

**MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN**

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of the Ministry of Education of the Republic of Azerbaijan*

**BACHELOR'S DEGREE EDUCATIONAL PROGRAM**  
*(Basic Higher Education Level)*

**Specialty Code and Title:** 050402 – Business Management

# MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN

## BACHELOR'S DEGREE CURRICULUM

Specialty: 050402 – *Business Management*

### EDUCATIONAL PROGRAMME

**Bachelor's Degree Level — Specialty Code: 050402 – Business Management**

#### 1. General Provisions

**1.1.** The Educational Programme for the Bachelor's level in the specialty **050402 – Business Management** (hereinafter referred to as *the Programme*) has been developed in accordance with the Law of the Republic of Azerbaijan *On Education*, relevant resolutions of the Cabinet of Ministers of the Republic of Azerbaijan, as well as the *Classification of Specialties (Programmes) at the Bachelor's Level of Higher Education (Basic Higher Medical Education)*.

**1.2.** The objectives of the Programme are as follows:

- To define the graduate's competencies, the scope and profile of the specialty, teaching and learning methodologies across courses, assessment methods, expected learning outcomes, requirements for infrastructure and academic staffing for the provision of education, and opportunities for students to engage in internships, secure employment, and pursue further education;
- To inform students and employers about the knowledge, skills, and competencies acquired by graduates, as well as the expected learning outcomes;
- To provide guidance to experts involved in evaluating the compliance of educational delivery with the requirements of the Programme.

**1.3.** The Programme is **compulsory** for all higher education institutions operating within the Republic of Azerbaijan that offer bachelor's-level education in the specialty *050402 – Business Management*, regardless of their institutional affiliation, ownership type, or organizational-legal form.

**1.4.** The total weekly workload of a student, including classroom and extracurricular hours, shall be **45 hours** within a five-day academic schedule (excluding institutions with special designations). The volume of classroom-based instruction shall not exceed **50%** of the total weekly workload. The total weekly workload may be adjusted depending on the specific requirements of the specialty.

## 2. Graduate Competencies

**2.1.** Upon successful completion of the Educational Programme, graduates are expected to acquire the following general competencies:

- Proficiency in oral and written communication in the Azerbaijani language within the context of their professional field;
- Effective communication skills in at least one foreign language relevant to their area of specialization;
- Systematic and comprehensive understanding of the historical, legal, political, cultural, and ideological foundations of Azerbaijani statehood, as well as its current role and position in the global context, including the capacity to anticipate and evaluate the country's future development trajectory;
- Ability to recognize and assess threats and challenges to national sovereignty and statehood;
- Competence in the application of information and communication technologies in professional settings;
- Ability to work collaboratively in teams and to contribute effectively to collective decision-making processes.

**2.2.** Graduates of the programme are also expected to demonstrate the following professional competencies:

- Sound knowledge of fundamental economic theory, individual and enterprise-level economic behavior, key socio-economic indicators, and principal economic processes and issues (PC-1);
- Understanding of the functioning of markets under various competitive structures, including firm behavior and interaction scenarios across different market types (PC-2);
- Proficiency in macroeconomic terminology and the ability to analyze open economies and formulate policy recommendations using theoretical models (PC-3);
- Competence in mathematical, quantitative, and computational methods to support optimal decision-making (PC-4);
- Proficiency in general-purpose and industry-specific software tools (e.g., Excel, Word, PowerPoint, Photoshop, SPSS, Stata, Python), including the ability to conduct basic data analysis (PC-5);
- Applied knowledge of statistics to collect, analyze, interpret, and forecast both quantitative and qualitative economic data (PC-6);
- Ability to apply econometric methods to address empirical research questions in economics (PC-7);
- Basic knowledge of management principles and organizational structures, and the ability to conduct analytical and systematic evaluations within the field (PC-8);
- Foundational understanding of accounting theory and practice (PC-9);
- Foundational understanding of finance theory and practice (PC-10);

- Ability to analyze economic processes by region and sector, understand the role and significance of agriculture, industry, and services in national development, and interpret emerging trends and concepts in the field (PC-11);
- Knowledge of the macroeconomic structure of the national economy, socio-economic dynamics, and key elements of economic policy, including sectoral analysis capabilities (PC-12);
- Foundational understanding of marketing theories and practices (PC-13);
- Ability to recognize managerial and organizational challenges and propose viable solutions (PC-14);
- To demonstrate the ability to design and propose appropriate strategies and methodologies in the field of business management, and to critically evaluate their potential short-term and long-term implications. (PC-15);
- Knowledge of career planning and development strategies, including job interview techniques, preparation of professional career documents (CVs, resumes, cover letters), and understanding of business ethics and employment practices (PC-16);
- Competence in time management, stress management, creative and critical thinking, public speaking, problem-solving, decision-making, and leadership, including the ability to function effectively within a team (PC-17);
- Ability to use project management and other relevant software tools, and to communicate effectively in both oral and written forms in professional settings (PC-18);
- Foundational knowledge of probability theory, mathematical analysis, statistics, and data analysis as applied to the economic and social sciences (PC-19);
- Understanding of the principles of innovation and entrepreneurship, including the development of creative ideas and entrepreneurial initiatives (e.g., start-ups) (PC-20);
- Basic knowledge of business fundamentals including management, production organization, organizational behavior, human resource management, accounting, financial management, marketing, and public relations (PC-21);
- Ability to establish and manage relations with relevant authorities concerning the organizational and functional operations of a business, including awareness of the procedures for preparing and submitting required documentation (PC-22).
- Certainly — here is a more professional and refined version of the competencies list, suitable for inclusion in official academic or accreditation documentation:
- Demonstrate comprehensive knowledge of the preparation, interpretation, and limitations of corporate financial statements for both internal and external reporting purposes, in accordance with applicable regulatory and accounting frameworks(PC-23).
- Possess foundational expertise in marketing principles, including consumer behavior, market segmentation, and target audience analysis. (PC-24).
- Exhibit familiarity with key concepts of business process and project management, and understand the professional and managerial competencies required for effective business operations. (PC-25).
- Perform strategic analysis to support the achievement of long-term organizational goals and lead initiatives that facilitate innovation, change management, and the optimization of business processes. (PC-26).

- Demonstrate knowledge of international business practices, including market entry strategies, global expansion models, and cross-border operational frameworks. (PC-27).
- Analyze changes in corporate image and brand perception, and identify strategic pathways for brand development and market positioning. (PC-28).
- Apply analytical skills to interpret financial, accounting, and operational data across business entities, regardless of ownership type, and use this information effectively in strategic decision-making (PC-29).
- Understand and apply principles of business ethics and corporate social responsibility, while ensuring compliance with professional codes of conduct and sector-specific regulatory mechanisms(PC-30).
- Develop and implement comprehensive business plans, and demonstrate effective leadership in the establishment and administration of business entities(PC-31).
- Contribute to the design and development of enterprise-level policies in finance, accounting, marketing, investment, and related functional areas(PC-32).
- Possess theoretical and applied knowledge in operations management, and demonstrate the capacity to improve operational efficiency across various organizational contexts (PC-33).
- Provide expert advice on enterprise operations, contribute to organizational value creation, and remain adaptable to evolving business environments and challenges (PC-34).
- Recognize the role of accounting data in organizational planning and control, and assess financial decisions and budgetary processes across short- and long-term timeframes (PC-35).
- Design and manage operational workflows, including supply chain systems, quality assurance processes, and risk mitigation strategies(PC-36).
- Understand the local implementation standards and procedures related to agile project and business management frameworks(PC-37).
- Apply modern project management methodologies such as Agile and Scrum in the planning, execution, and evaluation of business projects (PC-38).
- Possess core competencies in human resource management, including performance management, talent development, and the cultivation of an effective organizational culture (PC-39).
- Demonstrate theoretical and applied knowledge of international management practices and quality certification systems relevant to global business operations(PC-40).
- Understand the structure, management, and competitive dynamics of international enterprises, and possess knowledge of international production systems and global supply chain integration (PC-41).

### 3. Structure of the Educational Program

**3.1.** The Educational Program for the specialty "**050402 – Business Management**" comprises a total of **240 ECTS credits**, designed to be completed over a four-year period. The distribution of credits across various subject categories is detailed below.

**Table 1**

<b>Subject Category</b>	<b>Subject Title</b>	<b>ECTS Credits</b>
<b>General Subjects</b>		<b>30</b>
1	<b>History of Azerbaijan</b> This course examines the historical evolution of the Azerbaijani people from ancient times to the modern era. Emphasis is placed on fostering patriotism through the study of state formation, political development, and the heroic contributions of notable historical figures. The course aims to cultivate in students a strong national identity, a broad worldview, critical thinking skills, and the ability to interpret and analyze historical and political events through factual evidence.	5
2	<b>2. Business and Academic Communication in Azerbaijani</b> This course focuses on developing students' skills in public speaking, academic writing, and business communication in the Azerbaijani language, including the preparation and delivery of presentations.	4
3	<b>3. Business and Academic Communication in a Foreign Language</b> This course emphasizes the development of oral and written communication skills, public speaking, and academic/business writing in a foreign language relevant to the student's area of specialization.	15
4	<b>4. Elective Subjects</b> Elective courses are determined by the higher education institution and may vary depending on the specific focus of the program. Additional courses may be included as required.	6
4.1	Philosophy	3
	Sociology	
	Constitution of the Republic of Azerbaijan and Fundamentals of Law	
	Logic	
	Ethics	
	Introduction to Multiculturalism	
4.2	Information Technologies (by Specialty)	3
	Information Management	
	Fundamentals of Entrepreneurship and Introduction to Business	
	Political Science	
	<b>Core (Specialty) Subjects</b>	
5	<b>Introduction to Economics</b> This course introduces key economic concepts and provides an overview of market economies. It examines the role of the market mechanism in the efficient allocation of scarce resources and introduces decision-making principles in economics	6
6	<b>Microeconomics</b>	10

	Economics studies the behavior of economic agents in terms of maximizing profit and utility. It analyzes the factors influencing the decision-making processes of households and firms within various market competition models. Furthermore, it evaluates the advantages and limitations of the market mechanism in ensuring the efficient allocation of economic resources.	
7	<b>Macroeconomics</b> This course examines the theoretical and practical aspects of ensuring sustainable economic growth and macroeconomic stability, with a focus on the rational utilization of economic resources. Key topics include the full and efficient use of resources, minimizing unemployment and inflation, optimizing foreign economic relations, and analyzing the strategic directions of national economic policy in addressing these challenges.	10
8	<b>Linear Algebra and Mathematical Analysis</b> This course is composed of two main components: <i>Linear Algebra</i> and <i>Mathematical Analysis</i> . The <i>Linear Algebra</i> section covers fundamental linear structures such as linear equations, vector spaces, and linear transformations. The <i>Mathematical Analysis</i> section focuses on functions and variable quantities, utilizing tools of differential and integral calculus to study limits, continuity, derivatives, and integrals.	8
9	<b>Probability Theory and Mathematical Statistics</b> This subject includes two interrelated components: <i>Probability Theory</i> and <i>Mathematical Statistics</i> . <i>Probability Theory</i> explores the mathematical principles underlying the occurrence of random events, while <i>Mathematical Statistics</i> provides methods for data collection, processing, and analysis to identify statistical patterns and support empirical research.	8
10	<b>ICT – Basic Computer Skills</b> This course introduces students in economics to modern information and communication technologies. It covers the tools and methods used in managing information processes and equips students with practical skills in using information systems, internet technologies, and digital tools that are integral to contemporary economic activities.	8
11	<b>Statistics</b> This course focuses on the quantitative analysis of mass socio-economic events and phenomena. It studies their structure, distribution, and the underlying statistical relationships within specific spatial and temporal contexts.	10
12	<b>Econometrics</b> Econometrics applies mathematical and statistical methods to analyze economic data. The course explores the modeling of quantitative and	10

	qualitative relationships among economic variables, enabling students to conduct empirical research and make informed economic forecasts.	
13	<p><b>Management</b></p> <p>This course examines the core functions of management, the roles of managers, and various organizational structures. Topics include leadership styles, group and team dynamics, organizational culture, and the value of diversity in the workplace. Students will also explore decision-making processes and contemporary management practices.</p>	7
14	<p><b>Fundamentals of Business</b></p> <p>This course introduces the foundational concepts of business, including key economic and legal institutions relevant to entrepreneurship. Students learn the basics of business planning, entrepreneurial intention development, and the application of socio-economic tools in entrepreneurial activities.</p>	
15	<p><b>Organizational Behavior</b></p> <p>Upon completion of this course, the student will be able to discuss the core objectives and theoretical foundations of organizational behavior, and will be capable of developing strategies for organizational change and development. A student will gain knowledge of key concepts such as job satisfaction, motivation, and organizational identity. They will learn effective methods for enhancing employees' sense of commitment to the workplace and fostering organizational citizenship behavior. The course also equips students with the ability to analyze group dynamics and group formation within organizations, recognize different types of organizational groups, and understand collaborative work methods. Students will explore techniques to increase work engagement and resolve internal conflicts, including strategies for transforming certain types of conflict into constructive opportunities. Furthermore, the course will address topics such as stress management, ethical leadership, power dynamics, and organizational politics. Students will also become familiar with contemporary issues in organizational behavior, including absenteeism, organizational silence, and other emerging workplace phenomena.</p>	4
16	<p><b>Human Resource Management</b></p> <p>This course explores the objectives and principles of human resource management. It covers recruitment and selection processes, performance evaluation, career planning, employee motivation, and other key HR functions that contribute to effective personnel management within organizations.</p>	4
17	<p><b>Marketing</b></p> <p>Through this course, students will acquire foundational knowledge of marketing, including the definition of marketing, the formation of basic marketing concepts, and an understanding of the marketing environment. In addition, they will gain insights into market</p>	

	<p>segmentation, marketing information systems, and the components and applications of the marketing mix.</p> <p>Students will develop an initial understanding of product-related concepts such as the product life cycle, branding, and brand management. They will be able to identify pricing strategies, understand pricing mechanisms, and become familiar with distribution systems, including types of distribution channels, as well as the roles of retailers and wholesalers.</p> <p>Furthermore, the course will cover the promotion mix — a key element in marketing communication — including advertising, public relations, sales promotion, personal selling, and direct marketing, supported by relevant examples. Students will also gain introductory knowledge of consumer behavior, strategic marketing, marketing ethics, and contemporary approaches in marketing.</p>	
18	<p><b>Financial Accounting</b></p> <p>This course introduces students to the fundamental principles of financial accounting, with a particular focus on the double-entry bookkeeping system. It examines how economic activities and events impact an enterprise's financial statements, and fosters a foundational understanding of how financial information is recorded, summarized, and interpreted.</p>	6
19	<p><b>Operations Management</b></p> <p>This course explores the core concepts of operations planning and control, supply chain and logistics management, and the application of information technologies in these domains. It provides students with the necessary knowledge and competencies required by production and trading enterprises to establish and manage international business operations effectively.</p>	4
20	<p><b>Business Strategy</b></p> <p>Upon completion of this course, students will acquire a comprehensive understanding of the core concepts and terminology associated with strategic management, including strategy, mission, vision, objectives, and policies. The course emphasizes the identification, analysis, and utilization of external and internal environmental factors that constitute the foundation of corporate strategy.</p> <p>External factors encompass macro-environmental trends, industry dynamics, and opportunities and threats posed by competitors, while internal factors refer to the firm's strengths and weaknesses relative to its rivals. Students will be introduced to analytical tools such as the External Factor Evaluation (EFE) and Internal Factor Evaluation</p>	4

	<p>(IFE) matrices, as well as value chain analysis, to support strategic decision-making.</p> <p>Furthermore, students will gain in-depth knowledge of various strategic approaches applicable at the corporate and business unit levels, including integration strategies, intensive growth strategies, diversification strategies, defensive strategies, cost leadership, differentiation, and positioning strategies.</p> <p>The course also covers strategy formulation methodologies, such as SWOT analysis, BCG matrix, SPACE matrix, and IE matrix, as well as strategy selection techniques like the QSPM matrix. Students will be taught how to develop and implement strategic tactics based on these analyses.</p> <p>Special attention is given to the role and strategic importance of core business functions—management, production, marketing, finance and accounting, human resource management, research and development, and management information systems—in the execution of strategic plans.</p> <p>By the end of the course, students will be capable of evaluating the alignment between implemented strategies and organizational goals, identifying strategic gaps, and understanding the essential foundations for achieving competitive advantage and success in international markets. Additionally, the course instills the principles of executing strategic management within the framework of social responsibility and ethical values.</p>	
21	<p><b>International Business</b></p> <p>This course examines the international exchange of goods, services, technology, capital, and knowledge across borders. It explores the process of internationalization and the operation of multinational enterprises within national and transnational frameworks. Students will gain insights into global market dynamics and the strategic challenges faced by firms engaged in international business.</p>	6
22	<p><b>Civil Defense</b></p> <p>This course addresses modern principles and practices of civil protection in the context of increasing global risks. It focuses on the protection of human life, safety, and health through the identification of hazardous factors, prevention strategies, and emergency response planning. Topics include disaster risk reduction, protective equipment and technologies, and coordinated actions to mitigate the impact of accidents and disasters in both peacetime and wartime scenarios.</p>	3
.....	<p><b>Elective Courses Determined by the Higher Education Institution</b></p>	60

	These are elective modules selected by the higher education institution in accordance with the specific requirements and objectives of the degree program. The structure and content may vary between institutions.	
	<b>Practical Experience/Internship</b>	30
1	Career Planning	5
2	Soft Skills	9
3	Hard Skills	10
4	Industrial Experience / Capstone Project	6
	CØMI	240

## 4. Teaching and Learning

**4.1.** The teaching and learning environment must be structured to enable students to successfully achieve the intended learning outcomes defined within the educational program.

**4.2.** Teaching and learning methods should be clearly articulated in relevant institutional documents (e.g., Lecturer's Syllabus) and be readily accessible to the public (e.g., via the university website, program brochures, or handbooks).

<sup>1</sup>These courses are offered by the higher education institution in alignment with the expertise of the academic staff, research capabilities, and both local and international labor market demands. These institution-specific courses should be elective in nature and provide opportunities for students to engage in international mobility and exchange programs.

**4.3.** Teaching and learning methods should undergo regular review and refinement, incorporating contemporary pedagogical innovations. The continuous enhancement of instructional approaches must be embedded within the institution's internal quality assurance framework.

**4.4.** A variety of pedagogical methods should be applied to ensure a dynamic and inclusive educational process. These methods must foster a student-centered learning environment and actively engage students in their educational journey. Examples of such methods include:

- Lectures, seminars, and practical assignments
- Presentations, discussions, and debates
- Independent research and analysis (e.g., case studies)
- Project-based learning
- Problem-based learning (PBL)
- Fieldwork and empirical data collection
- Role-playing and simulations
- Written and oral reports
- Peer and group assessments
- Expert panels or critique methods
- Use of video/audio conferencing tools
- Pre-recorded video and audio lectures
- Distance and hybrid learning formats

**4.5.** A balanced integration of theoretical and practical instruction must be maintained. Particular emphasis should be placed on developing students' practical skills in response to evolving labor market requirements.

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<sup>1</sup> *Note: The listed methods may be adapted or modified depending on the specific requirements of each academic discipline or program.*

**4.6.** Educational programs should promote student autonomy and cultivate the principle of lifelong learning. Graduates should be equipped with the capability to work independently and pursue continuous personal and professional development.

## **5. Assessment**

**5.1.** Assessment systems must be designed to effectively evaluate the extent to which students have achieved the intended learning outcomes. Assessments should support the monitoring of academic progress, inform program-level evaluations, facilitate constructive feedback between students and instructors, and contribute to ongoing curriculum enhancement.

**5.2.** Assessment methodologies should be explicitly outlined in course documentation (e.g., syllabus, course guides) and made publicly available (e.g., on institutional websites or program information materials).

**5.3.** Assessment practices must be reviewed and updated regularly, integrating innovative educational approaches. This process should be a core component of the institution's quality assurance mechanism.

**5.4.** Diverse assessment methods should be utilized to support student-centered learning and foster active student engagement. These methods may include:

- Written assignments
- Knowledge and skills-based tests, including computer-based assessments
- Oral presentations
- Questionnaires and surveys
- Open discussions and debates
- Practical and fieldwork reports
- Observational assessments in practical or laboratory settings
- Project-based evaluations
- Portfolio assessments
- Frontal (whole-class) surveys
- Group evaluations and self-assessments

*Note: These methods should be selected or adapted according to the specific nature and learning goals of the subject.*

**5.5.** Assessment practices must be grounded in well-defined, transparent criteria and enable a valid and reliable determination of students' acquired knowledge, skills, and competencies. Faculty should ensure fairness, objectivity, respect, and empathy in all assessment activities.

**5.6.** Students should have the opportunity to engage in dialogue with instructors and assessors regarding all aspects of their learning and assessment. The institution must establish clear and fair procedures for grade appeals and complaints in line with applicable regulations.

**5.7.** Academic integrity is a fundamental component of the educational process. Students should be instructed in the principles of academic ethics, including the recognition and avoidance of plagiarism, and be made aware of intellectual property rights and responsibilities.

## **6. Learning Outcomes of the Program and Individual Subjects**

**6.1.** The higher education institution and its academic staff bear full responsibility for the formulation of learning outcomes for the educational program, as well as the preparation and development of syllabus for individual subjects.

**6.2.** Learning outcomes must be defined by each institution in accordance with the framework provided in *Appendix 1*. The *Learning Outcomes Matrix* (Appendix 2) should demonstrate a clear alignment between the subjects offered and the intended learning outcomes.

**6.3.** In order to ensure that the educational program offers both theoretical and practical content that aligns with the evolving needs of society and the labor market, subject syllabus must be reviewed and updated on a regular basis.

## **7. Infrastructure and Human Resources**

**7.1.** The implementation of the educational program for the specialty "050402 - Business Management" must be supported by appropriate infrastructure. This includes classrooms and laboratories equipped with modern information and communication technologies (ICT), computer labs, and technical workshops. Facilities should be adequately resourced to support both instructional activities and scientific research. Furthermore, students must have uninterrupted access to the institution's local area network, high-speed internet, electronic databases, digital libraries, and academic search engines.

**7.2.** Academic staff involved in the delivery of the program are typically required to hold an advanced academic degree. In addition, experienced professionals from public or private sector organizations, as well as individuals with at least a master's degree in a relevant field, may be engaged in teaching to ensure the integration of practical knowledge and industry expertise.

## **8. Internship**

**8.1.** Internships play a critical role in bridging theoretical instruction with practical application, while also contributing to the development of professional competencies. Internship organization and requirements may vary depending on the specialization and are defined by the higher education institution.

**8.2.** Internships may be arranged in a range of settings, including private enterprises, public institutions, research laboratories, universities, the Azerbaijan National Academy of Sciences (ANAS), as well as international and non-governmental organizations.

**8.3.** To ensure that students derive maximum benefit from the internship experience, the process may be structured into four stages:

1. **Career Planning:** Introduction to career design strategies.
2. **Soft Skills Acquisition:** Development of interpersonal and transferable competencies.
3. **Hard Skills Acquisition:** Mastery of technical and job-specific skills.
4. **Practical Internship or Capstone Project:** Engagement with companies through internships or customized project implementation.

**8.4.** Mastery of “Career Planning” and “Soft Skills” courses equips students with essential competencies for self-assessment and lifelong career development. Through the “Career Planning” course, students gain foundational knowledge of career development, goal setting, motivation, ethical behavior, job search strategies, professional resume and cover letter preparation, and job interview techniques.

The “Soft Skills” course fosters effective time and stress management, critical and analytical thinking, public speaking, teamwork, and leadership. Students also learn about the importance of body language and professional presentation techniques.

The “Hard Skills” course introduces tools and software widely used in the business sector—particularly Excel and project management platforms—and enhances students’ business communication skills, digital literacy, and personal branding strategies.

**8.5.** The organization of the internship will be offered in two formats. Students will explore internship opportunities in various companies and institutions, and those who are positively assessed will submit the consent documents from the respective organizations to the university. The career planning knowledge and the hard and soft skills acquired during their education will significantly increase their chances of success in the professional world. Before the internship begins, a contract must be signed between the higher education institution and the company/institution/laboratory where the internship will take place. Additionally, based on the student's individual request, they may be allowed to complete their internship in another company/institution/laboratory relevant to their field of study, including abroad. The contract will outline the terms and conditions, students’ rights and responsibilities, and other necessary details.

**8.6.** The second form of internship organization involves the implementation of commissioned projects received from the business sector. In this model, students, under the guidance of faculty mentors, engage in collaborative research aimed at addressing the needs of companies and institutions. These projects focus on identifying areas for improvement, analyzing existing challenges, and developing practical solutions. The outcomes of this collaborative work are formally presented to the respective organizations in the form of structured project reports.

**8.7.** The evaluation of student performance in this internship format is conducted by representatives from the partnering business entities, following the internal review and assessment of the completed project by academic supervisors.

## 9. Employment and Lifelong Learning

**9.1.** Graduates of the "050402 - Business Management" educational program are qualified to pursue careers as specialists in various fields, including general management, human resources management, operations management, finance, accounting, marketing, research and development, and public relations within both public and private sector organizations. They are also equipped to assume leadership roles such as managers, strategic management experts, operations specialists, project management professionals, chief executive officers (CEOs), chief financial officers (CFOs), and business analysts.

**9.2.** Higher education institutions are responsible for conducting regular graduate employment surveys to monitor the career trajectories of alumni. Additionally, institutions must actively support employability by publishing available job opportunities on their official websites.

**9.3.** Graduates of the "050402 - Business Management" program are eligible to pursue further studies in any Master's degree program within the broader "Economics and Management" specialty group, thereby expanding their academic and professional development.

**9.4.** The knowledge, skills, and approaches acquired during the course of study serve as fundamental prerequisites for graduates to pursue lifelong learning independently.

### Razılaşıdırılmışdır:

Azərbaycan Respublikasının Təhsil  
Nazirliyinin Aparat rəhbərinin müavini,  
Elm, ali və orta ixtisas təhsil şöbəsinin müdiri

 Yaqub Piriye

07.07.2020-cı il

İqtisadiyyat və idarəetmə ixtisasları  
qrupu üzrə Dövlət Təhsil Proqramlarını  
hazırlayan işçi qrupun sədri

 Ədalət Muradov

30.06.2020-cı il



**Educational Program and Subject-Based Learning Outcomes**

Higher education institutions must define the overall learning outcomes of the *Educational Program* as well as those specific to each subject. A minimum of six learning outcomes should be identified for the program and for each subject individually, as detailed in the tables below.

<b>Learning Outcomes of the Educational Program (PTO)</b>	
<b>PTO 1</b>	Demonstrate the ability to foster entrepreneurial thinking and innovation (e.g., start-ups), prepare business plans, and organize and manage business operations effectively.
<b>PTO 2</b>	Possess foundational knowledge in business disciplines including management, production organization, organizational behavior, human resource management, accounting, financial systems, marketing, and public relations.
<b>PTO 3</b>	Provide expert consultation on internal and external business operations, contribute value to organizational processes, and demonstrate adaptability to dynamic business environments.
<b>PTO 4</b>	Understand key principles of business process management, project management, strategic planning, and international business; demonstrate awareness of essential managerial competencies and leadership traits.
<b>PTO 5</b>	Establish effective communication and collaboration with relevant institutions and stakeholders in business administration; be proficient in preparing and submitting professional documentation.
<b>PTO 6</b>	Conduct preparatory analyses of business planning and forecasting indicators, provide justified evaluations, and present outcomes in alignment with industry standards and expectations.

**Learning Outcomes for the Subject: "History of Azerbaijan" (FTN)**

<b>Learning Outcomes for the Subject: "History of Azerbaijan" (LOS)</b>	
<b>LOS 1</b>	Recognize Azerbaijan as one of the most ancient human settlements and early centers of civilization in the world.
<b>LOS 2</b>	Analyze the evolution of Azerbaijani statehood across ancient, medieval, and modern eras, considering both political and international influences.
<b>LOS 3</b>	Evaluate the significance of ideological, economic, and cultural forces in shaping the identity and development of the Azerbaijani people.
<b>LOS 4</b>	Examine the key historical phases of Azerbaijan's complex and heroic past, identifying distinct characteristics of each era.
<b>LOS 5</b>	Contextualize Azerbaijan's current geopolitical and cultural role in the modern global landscape.
<b>LOS 6</b>	Draw informed conclusions from Azerbaijan's historical trajectory and lessons learned throughout its national development.

<b>Learning Outcomes for the Subject: "Business and Academic Communication in the Azerbaijani Language" (LOS)</b>	
<b>LOS 1</b>	Acquire a comprehensive understanding of the Azerbaijani language, including state policies regarding its preservation in a globalized context. Prepare presentations on presidential decrees and orders concerning the state language, including the contributions of National Leader Heydar Aliyev. Understand the aims and scope of the course. Develop familiarity with communication types, functions, and hierarchical levels.
<b>LOS 2</b>	Demonstrate mastery of auxiliary parts of speech in academic communication. Analyze the role of oral and written communication in professional contexts, and meet modern linguistic standards such as accuracy, clarity, fluency, coherence, simplicity, and lexical richness.
<b>LOS 3</b>	Demonstrate understanding of communication rhetoric, stylistic layers of the literary language, and the active and passive vocabulary of modern Azerbaijani. Gain familiarity with the relationship between literary language and communicativeness, types of communicative acts, coherence in communication, communicative strategies, and creative communication technologies.
<b>LOS 4</b>	Understand the essence of listening culture as a form of communication. Grasp the significance of attention in listening, identify various listening formats, and appreciate the role of developing listening skills. Acquire knowledge of communication culture, speech ethics, and address etiquette. Distinguish features of structured speech such as lectures, presentations, public speaking, and spontaneous speech.
<b>LOS 5</b>	Gain knowledge of the business style of modern Azerbaijani language and its practical rules. Understand the role of letters in business communication, and expand knowledge on electronic and online communication tools and practices.
<b>LOS 6</b>	Develop a solid understanding of the language used in official and business documentation. Become familiar with the types, forms, styles, and linguistic norms of business communication. Learn the importance of maintaining linguistic purity, correct spelling, and sentence structure in professional contexts. Acquire both theoretical and practical proficiency in business rhetoric.

<b>Learning Outcomes for the Subject: "Business and Academic Communication in a Foreign Language (English)" (LOS)</b>	
<b>LOS 1</b>	Acquire A2-level English language proficiency in listening, speaking, reading, and writing. Comprehend everyday conversations and respond informally, construct dialogues, use complex sentence structures accurately, and write short paragraphs and informal letters. Understand basic texts and respond to comprehension questions. Expand A2-level vocabulary.
<b>LOS 2</b>	At B1-level English, understand spoken dialogues, use relevant vocabulary to construct compound and complex sentences, write 150-word essays with effective introductions and conclusions, and understand the structure of formal letters. Gain the ability to draft formal business letters and deliver structured presentations.
<b>LOS 3</b>	At B2-level English, develop skills to watch films, read books, write analytical reviews, and deliver presentations on those analyses using appropriate academic and professional language.
<b>LOS 4</b>	Acquire knowledge of economic and business English terminology. Use descriptive writing to orally present graphs, charts, and data visualizations such as pie charts. Formulate ideas using third-person perspective and engage in academic discussions.

<b>LOS 5</b>	Develop the ability to engage in professional dialogue, discussion, and debate in business contexts. Build confidence in self-introduction and delivering presentations in professional English.
<b>LOS 6</b>	Master the correct use of second and third conditional sentences in speech. Convert indirect speech dialogues into direct speech in oral form. Expand academic vocabulary and use it fluently in academic speaking situations. Demonstrate the ability to speak English with fluency and accuracy in academic settings.

<b>Learning Outcomes for the Subject: "Introduction to Economics" (LOS)</b>	
<b>LOS 1</b>	Acquire a foundational understanding of basic economic concepts and their interrelationships, as well as the behavior patterns of economic agents.
<b>LOS 2</b>	Develop an introductory understanding of the role of market mechanisms in economics and gain basic analytical skills for interpreting economic events and processes.
<b>LOS 3</b>	Establish a solid theoretical foundation for understanding current economic processes.
<b>LOS 4</b>	Identify and understand the core components of market mechanisms, including demand, supply, price, and competition, and their interrelations.
<b>LOS 5</b>	Understand the laws governing the functioning of the market economy.
<b>LOS 6</b>	Analyze the decision-making mechanisms of economic agents and their implications within the broader economic system.

<b>Learning Outcomes for the Subject <i>Microeconomics</i> (LOS)</b>	
<b>LOS 1</b>	Demonstrate an understanding of how economic decisions are made by households and firms.
<b>LOS 2</b>	Analyze how decisions made by economic agents influence the quantity and pricing of goods, the allocation of production factors, and overall resource distribution.
<b>LOS 3</b>	Examine the principles and determinants of consumer behavior and decision-making processes.
<b>LOS 4</b>	Gain knowledge of the main types of market structures, including perfect competition, monopolistic competition, oligopoly, and monopoly.
<b>LOS 5</b>	Explore the economic nature of public goods and their implications for societal welfare.
<b>LOS 6</b>	Understand the causes and consequences of market failure, and evaluate the necessity and forms of government intervention to improve economic outcomes.

<b>Learning Outcomes for the Subject <i>Macroeconomics</i> (LOS)</b>	
<b>LOS 1</b>	Understand macroeconomic stability, sustainable economic growth, efficient resource utilization, and the minimization of inflation and unemployment

<b>LOS 2</b>	Apply the aggregate demand and aggregate supply (AD-AS) model to analyze macroeconomic equilibrium.
<b>LOS 3</b>	Explain macroeconomic equilibrium using Keynesian income-expenditure models.
<b>LOS 4</b>	Evaluate the role of fiscal and monetary policies in regulating economic activity.
<b>LOS 5</b>	Analyze macroeconomic equilibrium across goods and money markets.
<b>LOS 6</b>	Conduct macroeconomic analyses in both open and closed economy contexts.

	<b>Learning Outcomes for the Subject <i>Linear Algebra and Mathematical Analysis</i> (LOS)</b>
<b>LOS 1</b>	Study systems of linear equations, linear spaces, linear transformations, and other linear mathematical structures
<b>LOS 2</b>	Apply differential and integral calculus to investigate the behavior of functions and variable quantities.
<b>LOS 3</b>	Develop analytical skills for solving economic and technical problems using mathematical tools.
<b>LOS 4</b>	Employ mathematical methods to support the teaching and application of quantitative subjects.
<b>LOS 5</b>	Select effective mathematical techniques to address economic problem-solving.
<b>LOS 6</b>	Acquire foundational knowledge of mathematical modeling principles.

	<b>Learning Outcomes for the Subject <i>Probability Theory and Mathematical Statistics</i> (LOS)</b>
<b>LOS 1</b>	Understand the mathematical laws governing the occurrence of random events and stochastic processes.
<b>LOS 2</b>	Master mathematical techniques for data collection and the statistical processing of empirical observations.
<b>LOS 3</b>	Apply learned statistical methods to perform quantitative analysis in economic and technical domains.
<b>LOS 4</b>	Identify and utilize effective mathematical techniques for implementing statistical models.
<b>LOS 5</b>	Establish a theoretical foundation for quantitative reasoning across other mathematical subjects.
<b>LOS 6</b>	Cultivate logical and algorithmic thinking for problem-solving and analysis.

<b>Learning Outcomes for the Subject <i>ICT – Basic Computer Skills</i> (LOS)</b>	
<b>LOS 1</b>	Master the fundamental tools and techniques for acquiring, storing, and processing digital information; demonstrate the ability to manage information via computers and global networks.
<b>LOS 2</b>	Acquire skills in selecting and applying appropriate software tools to process economic data, analyze computational results, and justify outcomes.
<b>LOS 3</b>	Develop competence in gathering, interpreting, and reporting data from internal and external sources.
<b>LOS 4</b>	Utilize modern technological tools and information systems to support analytical and research activities.
<b>LOS 5</b>	Apply ICT tools to solve communication-related tasks, including locating and evaluating professional information through online search engines and databases.
<b>LOS 6</b>	Use ICT tools effectively to support participation in formal education and self-directed learning.

<b>Learning Outcomes for the Subject <i>Statistics</i> (LOS)</b>	
<b>LOS 1</b>	Master statistical methodologies for collecting, processing, and analyzing data required for practical problem-solving.
<b>LOS 2</b>	Be able to select and apply modern methods for storing and preprocessing statistical data, and work proficiently with contemporary information sources.
<b>LOS 3</b>	Summarize and visually represent statistical data using descriptive statistics for analytical interpretation.
<b>LOS 4</b>	Calculate and interpret statistical indicators to derive meaningful insights and support optimal decision-making.
<b>LOS 5</b>	Apply statistical techniques in practice, operate within international accounting and statistical standards, and utilize advanced statistical technologies for evidence-based conclusions.
<b>LOS 6</b>	Demonstrate proficiency in using information and communication technologies as key tools in statistical data management and analysis

<b>Learning Outcomes for the Subject “Econometrics” (LOS)</b>	
<b>LOS 1</b>	Develop the ability to formulate economic problems, construct hypotheses, and select appropriate indicator systems for describing economic phenomena.
<b>LOS 2</b>	Acquire the skills necessary for collecting and preprocessing statistical data relevant to both dependent and independent variables.
<b>LOS 3</b>	Construct econometric model specifications and theoretically justify the nature of relationships among economic indicators.
<b>LOS 4</b>	Gain proficiency in using modern applied software packages for estimating model parameters, validating models, and conducting relevant statistical tests.

<b>LOS 5</b>	Develop forecasting competencies by generating predictive scenarios for economic indicators and designing mechanisms for their application.
<b>LOS 6</b>	Learn to interpret and communicate the results of econometric models to support practical and evidence-based decision-making.

<b>Learning Outcomes for the Subject “Management” (LOS)</b>	
<b>LOS 1</b>	Explain the core functions of management and describe the various roles and responsibilities of managers
<b>LOS 2</b>	Demonstrate how planning aligns with an organization’s mission, vision, and core values.
<b>LOS 3</b>	Identify and evaluate common organizational structures, including their advantages and disadvantages
<b>LOS 4</b>	Understand team and group dynamics within organizational contexts.
<b>LOS 5</b>	Examine organizational culture and assess the strategic value of diversity in the workplace.
<b>LOS 6</b>	To recognize strong and weak leadership and the different types of leadership.

<b>Learning Outcomes for the Subject “Fundamentals of Business” (LOS)</b>	
<b>LOS 1</b>	Demonstrate the ability to prepare business plans, establish enterprises, build partnerships, and determine appropriate organizational and operational infrastructures
<b>LOS 2</b>	Understand the roles of primary and support functions in enterprise structures and how they contribute to organizational efficiency.
<b>LOS 3</b>	Identify and apply various management methods and effectively carry out core managerial functions.
<b>LOS 4</b>	Understand modern production systems, processes, and resource planning, and apply production management techniques for operational continuity.
<b>LOS 5</b>	Analyze the impact of external environmental factors on enterprise activities and develop strategic responses.
<b>LOS 6</b>	Critically evaluate and manage business processes using analytical approaches.

<b>Learning Outcomes for the Subject “Organizational Behavior” (LOS)</b>	
<b>LOS 1</b>	Understand the scientific foundations and core objectives of organizational behavior, and develop strategies for organizational change and development
<b>LOS 2</b>	Analyze key organizational behavior concepts such as culture, motivation, job satisfaction, and identity, and propose methods for fostering organizational citizenship and employee commitment.
<b>LOS 3</b>	Examine group dynamics and management in organizations, identifying group types and effective group work methods

<b>LOS 4</b>	Learn conflict resolution strategies and understand how to transform organizational conflict into opportunities for growth.
<b>LOS 5</b>	Discuss topics including stress management, ethics, power, and politics in organizational contexts.
<b>LOS 6</b>	Explore contemporary issues in organizational behavior such as absenteeism, organizational silence, and emerging behavioral trends.

<b>Learning Outcomes for the Subject “Human Resources Management” (LOS)</b>	
<b>LOS 1</b>	Acquire foundational knowledge of Human Resources Management (HRM), including its objectives, strategic importance, differences from personnel management, and structural positioning within organizations
<b>LOS 2</b>	Develop an in-depth understanding of job analysis, job design, and human resource planning to facilitate effective talent acquisition and selection
<b>LOS 3</b>	Gain insights into employee retention and development strategies through training, career development, talent management, and motivational frameworks
<b>LOS 4</b>	Master the principles of performance evaluation, compensation systems, and job classification methodologies.
<b>LOS 5</b>	Become familiar with information and communication technologies and electronic management systems used in HRM.
<b>LOS 6</b>	Develop analytical and practical skills for evaluating and applying HRM functions in real-world organizational settings.

<b>Learning Outcomes for the Subject "Marketing" (LOS)</b>	
<b>LOS 1</b>	Understand the definition of marketing, develop foundational marketing concepts, and gain knowledge about the internal and external marketing environment
<b>LOS 2</b>	Acquire knowledge and practical insights into market segmentation, marketing information systems, and the components of the marketing mix
<b>LOS 3</b>	Develop an understanding of product-related concepts including product life cycle, branding, and brand management
<b>LOS 4</b>	Gain knowledge of pricing strategies, price formation, as well as the distribution process, distribution channels, forms, and roles of wholesalers and retailers
<b>LOS 5</b>	Understand the components of the promotion mix, including advertising, public relations, sales promotion, personal selling, and direct marketing, along with practical training examples for each.
<b>LOS 6</b>	Obtain introductory knowledge on consumer behavior, strategic marketing, marketing ethics, and contemporary approaches in marketing.

<b>Learning Outcomes for the Subject "Fundamentals of Accounting" (LOS)</b>	
<b>LOS 1</b>	Understand the elements and components of financial statements and their purpose in financial reporting.

<b>LOS 2</b>	Gain knowledge of the accounting principles applied in the preparation of financial statements and their qualitative characteristics.
<b>LOS 3</b>	Understand the use of accounting registers (primary books of entry) and perform initial transaction recordings.
<b>LOS 4</b>	Understand and apply the double-entry bookkeeping system to record accounting transactions accurately.
<b>LOS 5</b>	Prepare a trial balance for a reporting period and make necessary adjustments to reflect accurate financial data.
<b>LOS 6</b>	Analyze and interpret financial statements such as the balance sheet and profit or loss statement by applying appropriate accounting methods.

<b>Learning Outcomes for the Subject "Operations Management" (LOS)</b>	
<b>LOS 1</b>	Develop the ability to apply scientific methods to analyze data and concepts in the field of business and propose research-based solutions to identified problems
<b>LOS 2</b>	Stay informed about current and emerging trends in business management, logistics, and transportation by utilizing professional English proficiency
<b>LOS 3</b>	Gain knowledge and skills required to manage and sustain international relations within manufacturing and trading companies
<b>LOS 4</b>	Understand how to plan, coordinate, implement, and control supply chain processes in production and commercial enterprises
<b>LOS 5</b>	Acquire managerial competencies necessary for leadership roles in logistics and transport companies
<b>LOS 6</b>	Demonstrate proficiency in using information technologies related to the planning and management of logistics and supply chain operations

<b>Learning Outcomes for the Subject "Business Strategy" (LOS)</b>	
<b>LOS 1</b>	Understand core strategic concepts such as strategy, mission, vision, goals, and policies; analyze external (macro and industry-level) and internal environments using strategic tools like EFE/IFE matrices and value chain analysis
<b>LOS 2</b>	Learn various strategic options at the corporate and business unit levels, including integration, intensive, diversification, defensive strategies, cost leadership, differentiation, and positioning.
<b>LOS 3</b>	Develop competence in formulating strategies using analytical tools such as SWOT analysis, BCG Matrix, SPACE Matrix, IE Matrix, and evaluating alternatives through the QSPM Matrix.
<b>LOS 4</b>	Understand how to implement strategies effectively through functional areas such as operations, marketing, finance, human resources, R&D, and information systems.
<b>LOS 5</b>	Evaluate the performance of implemented strategies in meeting organizational goals and identify strategic gaps.

<b>LOS 6</b>	Understand the foundations of global competitiveness, integrate ethical and socially responsible practices in strategic management, and develop the ability to analyze real-world business cases from a strategic perspective
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<b>Learning Outcomes for the Subject "International Business" (LOS)</b>	
<b>LOS 1</b>	Demonstrate understanding of key concepts related to international business and explain the impact of globalization on the internationalization of markets and enterprises.
<b>LOS 2</b>	Identify and describe various forms of international business activities, including the export and import of goods and services, and international cooperation in scientific, technical, industrial, marketing, and service sectors, including joint ventures
<b>LOS 3</b>	Acquire knowledge of strategies and methods for entering international markets. Demonstrate familiarity with international trade procedures, customs operations, international contracting practices, and relevant legal and regulatory frameworks, and apply them appropriately
<b>LOS 4</b>	Understand the fundamentals of international investment activities; explain, compare, and provide examples of major investment theories and their application in real-world contexts.
<b>LOS 5</b>	Analyze the role and characteristics of transnational corporations; differentiate among various socio-cultural environments in which these corporations operate
<b>LOS 6</b>	Compare and contrast the functioning of core business activities—management, production, marketing, finance, and human resource management—between international and domestic enterprises.

<b>Learning Outcomes for the Subject "Civil Defense" (LOS)</b>	
<b>LOS 1</b>	Understand the classification and characteristics of emergency situations; examine the historical development, roles, and responsibilities of Civil Defense, including relevant national legislation and government resolutions
<b>LOS 2</b>	Explain the functions and importance of Civil Defense in both peacetime and wartime. Demonstrate knowledge of preventive measures in technogenic disasters and appropriate population behavior under bacteriological, chemical, and radiological threats, including methods of quarantine, observation, sanitation, disinfection, degassing, and deactivation.
<b>LOS 3</b>	Understand the structure and responsibilities of Emergency Situations Commissions and the State Emergency Response System. Gain insights into the formation and function of non-military Civil Defense units.
<b>LOS 4</b>	Demonstrate the ability to organize and implement protective measures for the population during emergencies. Identify collective and individual protection equipment and apply proper usage protocols. Develop competencies in population evacuation planning and execution.

<b>LOS 5</b>	Acquire knowledge of Civil Defense reconnaissance operations, including the use of radiation and chemical detection equipment. Understand the structure, leadership, and operational tasks of Civil Defense management units and headquarters.
<b>LOS 6</b>	Plan and implement comprehensive Civil Defense measures; understand methods for eliminating disaster consequences. Organize and carry out emergency response and rescue operations, train populations in Civil Defense principles, and provide basic first aid during emergencies.