

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

Approved by Decision No. ____
of the Ministry of Education of the Republic of Azerbaijan
Dated: ____ ____, 2020

**EDUCATIONAL PROGRAM FOR THE BACHELOR'S DEGREE
(BASIC HIGHER EDUCATION)**

**Specialization (Program) Code and Name:
050408 – Management**

BAKU – 2020

BACHELOR'S LEVEL EDUCATIONAL PROGRAM FOR THE SPECIALTY 050408 – MANAGEMENT

1. General Provisions

1.1. The Bachelor's Level Educational Program for the specialty "050408 – Management" (hereinafter referred to as the Educational Program) has been developed in accordance with the Law of the Republic of Azerbaijan "On Education", relevant decisions of the Cabinet of Ministers of the Republic of Azerbaijan, and the "Classification of Specialties (Programs) at the Bachelor's (Basic Higher Medical Education) Level of Higher Education".

1.2. The main objectives of the Educational Program are to:

- Define the graduate's competencies in the field, the scope of the specialty, subject-specific teaching and learning methods, assessment approaches, expected learning outcomes, infrastructure and staff requirements for training personnel;
- Outline the internship, employment, and further education opportunities available to students;
- Inform students and employers of the knowledge and skills acquired by graduates, as well as the intended learning outcomes;
- Provide a basis for external experts to assess the compliance of personnel training with the established Educational Program.

1.3. This Educational Program is mandatory for all higher education institutions in the Republic of Azerbaijan that offer bachelor-level training in the specialty "050408 – Management", regardless of their subordination, ownership status, or organizational-legal structure.

1.4. The total weekly workload for students, including both classroom and extracurricular activities, is 45 hours under a 5-day work schedule (except for special-purpose higher education institutions). The volume of classroom hours must not exceed 50% of the total weekly workload. Depending on the characteristics of the specialty, adjustments to weekly workload may be permitted.

2. Graduate Competencies

2.1. Upon successful completion of the Educational Program, graduates must acquire the following **general competencies**:

- Oral and written communication skills in Azerbaijani within their area of specialization;
 - Professional communication skills in at least one foreign language;
 - Systematic and comprehensive knowledge of the historical, legal, political, cultural, and ideological foundations of Azerbaijani statehood, and understanding of its role and position in the modern world;
 - Ability to identify threats and challenges to national statehood;
 - Proficiency in the use of information and communication technologies in the workplace;
 - Teamwork skills and the ability to achieve consensus in collaborative problem-solving;
 - Adaptability, initiative, and a drive to succeed in dynamic conditions;
 - Capability to identify and utilize additional resources to solve problems;
 - Ability to analyze, synthesize, and apply relevant information for professional purposes;
 - Skills in planning and organizing professional activities, continuing education, managing time, and meeting deadlines;
 - Social and environmental responsibility, civic awareness, an ethical approach to activities, and the ability to prioritize quality;
 - Ability to reassess circumstances and oneself through self-reflection and constructive criticism to improve knowledge and skills.
 - Ability to analyze complex systems, identify interconnections, understand inter-systemic relationships across various fields and levels, and operate under uncertain conditions.
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- Ability to understand and assess different future scenarios (possible, probable, desirable), foresee the consequences of actions, and incorporate risk and change factors.
 - Ability to collaboratively design and implement innovative solutions that promote sustainability at local and broader levels.
 - Ability to learn from others, empathize with different perspectives, resolve group conflicts, and participate in collaborative efforts aimed at problem-solving.
 - Ability to evaluate norms and assumptions, critically assess personal views and practices, and articulate well-founded positions on sustainable development issues.
 - Capacity to reflect on and evaluate one's societal role and responsibilities.
 - Ability to approach and resolve complex issues using diverse methods and make just and thoughtful decisions.
 - Capacity to understand and integrate diverse perspectives through inclusive analysis and generalization.
 - Ability to formulate and communicate decisions that bridge multiple disciplines effectively.

2.2. Upon successful completion of the Educational Program, graduates of the specialty **050408 – Management** should acquire the following professional competencies:

PC-1	Understand the fundamentals of economic theory, including individual and enterprise-level behavior, key socio-economic indicators, and relevant economic issues and processes.
PC-2	Understand market characteristics under various competitive systems and the mechanisms by which firms operate within different market structures.
PC-3	Fully comprehend macroeconomic terminology, analyze open economies, and formulate proposals using theoretical economic models.
PC-4	Possess skills in mathematical, quantitative, and computational methods and make optimal decisions using these tools.
PC-5	Use general-purpose and specialized software (e.g., Excel, Word, PowerPoint, Photoshop, SPSS, Stata, Python) to perform basic analytical tasks.
PC-6	Apply statistical knowledge to analyze and systematize economic data; collect, analyze, and forecast both quantitative and qualitative data.
PC-7	Utilize econometric methods to address challenges in empirical economic research.
PC-8	Possess foundational knowledge of management and organizational theory and conduct analytical and systematic assessments in the field.
PC-9	Understand the theoretical and conceptual foundations of accounting.
PC-10	Understand the theoretical and conceptual foundations of finance.
PC-11	Analyze the economy by region and sector; evaluate the service sector's role in economic development and interpret emerging concepts in the field.
PC-12	Understand the macroeconomic structure of the national economy, the dynamics of socio-economic indicators, and conduct sectoral analysis in line with economic policy.
PC-13	Have basic knowledge of marketing theory and practice.
PC-14	Analyze and develop solutions to organizational and managerial problems.
PC-15	Propose and plan appropriate business activities and management methods, analyzing their short- and long-term impacts.
PC-16	Understand career development concepts, prepare for job interviews, develop career roadmaps, and write professional CVs, resumes, and letters of intent and recommendation.
PC-17	Effectively manage time and stress, apply creative, critical, and analytical thinking, demonstrate public speaking and problem-solving skills, work in teams, and apply leadership principles.
PC-18	Use project management and other professional software tools effectively, and communicate proficiently in both oral and written business contexts.
PC-19	Understand key concepts and terminology of the specialty and apply them appropriately in professional contexts.
PC-20	Foster an entrepreneurial mindset, including knowledge of start-ups and the generation of innovative and creative ideas.
PC-21	Carry out tasks related to business fundamentals, management, production organization, organizational behavior, human resource management, financial accounting, marketing, and public relations.

PC-22	Contribute to the formulation of an organization's mission, vision, and strategic objectives by preparing relevant data and forecasts.
PC-23	Design optimal organizational structures aligned with strategic goals and operational efficiency.
PC-24	Collaborate effectively in teams, lead workgroups, and apply management techniques to decision-making processes.
PC-25	Demonstrate readiness to adapt to evolving types and forms of production activity and effectively participate in project-based work.
PC-26	Participate in the implementation of quality management systems in both production and service-based organizations, irrespective of management style.
PC-27	Analyze the strengths, weaknesses, opportunities, and threats (SWOT) associated with enterprises and organizations to support strategic planning.
PC-28	Manage human resources in alignment with organizational goals, resolve HR-related issues, and apply modern approaches in human resource management.
PC-29	Be pedagogically, methodologically, and psychologically prepared for changes in specialized activities and participate effectively in interdisciplinary projects.
PC-30	Provide expert advice on internal and external enterprise matters, contribute to strategic development planning, adapt to changing work environments, and analyze for strategic goal achievement through innovation and change management.
PC-31	Understand the fundamentals of management accounting and financial management, including the role of accounting information in controlling organizational activities, financing, budgeting, and evaluating decisions in both short- and long-term contexts.
PC-32	Analyze potential, design and manage processes and innovations in business operations, and handle quality management, operational risks, pricing, and revenue strategies.
PC-33	Prepare business plans, organize business establishment and management processes, and demonstrate foundational knowledge of marketing concepts such as customer behavior, segmentation, targeting, and market research.
PC-34	Understand and implement relevant ethical conduct standards, laws, and regulatory mechanisms that uphold business and public interest values, while adhering to principles of professional and ethical behavior.
PC-35	Possess knowledge of corporate governance principles and organizational design methodologies.
PC-36	Apply modern project management methodologies such as Agile and Scrum.
PC-37	Demonstrate theoretical and practical knowledge of operations management in various enterprises and improve methods for managing processes and operations.
PC-38	Understand the principles and practices involved in developing and maintaining a strong corporate culture.
PC-39	Possess knowledge of advanced data analytics techniques (e.g., data visualization, linear and logistic regression), and apply modeling and optimal decision-making strategies.
PC-40	Assess risk factors, understand variables that affect risk levels, and demonstrate foundational knowledge in risk management practices.

3. Structure of the Educational Program

3.1. The Bachelor's Degree Program in the specialty **050408 – Management** comprises a total of **240 ECTS credits** over a period of **4 academic years**. The credit distribution is as follows:

Category	Course Title	ECTS Credits
General Subjects		30
1	<p><i>History of Azerbaijan</i></p> <p>This course systematically examines the historical development of the Azerbaijani people from ancient times to the present day. Emphasis is placed on the political history of Azerbaijani states across different eras and the heroic contributions of prominent figures. The aim is to cultivate students' sense of patriotism, broaden their worldview, foster critical analysis of historical events, and promote an ability to draw informed conclusions from historical and political processes.</p>	5
2	<p><i>Business and Academic Communication in Azerbaijani</i></p> <p>This course focuses on developing students' skills in public speaking, academic and business writing, and effective presentation techniques in the Azerbaijani language.</p>	4
3	<p><i>Business and Academic Communication in a Foreign Language</i></p> <p>This course aims to equip students with oral and written communication skills in a foreign language relevant to their field of study. It includes training in public speaking, academic and business correspondence, and the delivery of professional presentations.</p>	15
4	<p><i>Elective Subjects</i></p> <p>Elective subjects are selected by the higher education institution and may vary depending on the specialization. The list may include:</p>	6
4.1	<p>Philosophy</p> <p>Sociology</p> <p>Constitution of the Republic of Azerbaijan and the Fundamentals of Law</p> <p>Logic</p> <p>Ethics</p> <p>Introduction to Multiculturalism</p>	3
4.2	<p>Information Technologies (by specialty)</p> <p>Information Management</p> <p>Fundamentals of Entrepreneurship and Introduction to Business</p> <p>Political Science</p>	3

Specialized Subjects		120
5	<p><i>Introduction to Economics</i></p> <p>This course introduces key economic concepts, provides a general overview of the market economy, and examines the role of the market mechanism in the efficient allocation of limited resources. It also explores the principles underlying economic decision-making by individuals and organizations.</p>	6
6	<p><i>Microeconomics</i></p> <p>This course analyzes the behavior of economic agents—households and firms—in the context of profit and utility maximization. It explores decision-making under various market competition models and examines the strengths and limitations of market mechanisms in the efficient allocation of economic resources.</p>	10
7	<p><i>Macroeconomics</i></p> <p>This course addresses the rational use of economic resources at the macro level, analyzing both theoretical and practical aspects of sustainable economic growth, macroeconomic stability, full employment, inflation control, and foreign economic relations. It also explores the role of government policy in addressing macroeconomic challenges.</p>	10
8	<p><i>Linear Algebra and Mathematical Analysis</i></p> <p>This integrated course covers two major areas: Linear Algebra, which examines linear equations, vector spaces, and linear transformations; and Mathematical Analysis, which focuses on the study of functions and variables using differential and integral calculus.</p>	8
9	<p><i>Probability Theory and Mathematical Statistics</i></p> <p>This course introduces the fundamental principles of probability theory—the mathematical study of random phenomena—and mathematical statistics, which involves the collection, processing, analysis, and interpretation of data to identify statistical patterns and regularities.</p>	8
10	<p><i>ICT – Basic Computer Skills</i></p> <p>Designed for students in the field of economics, this course provides foundational knowledge of modern information technologies and tools, including their applications in economic processes. Emphasis is placed on acquiring practical skills in using contemporary software and internet-based technologies.</p>	8
11.	<p><i>Statistics</i></p> <p>This course examines the quantitative dimensions of mass socio-economic phenomena, focusing on their structure, distribution, interrelationships, and the patterns they form within specific spatial and temporal contexts.</p>	10
12.	<p><i>Econometrics</i></p> <p>This course focuses on the use of mathematical and statistical methods to analyze and model the quantitative and qualitative relationships among economic variables and phenomena.</p>	10
13.	<p><i>Management</i></p> <p>This course explores the key functions of management, roles of managers, organizational structures, leadership styles, group and team dynamics, organizational culture, and the benefits of workplace diversity.</p>	7
14.	<p><i>Fundamentals of Business</i></p>	6

	This course introduces students to the core legal and economic institutions of entrepreneurship, principles of business planning, and tools for fostering entrepreneurial intentions and socio-economic impact.	
15.	<i>Corporate Governance</i> This course explores corporate governance systems, including key mechanisms, principles, and challenges. It addresses accountability, transparency, and ethical conduct within corporate structures.	6
16.	<i>Human Resource Management</i> This course covers the goals and functions of human resource management, including recruitment, selection, performance evaluation, career planning, motivation, and employee development within an organizational context.	4
17.	<i>Operations Management</i> This course examines the planning and control of production, supply chain, and logistics operations. It also discusses the role of information technology and international collaboration in enhancing operational efficiency.	4
18.	<i>Strategic Management</i> This course focuses on the development and implementation of organizational strategies, based on internal and external analyses. It includes the evaluation of strategic alignment with corporate goals and the integration of social responsibility and ethical considerations into strategic planning.	6
19.	<i>Innovation Management</i> This course explores the theoretical foundations of innovation, innovation processes in organizations, drivers of innovation, innovation strategy, and the development of an innovative organizational culture.	4
20.	<i>Quality Management</i> This course examines quality management systems and frameworks, including team-based quality control, quality planning, and the organization and monitoring of quality-related processes.	4
21	<i>Project Management</i> This course introduces students to the principles and methodologies of project planning, implementation, and evaluation. It covers resource allocation, budgeting, risk management, and effective project execution strategies in various professional contexts.	6
22	<i>Civil Defense</i> This course addresses safety and health protection in an era marked by increasing global threats. It focuses on identifying harmful factors, protective methods and tools, and strategies for minimizing hazards. The course also examines emergency response measures for accidents and disasters in both peacetime and wartime.	3
...	<i>Institutionally Defined Subjects</i> The content of these courses is determined by individual higher education institutions based on the specialization and academic focus of the program. The specific subjects and their credit values are included in the institution's official curriculum.	60

	Internship	30
	<i>Career Planning</i>	6
	<i>Soft Skills</i>	8
	<i>Hard Skills</i>	10
	<i>Industrial Experience / Project</i>	6
	Total Credits	240

4. Teaching and Learning

4.1. The teaching and learning environment must be designed to ensure that students are able to achieve the intended learning outcomes specified in the educational program. A supportive, inclusive, and resource-rich academic atmosphere should be maintained throughout the duration of study.

4.2. Teaching and learning methodologies must be clearly articulated in official academic documents (e.g., course syllabus, instructional guides) and should be made publicly accessible—such as through the university’s official website, program brochures, or academic bulletins—to ensure transparency and informed decision-making by students.

4.3. Teaching and learning practices should undergo continuous review and enhancement. These updates should reflect current trends in educational innovation and align with international best practices. The regular development and refinement of teaching strategies must be an integral part of the institution’s internal quality assurance mechanisms.

4.4. A variety of teaching methods should be employed to create a dynamic and student-centered learning experience. These methods should encourage active student engagement and foster critical thinking, creativity, and problem-solving skills. Examples of applicable methods include:

- Lectures, seminars, and practical sessions;
- Presentations, class discussions, and structured debates;
- Independent study and research (e.g., analysis of case studies or real-world scenarios);
- Project-based assignments;
- Problem-based learning (PBL);
- Fieldwork and empirical investigations;
- Role-playing and simulation exercises;
- Written and oral reports;
- Group assessments and peer evaluations;
- Expert-led instruction and mentoring;
- Use of video/audio conferencing and digital media technologies;
- Distance and blended learning approaches;
- Multimedia lectures and recorded content.

Note: The selection and adaptation of teaching methods should be tailored to the specific characteristics and requirements of each academic discipline.

4.5. A coherent balance between theoretical knowledge and practical application must be maintained throughout the educational process. Particular emphasis should be placed on developing students’ practical competencies in line with the evolving needs and expectations of the labor market.

4.6. The educational program must actively foster student autonomy and promote the concept of lifelong learning. Upon graduation, students should possess the skills and mindset necessary to

engage in independent professional activity and to pursue continuous self-directed learning across various fields and disciplines.

5. Assessment

5.1. Assessment must be structured to effectively measure students' achievement of the expected learning outcomes. It should serve as a tool to monitor academic progress, evaluate the degree to which educational objectives have been met, facilitate constructive feedback exchanges between students and faculty, and support ongoing enhancement of the educational program.

5.2. The assessment methods employed in each course should be clearly described in relevant documentation (e.g., course syllabus, subject program) and made accessible to all stakeholders through public channels such as the university website, program brochures, or academic catalogs.

5.3. Assessment practices should be subject to continuous evaluation and refinement, incorporating innovative and evidence-based teaching methodologies. The periodic review and improvement of assessment methods must be an integral component of the institution's quality assurance framework.

5.4. A diverse array of assessment techniques should be utilized to support a student-centered learning environment and encourage active learner participation. Examples of such methods include, but are not limited to:

- Written assignments and essays;
- Knowledge and skills testing, including computer-based assessments;
- Oral presentations and defenses;
- Surveys and questionnaires;
- Open class discussions and debates;
- Practical and fieldwork reports;
- Skills evaluation based on observation in practical or laboratory settings;
- Project work reports;
- Portfolio assessments;
- Frontal questioning and instant polling;
- Group work and self-assessment exercises.

Note: Selection and adaptation of assessment methods should be aligned with the specific requirements and nature of each subject.

5.5. Assessment procedures must be based on explicitly defined criteria, enabling accurate, reliable, and consistent measurement of students' knowledge, skills, and competencies acquired throughout their studies. In the execution of assessments, instructors should adhere to principles of transparency, fairness, mutual respect, and academic integrity.

5.6. Students should be provided opportunities to discuss all aspects of their educational experience, including assessment results, with faculty and evaluators. The higher education

institution is responsible for establishing formal procedures for grade appeals and addressing student grievances, in accordance with established academic regulations.

5.7. Academic ethics are fundamental to the educational process. Students must be educated on the importance of academic integrity, including understanding the implications of plagiarism. Instruction should also include awareness of intellectual property rights related to academic work.

6. Learning Outcomes of the Program and Individual Subjects

6.1. The responsibility for defining the learning outcomes of the educational program and developing the syllabus for each subject lies with the higher education institution and its academic staff. This process ensures alignment with academic standards and program objectives.

6.2. Learning outcomes must be established by each institution following the standardized format provided in *Appendix 1*. Furthermore, the *Learning Outcomes Matrix* (see *Appendix 2*) should clearly demonstrate the correlation between individual subjects and the overall program learning outcomes.

6.3. To ensure the Educational Program remains relevant and responsive to evolving societal needs and labor market demands, the syllabi of subjects must be regularly reviewed and updated to reflect current theoretical advances and practical applications.

7. Infrastructure and Human Resources

7.1. The specialty **050408 – Management** must be supported by a well-equipped material and technical infrastructure. This includes, but is not limited to, ICT laboratories, computer classrooms, workshops, and other specialized facilities necessary to effectively deliver the curriculum. Students must have uninterrupted access to the institution's local network, the Internet, academic databases, electronic libraries, and advanced research tools.

7.2. Academic staff engaged in delivering the program are generally expected to hold scientific degrees in their respective fields. In addition, highly qualified professionals from other state or private sector institutions, relevant organizations, or those holding at least a master's degree in the corresponding specialty area may also be appointed as instructors to enhance the program's academic and practical rigor.

8. Internship

8.1. Internship plays a crucial role in enabling students to apply their theoretical knowledge in practical settings while enhancing their professional competencies. The specific regulations and procedures for organizing internships may be established by the higher education institution, taking into account the characteristics of the specialty.

8.2. Internships may be conducted in a variety of settings, including private companies, state enterprises, research laboratories, universities, the Azerbaijan National Academy of Sciences (ANAS), as well as local and international private organizations and corporations.

8.3. To maximize the educational value of the internship experience, the process is structured into four sequential stages:

1. Developing students' abilities to effectively plan their careers;
2. Acquiring essential soft skills;
3. Mastering relevant hard skills;
4. Undertaking practical internships within enterprises or organizations, or completing client-commissioned projects.

8.4. Mastery of career planning and soft skills equips students to assess their personal development and opportunities throughout their studies. Through the *Career Planning* course, students will acquire foundational knowledge on career concepts and development activities, learn to design a personalized career roadmap, and develop motivation, willpower, and professional ethics. They will gain practical skills in job search strategies, crafting professional CVs, resumes, cover letters, and recommendation letters, as well as preparing for job interviews and mastering interview techniques.

8.5. The *Soft Skills* course enables students to effectively manage time and stress, and develop creative, critical, and analytical thinking. Students will learn problem-solving and decision-making techniques, public speaking, fluent verbal communication, body language, and presentation skills. Additionally, this course fosters teamwork abilities and introduces fundamental principles of leadership.

8.6. The *Hard Skills* course prepares students to proficiently use widely adopted tools such as Microsoft Excel and project management software, understand the norms of oral and written business communication, gain digital literacy, and learn strategies for building a personal professional brand.

8.7. Internship organization is offered in two formats:

- *Traditional Internship:* Students identify potential internship placements in companies or institutions. Upon successful evaluation, students submit official consent documents from the host organization to the university. A contract is then signed between the higher education institution and the organization to formalize the internship, specifying the rights, responsibilities, and obligations of all parties involved. Students may also apply to complete internships in alternative organizations, including international placements, subject to institutional approval.
- *Order Projects:* Students collaborate with mentor faculty members to conduct research and develop solutions addressing real-world problems presented by business entities. The findings and proposals are compiled into project reports and submitted to sponsoring organizations.

8.8. The evaluation of internship outcomes or project deliverables is conducted by representatives of the business community, who assess the quality and relevance of students' contributions.

9. Employment and Lifelong Learning

9.1. Graduates of the Educational Program in the specialty **050408 – Management** are well-prepared to pursue careers in both the private and public sectors. Potential employment areas include project management, human resources management, public relations, customer relationship management, operations management, and sales. Graduates may assume roles such as project managers, human resources managers, operations managers, procurement managers, public relations managers, and customer relationship managers. Additionally, they are qualified to engage in entrepreneurial activities and civil service positions.

9.2. The higher education institution is responsible for conducting regular graduate employment surveys to monitor career outcomes and labor market integration. Furthermore, it should provide up-to-date information on available job vacancies through its official website to facilitate graduate employment opportunities.

9.3. Graduates of the specialty **050408 – Management** are eligible to pursue advanced studies in any Master's degree programs within the broader group of **Economics and Management specialties**, enabling further specialization and academic development.

9.4. The competencies acquired during the program—encompassing knowledge, skills, and professional attitudes—form a solid foundation that empowers graduates to engage in independent, lifelong learning and continuous professional growth.

Agreed:

Deputy Head of the Office
of the Ministry of Education
Programs
of the Republic of Azerbaijan,
Head of the Department of Science,
Higher and Secondary Specialized Education
_____ Yagub Piriyeu

Chairman of the Working Group
Preparing the State Educational
Programs
for the Group of Economic
and Management specialties

_____ Adalat Muradov

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Appendix 1

Curriculum and Learning Outcomes for Subjects

A higher education institution is required to define the curriculum and expected learning outcomes for each subject. The following tables list at least six learning outcomes for the overall curriculum as well as for individual subjects.

Curriculum Learning Outcomes (CLO)	
CLO 1	Develop a comprehensive understanding of the recent history of Azerbaijan, including the enhancement of management-related skills through humanitarian disciplines.
CLO 2	Improve students' proficiency in at least one foreign language and ensure the acquisition of fundamental computer skills and basic mathematical knowledge.
CLO 3	Cultivate foundational knowledge in economics and management, and establish basic literacy in econometrics and statistics.
CLO 4	Apply advanced theoretical and practical knowledge in management, encouraging the development of original ideas in the field.
CLO 5	Leverage interdisciplinary knowledge from related disciplines that underpin management, ensuring an advanced understanding of these areas.
CLO 6	Interpret theoretical frameworks in management and contribute meaningfully to the relevant academic literature.

Learning Outcomes for the Subject “<i>History of Azerbaijan</i>” (LOS)	
LOS 1	Demonstrate knowledge that Azerbaijan is among the oldest continuously inhabited regions globally and one of the earliest centers of civilization.
LOS2	Analyze the historical conditions underlying the formation of Azerbaijan's statehood across ancient, medieval, and modern periods, including political and international influences.
LOS 3	Examine the role of ideological, economic, and cultural factors in the development and identity formation of the Azerbaijani people.
LOS4	Critically assess the distinct phases of Azerbaijan's complex and heroic history, identifying the unique characteristics of each era.
LOS 5	Systematically evaluate the position and influence of the Azerbaijani state within the contemporary international arena.
LOS 6	Draw informed and accurate conclusions based on the historical trajectory and experiences of Azerbaijan's development.

	Learning Outcomes for the Subject Business and Academic Communication in the Azerbaijani Language (LOS)
LOS 1	Acquire knowledge about the Azerbaijani language and the state policies supporting it in the context of globalization. Prepare presentations on topics such as decrees on the state language and "Great Leader Heydar Aliyev and the Azerbaijani Language." Understand the goals and objectives of the course. Learn about communication forms, functions, and levels.
LOS2	Master the role of auxiliary parts of speech in academic communication. Study oral and written communication, focusing on speech requirements such as accuracy, clarity, fluency, purity, conciseness, simplicity, richness, coherence, and other modern standards.
LOS 3	Understand communication rhetoric, literary language styles, active and passive lexicons of the Azerbaijani literary language. Explore literary language and communicability, communication types, communicative strategies, and creative communication technologies.
LOS4	Study the culture and essence of listening as a communication type. Understand the importance of listening and attention, improve listening skills, and learn about communication culture, speech ethics, and address etiquette. Understand the characteristics of organized speech such as lectures, reports, speeches, and spontaneous speech.
LOS 5	Learn about the business style of modern Azerbaijani, including the role of letters in business communication and the significance of electronic and online communication.
LOS 6	Understand the language of official business documents. Acquire knowledge about various types and forms of business communication, their language and style. Learn the rules of Azerbaijani language purity, spelling, sentence structure in business communication, and business rhetoric from both theoretical and practical perspectives.

	Learning Outcomes for the Subject Business and Academic Communication in a Foreign Language (LOS)
LOS 1	Develop listening, speaking, reading, and writing skills in General English at the A2 level. Understand everyday conversations, respond informally, construct dialogues, use correct tense forms orally, write short paragraphs and informal letters, and comprehend simple texts.
LOS2	Achieve B1 level proficiency in understanding dialogues, constructing complex sentences (subordinate and independent), writing 150-word essays with effective introductions and conclusions, understand formal letter structures, compose business letters, and deliver official presentations.
LOS 3	Attain B2 level skills by watching films, reading books, writing reviews, analyzing content, and communicating analyses through presentations.
LOS4	Master economic and business English terminology; describe graphs, tables, and charts orally and in writing; develop skills in academic exchanges using the third person and formal discourse.

LOS 5	Gain fluency in dialogues, discussions, and debates within a business context; develop the ability to present oneself professionally in English.
LOS 6	Use second and third conditional sentences correctly in oral communication; develop fluency in mediated speech and academic vocabulary; master the ability to speak fluently and confidently in academic English.

Learning Outcomes for the Subject Introduction to Economics (LOS)	
LOS 1	Understand fundamental economic concepts and their interrelationships, as well as the behavioral principles of economic agents.
LOS2	Gain insight into the role of the market mechanism in the economy and acquire initial skills in content and formal analysis of economic events and processes.
LOS 3	Acquire a theoretical foundation necessary to comprehend economic processes and phenomena.
LOS4	Understand key components of the market mechanism, including demand, supply, price, and competition, and their interactions.
LOS 5	Learn the governing principles of market economy functioning.
LOS 6	Comprehend the decision-making processes of economic agents within the market.

Learning Outcomes for the Subject Microeconomics (LOS)	
LOS 1	Understand how households and firms make economic decisions.
LOS2	Analyze how economic agents' decisions influence product quantity, pricing, factor allocation, and resource distribution.
LOS 3	Study consumer behavior and its underlying principles.
LOS4	Gain general knowledge of main market structures: perfect competition, monopolistic competition, oligopoly, and monopoly.
LOS 5	Understand the economic nature of public goods and their impact on social welfare.
LOS 6	Recognize market failures and the necessity of government intervention to enhance market efficiency, along with corresponding policy measures.

Learning Outcomes for the Subject Macroeconomics (LOS)	
LOS 1	Examine macroeconomic stability, sustainable growth, optimal resource utilization, and reduction of inflation and unemployment.
LOS2	Understand macroeconomic equilibrium using aggregate demand and aggregate supply models.
LOS 3	Analyze the Keynesian income-expenditure model for macroeconomic equilibrium.
LOS4	Study fiscal, budgetary, and monetary policy frameworks.
LOS 5	Understand macroeconomic equilibrium in goods and money markets.
LOS 6	Perform macroeconomic analysis of open and closed economies.

Learning Outcomes for the Subject Linear Algebra and Mathematical Analysis (LOS)	
LOS2	Study systems of linear algebraic equations, linear spaces, linear transformations, and other linear mathematical objects.

LOS 3	Gain knowledge of functions and variables using differential and integral calculus.
LOS4	Develop the ability to apply mathematical analysis to solve economic and technical problems.
LOS 5	Employ mathematical methods as a theoretical foundation for subjects requiring mathematical applications.
LOS 6	Select effective mathematical techniques to solve economic problems.
LOS 1	Understand the fundamentals of mathematical modeling.

Learning outcomes on the subject "Probability theory and mathematical statistics" (LOS)	
LOS 1	To determine the mathematical regularities of the occurrence of random events and processes
LOS 2	To teach mathematical methods of data collection and processing of observation results;
LOS 3	To form the ability to conduct mathematical analysis in solving economic and technical problems based on the studied mathematical methods
LOS 4	To select effective mathematical solution methods in the implementation of mathematical modeling;
LOS 5	To form a theoretical basis for teaching other subjects in which mathematics will be used;
LOS 6	To form a logical and algorithmic way of thinking

Learning outcomes on the subject "ICT-basic computer knowledge" (LOS)	
LOS 1	To master the basic methods and means of obtaining, storing and processing information, to have the ability to use a computer as a means of information management and to work with information in global computer networks.
LOS 2	To acquire the ability to select processing tools for processing economic data in accordance with the problem set, analyze the results of calculations and justify the results obtained.
LOS 3	To acquire the ability to collect, analyze the necessary data using internal and external sources and prepare analytical reports.
LOS 4	To have the ability to use modern technical means and information technologies to solve analytical and research problems.
LOS 5	To have the ability to use the means and information technologies to solve communicative problems, search and select professionally important information through search and reference systems on the Internet.
LOS 6	To have the ability to use ICT tools to participate in training and self-learning processes.

Learning outcomes on the subject "Statistics" (LOS)	
LOS 1	To master the statistical methodology of collecting, processing and analyzing data necessary for solving practical tasks

LOS 2	Be able to select and apply methods and techniques for collecting, storing, and pre-processing statistical data, and to work with modern information sources
LOS 3	Be able to summarize statistical data collected based on descriptive statistics methods and present them in a convenient form for analysis.
LOS 4	Be able to calculate statistical indicators as an important means of obtaining information, to explain them, and to formulate conclusions for making optimal decisions.
LOS 5	Be able to apply statistical methodology in practice, to work with any amount of data in accordance with international standards and rules of accounting and statistics, to apply advanced statistical technologies, and to formulate correct and substantiated conclusions
LOS 6	Be able to use information and communication technologies as an important means of information management

Learning Outcomes for the Subject Econometrics (LOS)	
LOS 1	Develop skills to formulate economic problems and hypotheses, and select appropriate indicators to describe economic phenomena.
LOS2	Acquire knowledge and skills in collecting and preliminarily processing statistical data for dependent and independent variables.
LOS 3	Build model specifications and theoretically justify the functional relationships between economic variables.
LOS4	Utilize modern applied software packages to estimate econometric model parameters, conduct relevant tests, and evaluate model adequacy.
LOS 5	Develop skills to generate forecast scenarios for economic indicators and design mechanisms for their application.
LOS 6	Formulate and communicate econometric model results effectively to support practical decision-making.

Learning Outcomes for the Subject Management (LOS)	
LOS 1	Describe the core functions of management and the diverse roles undertaken by managers.
LOS2	Explain how managers align planning processes with the organization's mission, vision, and values.
LOS 3	Identify common organizational structures and analyze their advantages and disadvantages.
LOS4	Understand group and team dynamics within organizations.
LOS 5	Recognize the impact of organizational culture and the benefits of diversity in the workplace.
LOS 6	Differentiate between strong and weak leadership styles and understand various leadership types.

Learning Outcomes for the Subject Fundamentals of Business (LOS)	
LOS 1	Prepare business plans, establish enterprises and partnerships, and determine optimal organizational structures and infrastructure suited to business characteristics. Understand essential concepts and tools for effective business management.
LOS 2	Understand the principles governing the operation of main and auxiliary functions within enterprise structures.
LOS 3	Learn various management methods and types and effectively apply management functions.
LOS 4	Gain knowledge of production systems and processes, including characteristics and management of modern production, and plan required raw materials and semi-finished goods for continuous operations.
LOS 5	Identify and assess the influence of environmental factors on enterprise activities and respond adequately to these influences.
LOS 6	Analyze, evaluate, and manage business processes to ensure organizational effectiveness.

Learning Outcomes for the Subject Corporate Governance (LOS)	
LOS 1	Identify the scope and key areas of corporate governance, including the interrelations of various governance issues.
LOS2	Demonstrate comprehensive knowledge of corporate governance mechanisms.
LOS 3	Analyze the impact of corporate governance practices on corporate performance and operations.
LOS4	Apply principles of corporate governance and implement corporate governance compliance rating methodologies.
LOS 5	Prepare corporate governance compliance reports for organizations.
LOS 6	Employ advanced methods and best practices in corporate governance.

Learning Outcomes for the Subject Human Resources Management (LOS)	
LOS 1	Understand the definition, goals, objectives, and importance of human resources management, differentiating it from personnel management and recognizing its organizational role.
LOS 2	Acquire comprehensive knowledge of job analysis, job design, and human resources planning for effective recruitment and selection of qualified personnel.
LOS 3	Understand principles of training, development, career and talent management, and employee motivation to support retention and growth.
LOS 4	Master principles of performance appraisal, compensation systems, and job grading methodologies.
LOS 5	Gain awareness of information and communication technologies, as well as electronic management systems applied in human resources management.
LOS 6	Analyze human resources functions and apply best practices within business contexts.

Learning Outcomes for the Subject Operations Management (LOS)	
LOS 1	Develop the ability to analyze business concepts and data using scientific methods and propose research-based problem-solving approaches.
LOS 2	Stay informed on current and emerging trends in business management, logistics, and transport, including professional English terminology.
LOS 3	Acquire skills necessary for maintaining and managing international relations of manufacturing and trading companies.
LOS 4	Plan, coordinate, execute, and control supply chain processes in manufacturing and trading enterprises.
LOS 5	Obtain knowledge and skills to manage logistics and transport companies effectively.
LOS 6	Utilize information technologies relevant to supply chain and logistics planning and management.

Learning Outcomes for the Subject Strategic Management (LOS)	
LOS 1	Understand fundamental concepts and terminology related to strategy, including mission, vision, goals, and policies; learn methods to analyze external (macro, sectoral, competitive) and internal environments (strengths, weaknesses), and develop strategies using tools such as EFE and IFE matrices and value chain analysis.
LOS 2	Learn organizational and strategic business unit-level strategies, including integration, intensive, diversification, defense strategies, and at the business unit level: cost leadership, differentiation, and positioning strategies.
LOS 3	Master strategy formulation methods such as SWOT analysis, BCG, SPACE, and IE matrices, and strategy selection techniques such as the QSPM matrix, based on environmental analysis results.
LOS 4	Understand tactics for strategy implementation, recognizing the role of functional areas (management, production, marketing, finance, HR, R&D, information systems) in executing strategy.
LOS 5	Analyze the alignment of implemented strategies with organizational goals and identify strategic gaps.
LOS 6	Learn the foundations of competitive advantage and success in the international arena; comprehend strategic management principles within social responsibility and ethics; analyze business cases with a strategic management perspective.

Learning outcomes for the subject "Innovation Management" (LOS)	
LOS 1	Possess the knowledge, discipline and responsibility to conduct independent research and can prepare an extensive research report on the topic
LOS 2	This can show that he can contribute effectively to team and project work in enterprises, takes the necessary responsibility and is inclined to play a leadership role
LOS 3	Can set goals and objectives for the organization or prepare and plan projects to improve this or that activity.

LOS 4	Critically evaluate the knowledge acquired in the rapidly changing field of business, business science and its sub-fields (management and organization, accounting and finance, quantitative methods, production and marketing), be able to determine the adequacy of the information he has and the learning needs and be able to direct his training to fill the gaps.
LOS 5	Develop entrepreneurial ideas, systematically prepare and apply these ideas.
LOS 6	Understand, monitor and interpret global dynamics in the field of business administration and its sub-fields (management and organization, accounting and finance, quantitative methods, production and marketing); learn English to communicate in writing and orally at an international institutional level.

Learning outcomes for the subject "Quality Management" (LOS)	
LOS 1	Mastering quality management and its importance within the organization
LOS 2	Ability to explain and analyze various quality management frameworks
LOS 3	Critically analyze strategic issues in quality management, including current issues and developments, and develop and evaluate quality implementation plans
LOS 4	Ability to choose the most optimal approach to process analysis and explain its activities
LOS 5	Ability to understand quality system documents
LOS 6	Ability to create quality control circles

Learning outcomes for the subject "Project Management" (LOS)	
LOS 1	Ability to write, implement and evaluate a project
LOS 2	Organize teamwork necessary for project management
LOS 3	Learn how to determine the resources required for a project, how to manage resources and how to control project costs.
LOS 4	Know how to identify risks in the project, how to manage them, how to prevent them and benefit from them.
LOS 5	Check the compliance of the planned with the implemented as the project progresses and determine whether the project meets the quality requirements.
LOS 6	Acquire the necessary characteristics for a project manager

Learning outcomes on the subject "Civil Defense" (LOS)	
LOS 1	Learn the classification of emergencies, their full characteristics, the history of the creation of Civil Defense, its role and tasks in the Civil Defense. Know the Resolutions and laws of the Cabinet of Ministers regarding civil defense;
LOS 2	Know the role and tasks of Civil Defense in peace and war in the modern era. Know the ways to prevent incidents in technogenic Civil Defense, the rules and essence of the population's behavior in bacteriological, chemical and radiation conditions. Know the methods of quarantine, observation, sanitary cleanliness, disinfection of the territory, degassing in chemical poisoning centers, and deactivation in radiation conditions;
LOS 3	Emergency Situations Commission. Know the role and responsibilities of the State system for eliminating the consequences of emergencies. Learn the creation of non-military civil defense units;
LOS 4	Organize the protection of the population during emergencies. Know collective protection devices and the rules for their use. Know individual protective equipment and the rules for their use. Be able to evacuate the population during emergencies. Be able to organize effective protection of the population during emergencies. Know collective protection devices and the rules for their use. Know individual protective equipment and the rules for their use. Carry out evacuation of the population during emergencies;
LOS 5	Know the rules for organizing and conducting civil defense reconnaissance. Be able to operate radiation and chemical reconnaissance devices. Knowledge of civil defense management, civil defense headquarters and their main tasks;
LOS 6	Be able to plan and implement civil defense measures. Know the ways to eliminate the consequences of a disaster. Organize and carry out emergency rescue and other urgent work in disaster areas. Learn the principles of preparing the population in the field of civil defense. Be able to provide first aid in the disaster area during emergencies.