

Identification	Subject (code, title, credits)	PSIR 423 Strategic Management 3 Khazar credits 15 Weeks, 60 hours
	Department	Political Science and Philosophy
	Level	Undergraduate
	Term	Fall 2025
	Instructor	Kamran Shirinzade
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	Classroom/hours	Wednesday, 15:20/ 17:00,
	Office hours	By appointment
Prerequisites	N/A	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	<p><i>Core readings: Strategic management 2020, Reed Kennedy</i></p> <p><i>Strategic Management and Competitive Advantage. Barney & Hesterly. Pearson Prentice Hall, Upper Saddle River 5th edition</i></p> <p><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>	
Course outline	<p>This purpose of this course is to understand the strategic responsibilities and skills of the general manager and possible future political leader, decision-maker. The course has three learning objectives: to introduce the concepts, frameworks, and tools that make up the field of strategic management; to engage students in diagnosing (and identifying realistic solutions to) complex strategic and organizational problems; and to provide practice in formulating and articulating (both verbally and in writing) logical, fact-based arguments in support of action recommendations. Since the focus is on pragmatic, action-oriented general management skills, the course is taught primarily through the case method with an emphasis on class discussion and constructive debate. Reading assignments provide an overall intellectual framework, supplemented</p>	

	<p>by additional handouts and exercises. More specifically, 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	<p>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.</p>		
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm exam		30
	Attendance		5
	Active Participation		15
	Assignment		20
	Final exam		30
	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><u>Assignment:</u> One assignment will be held throughout the semester. The assignment questions, tasks will be prepared based on the materials taught during the previous lectures. The idea behind the assignment is to make sure that students have successfully grasped the main points covered in the materials. The goal of assignments set is to help you learn the material and</p>		

enable you to perform well on the exams. These are an opportunities for students to apply practical and theoretical knowledge acquired during lectures.

Active participation: Students are expected to attend each class meeting and be an active participant. Active participation involves engaging in class discussion, as well as participating in interactive class exercises.

Midterm: Exam will include the topics covered till the exam date. On the exam date the class will not be held.

Final: Final exam will be comprehensive in nature and will be held at the end of semester.

All exams will be in written and subject to time change.

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.

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.

<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 21/09/2025	Introduction	<i>Strategic management 2020, Reed Kennedy,</i> <i>Chapter 1, p. 7-9</i> <i>Article 1</i>
Week 2 28/09/2025	Mastering Strategy: Art and Science	<i>Strategic management 2020, Reed Kennedy,</i> <i>Chapter 1, p. 12-31</i>
Week 3 05/10/2025	Strategic Management Process, Perspectives of Strategic Management	<i>Strategic management 2020, Reed Kennedy,</i> <i>Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010.</i> <i>Strategic Management: Competitiveness and Globalization</i>

		- <i>Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 4 12/10/2025	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 19/10/2025	Strategic Analysis: External Environment Analysis	<i>Strategic management 2020, Reed Kennedy, Chapter 3, p. 53-87</i>
Week 6 26/10/2025	Strategic Analysis: Internal Environment Analysis	<i>Strategic management 2020, Reed Kennedy, Chapter 4, p. 88-114</i>
Week 7 02/11/2025	Synthesis of Strategic Issues and Analysis: Case Study	<i>Strategic management 2020, Reed Kennedy, Chapter 5, p. 116-123</i>
Week 8 09/11/2025	Strategy Formulation: Basic Strategies and Institutional Strategies	<i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization</i>

	Midterm exam	- <i>Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 9 16/11/2025	Competitive Strategies	<i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization</i> - <i>Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 10 23/11/2025	Functional Strategies	- <i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization</i> - <i>Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 11 30/11/2025	International Strategy: Case Study	- <i>Strategic management 2020, Reed Kennedy,</i> - <i>Chapter 9, p.221-257</i>
Week 12 07/12/2025	Strategy Implementation	- <i>Strategic management 2020, Reed Kennedy, Hitt, M., Ireland, R. and Hoskisson, R. [H.I.H]. 2010. Strategic Management: Competitiveness and Globalization</i> - <i>Concepts, Cincinnati, OH: Southwestern College Publishing. 9th edition. Paperback.</i>
Week 13 14/12/2025	Strategic Control and Corporate Governance	- <i>Strategic management 2020, Reed Kennedy,</i> - <i>Chapter 8, p.195-220</i>
Week 14	Social Responsibility:	- <i>Strategic management 2020, Reed Kennedy,</i>

21/12/2025	Case Study	<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>
Week 15 28/12/2025	Managing Innovation: E-Strategy	<i>Strategic management 2020, Reed Kennedy, Chapter 7, p, 163-194</i>
	Final Exam	