjuna. (2018). Election Campaign Strategies and Voter Behavior: an Analysis. IJRAR. Mart 2018, Volume 5, Issue 1.
Week 6 14.10.2025	Policy Formulation and Implementation	Bryson, J., Crosby, B. Public value governance and strategic public management. Greve & Ysa, <i>Handbook on Strategic Public Management</i> (2023). Edward Elgar
Week 7 19.10.2025	Risk Management and Crisis Response	Chris Ansell, Arjen Boin, and Paul 't Hart. Political Leadership in Times of Crisis. (2014). The Oxford Handbook of Political Leadership. Crisis Management. Stephen Benedict Dyson and Paul 't Hart. (2013). The Oxford Handbook of Political Psychology (2 ed.). <i>Edited by Leonie Huddy, David O. Sears, and Jack S. Levy.</i>
Week 8 24.10.2025	MIDTERM EXAM	
Week 9 29.10.2025	Dynamic Capabilities and Adaptation	<i>Marek Sempach.</i> Effective management in modern political parties and campaigns. The application analysis of political management concept in Poland. EASTERN REVIEW 2022, T. 11(2)
Week 10 03.11.2025	Emerging Technologies in Political Strategy	<p>UNDERSTANDING DIGITAL POLITICS- PRINCIPLES AND ACTIONS. January 2020. Vivat Academia Revista de Comunicación 152:19-48.</p> <p>Zoran Tomic, Tomislav Damjanovic Ivan Tomic. Artificial Intelligence in Political Campaigns. South Eastern European Journal of Communication University of Mostar / Volume 5, No 2, Winter 2023</p>
Week 11	Collaborative and Hybrid Strategies	Aysem Mert (2014). Hybrid governance mechanisms as political instruments: the case of sustainability

08.11.2025		partnerships. International Environmental Agreements: Politics, Law and Economics. Springer
Week 12 13.11.2025	Ethical and Normative Considerations	Colin s. Gray. (2016). Strategy and Politics. / Chapter 2. Srearegy, Politics, Ethics. Routledge.
Week 13 18.11.2025	Global and Comparative Political Strategies	Robert Braun and Otto Kienitz. Comparative Politics in Borderlands: Actors, Identities, and Strategies. Annual Review of Political Science 2022. 25:303–21
Week 14 23.11.2025	Strategy Development	Robert H. Bates. (2015). Political Development. The Oxford Handbook of Politics of Development. Edited by Carol Lancaster & Nicolas van de Walle. Adrian Leftwich and Heather Lyne De Ver. (2015). Leadership and the Politics of Development. The Oxford Handbook of Politics of Development.
Week 15 28.11.2025	Political Leadership	Chris Ansell, Arjen Boin, and Paul 't Hart. Political Leadership in Times of Crisis. (2014). The Oxford Handbook of Political Leadership. Adrian Leftwich and Heather Lyne De Ver. (2015). Leadership and the Politics of Development. The Oxford Handbook of Politics of Development. Edited by Carol Lancaster & Nicolas van de Walle.
	Final exam	

Additional readings and assignments will be provided by the instructor for this course.
If necessary, some minor modifications may be made to this syllabus by the instructor.