

<b>Identification</b>	<b>Subject (code, title, credits)</b>	<b>PSIR 423 Strategic Management</b> 3KU /6ECTS credits 15 Weeks, 60 hours
	<b>Department</b>	<b>Political Science and Philosophy</b>
	<b>Level</b>	Undergraduate
	<b>Term</b>	Fall 2025
	<b>Instructor</b>	Dr. Rail Safiyev
	<b>E-mail:</b>	<a href="mailto:railsafiyev2009@gmail.com">railsafiyev2009@gmail.com</a> <a href="mailto:rail.safiyev@khazar.org">rail.safiyev@khazar.org</a>
	<b>Classroom/hours</b>	Saturdays, 11:30/ 17:00, room No 408
	<b>Office hours</b>	By appointment
<b>Prerequisites</b>	N/A	
<b>Language</b>	<b>English</b>	
<b>Compulsory/Elective</b>	Compulsory	
<b>Required textbooks and course materials</b>	<p><b>Core readings:</b></p> <ol style="list-style-type: none"> <li>1. <i>Wilson, H. (2017) Political Management. 1st edn. De Gruyter. Available at: <a href="https://www.perlego.com/book/726254">https://www.perlego.com/book/726254</a> (Accessed: 30 August 2025).</i></li> <li>2. <i>Bevir, Mark, and R. A. W. Rhodes, (2010) The State as Cultural Practice (Oxford,; online edn, Oxford Academic, 1 May 2010)</i></li> <li>3. <i>Boltanski, L. and Chiapello, The new spirit of capitalism .; (Verso New Yor:2018)</i></li> <li>4. <i>Brands, H. (2023) The New Makers of Modern Strategy. [edition unavailable]. Princeton University Press. Available at: <a href="https://www.perlego.com/book/3779594">https://www.perlego.com/book/3779594</a> (Accessed: 30 August 2025).</i></li> <li>5. <i>Offe, C. (1996) Modernity and the State. East, Cambridge: Polity. (Orig. published 1990.)</i></li> <li>6. <i>Heywood, P. (Ed.). (2018). Routledge Handbook of Political Corruption (1st ed.). Routledge.</i></li> </ol> <p><b>Electronic Resources:</b> several essays and publications on management criticism</p> <p><b>Additional resources:</b> Articles &amp; Presentations</p>	

<b>Course outline</b>	<p>In this course, I introduce students to the problems of political and state management and strategies that are deployed to overcome the management crisis.</p> <p>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. The course will also introduce into current debates on strategies of politicians, meaning here the actors who have great impact on current system of global politics.</p> <p>In the last part, the course will thematize topics of criticisms against managerialism, its roots and the interactional aspects of state and capitalism.</p>		
<b>Course objectives</b>	<p>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.</p>		
<b>Learning outcomes</b>	<p>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.</p>		
<b>Evaluation</b>	<b>Methods</b>	<b>Date/deadlines</b>	<b>Percentage (%)</b>
	<b>Midterm exam</b>		<b>30</b>
	<b>Attendance and Participation</b>		<b>10</b>
	<b>Quiz</b>		<b>10</b>
	<b>Presentation</b>		<b>10</b>
	<b>Final exam</b>		<b>40</b>
	<b>Total</b>		<b>100</b>

<p><b>Policy</b></p>	<p><b>You are expected to:</b></p> <ul style="list-style-type: none"> <li>- attend online classes on a regular basis</li> <li>- take an active part in debates and group discussions</li> <li>- read the assigned and suggested readings before you come to class</li> <li>- engage actively in classroom discussions</li> <li>- offer thoughtful and informed classroom presentations and written work</li> <li>- submit all your assignments on time</li> <li>- follow assignments closely and carefully.</li> </ul> <p><b>Class attendance:</b> 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 <b>30%</b> 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><b>Presentation:</b> 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><b>Academic misconduct</b> 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"> <li>- plagiarism,</li> <li>- cheating,</li> <li>- unauthorized collaboration,</li> <li>- falsification,</li> <li>- multiple submissions.</li> </ul> <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</p>
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<p>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><b>Rules of Professional Conduct</b>  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
<b>Week 1</b>  <b>21/09/2023</b>	Introduction	<i>General Introduction into core readings and subjects of Strategic Management studies</i>
<b>Week 2</b>  <b>28/09/2023</b>	What is Political Management?  Difference between Politics and Polity	<i>Wilson, H. (2017) Political Management. 1st edn. De Gruyter. Available at: <a href="https://www.perlego.com/book/726254">https://www.perlego.com/book/726254</a> (Accessed: 30 August 2025).</i>  <i>Chapter 1-2</i>
<b>Week 3</b>  <b>05/10/2023</b>	The Influence of Society, Law and Legitimation on State Management	<i>Wilson, H. (2017) Political Management. 1st edn. De Gruyter. Available at: <a href="https://www.perlego.com/book/726254">https://www.perlego.com/book/726254</a> (Accessed: 30 August 2025).</i>  <i>Chapter 3 (Additionally the Politics, Representation and Sovereignty Chapter 4)</i>

<b>Week 4</b> <b>12/10/2023</b>	The New Institutionalism and Its Criticism	<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 2-3</i>
<b>Week 5</b> <b>19/10/2023</b>	Rethinking the State and Interpretational Approach	<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 4-5</i>
<b>Week 6</b> <b>26/10/2023</b>	Ministerial Ruling Managerial Rationalities	<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 6 Chapter 7</i>
<b>Week 7</b> <b>02/11/2023</b>	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>
<b>Week 8</b> <b>09/11/2023</b>	<b>Midterm exam</b>	
<b>Week 9</b> <b>16/11/2023</b>	The Politics of Social Policy in East European Transitions	<i>Offe, C. (1996) Modernity and the State. East, Cambridge: Polity. (Orig. published 1990.)</i> <i>Chapter 11</i>

<b>Week 10</b> <b>23/11/2023</b>	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>
<b>Week 11</b> <b>30/11/2023</b>	Corruption as Management Problem and How to Measure it?	<i>Heywood, P. (Ed.). (2018). Routledge Handbook of Political Corruption (1st ed.). Routledge.</i> <i>Chapter: Paul Heywood, Measuring Corruption: perspectives, critiques and limits, pp. 137-154</i>
<b>Week 12</b> <b>07/12/2023</b>	Arguments against Managerialism	<i>Wilson, H. (2017) Political Management. 1st edn. De Gruyter. Available at: <a href="https://www.perlego.com/book/726254">https://www.perlego.com/book/726254</a> (Accessed: 30 August 2025).</i> <i>Chapter 11</i>
<b>Week 13</b> <b>14/12/2023</b>	Management Crisis of 90s.	<i>Boltanski, Luc.; Chiapello, Eve The new spirit of capitalism .; Verso New Yor:2018</i> <i>Chapter 1: The Discourse of Management in 90s.</i>
<b>Week 14</b> <b>21/12/2023</b>	Institutions and Management	<i>Boltanski, Luc.; Chiapello, Eve The new spirit of capitalism .; Verso New Yor:20181968</i> <i>Chapter3 : The Crisis and Revival of Capitalism</i>

<p><b>Week 15</b></p> <p><b>28/12/2023</b></p>	<p>Political and War Strategies of Modern Time</p>	<p><i>Brands, H. (2023) The New Makers of Modern Strategy. [edition unavailable]. Princeton University Press. Available at: <a href="https://www.perlego.com/book/3779594">https://www.perlego.com/book/3779594</a> (Accessed: 30 August 2025).</i></p> <p><i>Chapter 41: Soleimani, Gerasimov, and Strategies of Irregular Warfare,</i></p>
	<p><b>Final Exam</b></p>	