



“I approve”

Head of Department: \_\_\_\_\_

Protocol No. 6

Date: 04.02. 2025

### SYLLABUS

|                                      |  |  |
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| <b>General information</b>           | Department   | Marketing and management   |
|                                      | Faculty  | School of Business and Local Governance  |
|                                      | Specialization, code   |  |
|                                      | Group No.  |  |
|                                      | Education level  | <input type="checkbox"/> undergraduate <input type="checkbox"/> graduate                               |
|                                      | Education form   | Offline  |
|                                      | /Academic year/ Semester   | 2025/ Summer   |
|                                      | Academic year  | 2024-2025  |
|                                      | Academic semester  | <input type="checkbox"/> autumn <input type="checkbox"/> spring <input type="checkbox"/> summer        |
| <b>Information about the subject</b> | Subject name, code   | Business strategy  |
|                                      | Number of credits  |  |
|                                      | Teaching load (hours)  | 45   |
|                                      | Teaching methods   | <input type="checkbox"/> lecture <input type="checkbox"/> seminar <input type="checkbox"/> laboratory  |
|                                      | Language of instruction  | <input type="checkbox"/> Azerbaijani <input type="checkbox"/> English <input type="checkbox"/> Russian |
|                                      | Type of subject  | <input type="checkbox"/> Mandatory <input type="checkbox"/> Optional                                   |
|                                      | Prerequisite subject/code  |  |
| <b>Information about the teacher</b> | Teacher's academic degree, academic title, honorary title, surname, first name, patronymic   |  |
|                                      | Teacher's email address  |  |
|                                      | Teacher's contact number   |  |
|                                      | Consulting hours   |  |
| <b>Description of the subject</b>    | The course covers the following topics: the concept and importance of business strategy; stages of strategic management; analysis of internal and external environments using tools such as SWOT and PESTEL; competitive advantage and the ways to achieve it; strategic choices and decision-making; corporate, business, and functional strategies; strategic planning and implementation processes; innovation and change |  |

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|   | management; global business strategies; and the evaluation and control of strategy.   |
| <b>The purpose of the subject</b>       | The main objective of this course is to teach students the theoretical and practical foundations of business strategy and to develop their skills in formulating and implementing effective strategies to achieve the long-term goals of a company.   |
| <b>Learning outcomes of the subject</b> | <p>After completing the course and learning the topics, students will be able to <b>know</b>:</p> <ul style="list-style-type: none"> <li>• Clearly explain the main concepts and principles of business strategy.</li> <li>• Evaluate a company's situation by applying internal and external environment analysis methods (e.g., SWOT, PESTEL).</li> <li>• Identify ways to gain and sustain competitive advantage.</li> <li>• Develop and justify strategic choices at various levels (corporate, business, and functional).</li> <li>• Analyze strategic planning and implementation processes to propose effective strategies aligned with company goals.</li> <li>• Apply critical thinking and analytical skills in strategic decision-making.</li> <li>• Formulate strategies by considering the global business environment.</li> <li>• Understand and apply the basic principles of innovation and change management in business.</li> <li>• Organize mechanisms for strategic evaluation and control of company performance.</li> <li>• Collaborate in teams to develop strategic solutions for real-world business problems.</li> </ul> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>• Properly use the basic principles and terminology of business strategy.</li> <li>• Conduct analysis of a company's internal and external environments (e.g., using SWOT, PESTEL).</li> <li>• Identify competitive advantages and suggest ways to achieve them.</li> <li>• Prepare strategic plans at different levels (corporate, business, and functional).</li> <li>• Use analytical thinking and problem-solving skills to make strategic decisions.</li> <li>• Identify and coordinate appropriate resources and activities to implement strategic plans.</li> <li>• Monitor changes in the business environment and adapt strategic responses accordingly.</li> <li>• Compare and align global and local business strategies.</li> <li>• Develop and apply indicators to monitor and evaluate strategic implementation.</li> <li>• Work effectively in teams on strategic projects.</li> </ul> |
| <b>Subject requirements</b>             | The requirements for students in the <b>Business Strategy</b> course are as follows:  |

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|                                  | <p><b>1. General Requirements:</b></p> <ul style="list-style-type: none"> <li>• Students must understand the content and key concepts of the course and learn both the theoretical and practical aspects of business strategy.</li> <li>• They should be able to apply analysis methods and strategic planning tools taught during the course.</li> <li>• Independent thinking and analytical skills must be developed throughout the course.</li> </ul> <p><b>2. Prerequisite Knowledge:</b></p> <ul style="list-style-type: none"> <li>• Basic knowledge in management, marketing, finance, and economics is required.</li> <li>• Understanding of business operations and fundamental principles of a market economy is essential.</li> </ul> <p><b>3. Course Participation Requirements:</b></p> <ul style="list-style-type: none"> <li>• Active participation in lectures and engagement in class discussions is expected.</li> <li>• Assignments must be completed with appropriate quality and on time.</li> <li>• Students should demonstrate effective collaboration in group work and projects.</li> </ul> <p><b>4. Assessment Requirements:</b></p> <ul style="list-style-type: none"> <li>• Students must earn at least the minimum required scores in exams, tests, and other assessment activities.</li> <li>• Practical tasks, presentations, and project work must be successfully completed.</li> </ul> |
| <p><b>Academic integrity</b></p> | <p><b>Academic Integrity</b> involves ensuring the originality of one’s work and appropriately referencing the ideas or findings of others when shared.</p> <p><b>Violations of Academic Integrity include:</b></p> <ol style="list-style-type: none"> <li>1. <b>Plagiarism</b></li> <li>2. <b>Cheating</b></li> <li>3. <b>Resubmitting Previous Work</b> – submitting all or part of a previously completed assignment, homework, or project for a different course without proper citation or permission.</li> <li>4. <b>Fabrication of Sources</b> – citing non-existent sources or creating fake data or information.</li> <li>5. <b>Academic Work for Others</b> – preparing course materials or assignments on behalf of other students.</li> <li>6. <b>Unfair Advantage</b> – engaging in behaviors to gain unjust academic benefit (e.g., submitting false medical documentation, making up excuses to extend deadlines).</li> <li>7. <b>Impersonation in Exams</b> – taking an exam on behalf of someone</li> </ol>   |

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|                                      | else or having someone take an exam on your behalf.   |
| <b>Ethical behavior</b>              | In the <b>Business Strategy</b> course students are expected to demonstrate ethical behavior that supports both their academic success and future professional reputation. Students must adhere to the principles of honesty and transparency in all coursework and projects, upholding academic ethical standards. They should attend classes punctually and with a sense of responsibility, actively contribute to group work, and ensure effective collaboration within teams. In addition, students must be sensitive to diversity and cultural awareness, striving to understand different cultures and contribute to a learning environment enriched by diversity. For professional development, students are encouraged to engage with industry professionals and build effective networks. At the same time they should work on improving their problem-solving and critical thinking skills. Awareness of social media etiquette and professionalism is essential—students should maintain a responsible online presence and follow appropriate digital conduct. Openness to change, innovation, and continuous career development are also key. Students are expected to keep up with industry trends, remain receptive to innovation, and actively use available resources to support their career growth. These ethical behaviors aim to guide students toward becoming successful and principled individuals both academically and professionally. |
| <b>List of main literature</b>       | <ol style="list-style-type: none"> <li>1. <b>Michael E. Porter</b> — <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> (1980)<br/><i>A classic work in the field of competitive strategy and industry analysis.</i></li> <li>2. <b>Henry Mintzberg</b> — <i>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management</i> (1998)<br/><i>A comprehensive analysis of strategic management theories.</i></li> </ol>   |
| <b>List of additional literature</b> | <ol style="list-style-type: none"> <li>1. <b>Jay B. Barney</b> — <i>Gaining and Sustaining Competitive Advantage</i> (1997)<br/><i>A fundamental work on achieving and maintaining competitive advantage.</i></li> <li>2. <b>Richard Rumelt</b> — <i>Good Strategy Bad Strategy: The Difference and Why It Matters</i> (2011)<br/><i>Explores the differences between good and bad strategy and emphasizes the importance of strategic thinking in business.</i></li> <li>3. <b>Robert S. Kaplan &amp; David P. Norton</b> — <i>The Balanced Scorecard: Translating Strategy into Action</i> (1996)<br/><i>Introduces the balanced scorecard framework for implementing and managing strategy.</i></li> <li>4. <b>Gerry Johnson, Kevan Scholes, Richard Whittington</b> — <i>Exploring Corporate Strategy</i> (2008)<br/><i>A comprehensive guide to the fundamentals of corporate strategy and management.</i></li> <li>5. <b>William F. Glueck &amp; Lawrence R. Jauch</b> — <i>Business Policy and Strategic Management</i> (1984)<br/><i>An essential text on business policy and strategic management.</i></li> <li>6. <b>Clayton M. Christensen</b> — <i>The Innovator's Dilemma</i> (1997)<br/><i>A key book on innovation in business and its role in strategic management.</i></li> <li>7. <b>Alex Miller</b> — <i>The Strategy Book</i> (2015)</li> </ol>   |

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|                                 | <i>A practical guide to strategic thinking and application.</i>   |             |
| <b>Internet resources</b>       | <a href="https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights">https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights</a><br><a href="https://www.strategy-business.com/">https://www.strategy-business.com/</a>  |             |
| <b>Rating: 100-point system</b> | <p>The final grade is the sum of the points awarded for continuous assessment—seminars and colloquiums (0–30 points), independent work (0–10 points), attendance (0–10 points)—and interim assessment—end-of-semester exams (0–50 points). If practical and lab sessions are included in the same course, an additional 0–10 points are allocated for their evaluation.</p> <p>Final Grade = Continuous Assessment + Interim Assessment</p>   |             |
| <b>Seminar and colloquium</b>   | Colloquiums are held three times per semester according to the academic calendar. Each colloquium is graded on a scale of 0 to 10 points. Attendance at colloquiums is mandatory. Students who do not attend a colloquium will receive a score of 0.  | <b>0-30</b> |
| <b>Freelance work</b>           | <p>Requirements for Independent Work Writing:</p> <p>Font and size: Arial, 12 pt</p> <p>Line spacing: 1.5</p> <p>Minimum length: 3 pages</p> <p>Submission deadline: 2 weeks before the end of the semester</p>   | <b>0-10</b> |
|                                 | <p>Topics for Independent Work:</p> <ol style="list-style-type: none"> <li>1. Analysis and Evaluation of the Business Strategy of a Specific Company<br/>(For example, the strategies of Apple, Amazon, Coca-Cola, or local companies)</li> <li>2. Ways to Build and Sustain Competitive Advantage<br/>(Strategic resources, brand strengthening, innovation)</li> <li>3. Practical Application of SWOT and PESTEL Analyses<br/>(On a real company or industry)</li> <li>4. Successful Business Strategies in Global Markets<br/>(Export, internationalization, and globalization)</li> <li>5. Balanced Scorecard in Strategic Management</li> <li>6. Developing Effective Business Strategies for Startups</li> <li>7. Digital Transformation and Its Impact on Business Strategy</li> <li>8. Corporate Social Responsibility and Business Strategy</li> <li>9. The Role and Management of Innovations in Business Strategy</li> <li>10. Adaptation Strategies to Competition and Market Changes</li> <li>11. Characteristics of Strategic Planning in Small and Medium Enterprises</li> </ol> |             |
| <b>Attendance</b>               | For every 10% of missed class hours during the semester, 1 point is deducted from the student's attendance score. Students who miss   | <b>0-10</b> |

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|             | more than 25% of the classes are not allowed to take the exam. |             |
| <b>Exam</b> |  | <b>0-50</b> |

*Based on the total number of points earned during the semester, students' knowledge in the course is assessed as follows:*

### Distribution of points

| <b>Score</b>    | <b>Letter grade</b> | <b>Indicator</b> |
|-----------------|---------------------|------------------|
| 100 – 91        | A                   | “excellent”      |
| 90 – 81         | B                   | “very good”      |
| 80 – 71         | C                   | “good”           |
| 70 – 61         | D                   | “sufficient”     |
| 60 – 51         | E                   | “satisfactory”   |
| Below 51 points | F                   | “unsatisfactory” |

### Calendar thematic plan

| <b>№</b> | <b>Date</b> | <b>Subject topics</b>  | <b>Professional competencies</b> | <b>Lecture</b> | <b>Seminar</b> | <b>Textbook/Assignments</b>   |
|----------|-------------|--|----------------------------------|----------------|----------------|---|
| 1.       |             | <b>The concept and basic principles of business strategy</b>   |                                  | <b>2</b>       |                | <b>1.Michael E. Porter — Competitive Strategy: Techniques for Analyzing Industries and Competitors, 1980</b><br>(A classic work in the field of competitive strategy and industry analysis) |
| 2.       |             | <b>Stages and processes of strategic management</b>  |                                  | <b>2</b>       | <b>2</b>       | <b>2.Richard Rumelt — Good Strategy Bad Strategy: The Difference and Why It Matters, 2011</b>   |
| 3.       |             | <b>Analysis of the internal environment: strengths and weaknesses of the company (SWOT analysis)</b> |                                  | <b>2</b>       |                | <b>2.Richard Rumelt — Good Strategy Bad Strategy: The Difference and Why It Matters, 2011</b>   |
| 4.       |             | <b>Analysis of the</b>   |                                  |                |                | <b>Michael E. Porter —</b>  |

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|            |  | <b>external environment: opportunities and threats (PESTEL analysis)</b> |  | <b>2</b>  |           | <b>Competitive Strategy: Techniques for Analyzing Industries and Competitors, 1980</b><br>(A classic work in the field of competitive strategy and industry analysis)                     |
| <b>5.</b>  |  | <b>Competitive environment and Porter's five forces model</b>            |  | <b>2</b>  | <b>2</b>  | <b>Richard Rumelt — Good Strategy Bad Strategy: The Difference and Why It Matters, 2011</b>   |
| <b>6.</b>  |  | <b>Competitive advantage and its sources</b>                             |  | <b>2</b>  | <b>2</b>  | <b>Alex Miller — The Strategy Book, 2015</b>  |
| <b>7.</b>  |  | <b>Strategic selection and decision-making methods</b>                   |  | <b>2</b>  |           | <b>Alex Miller — The Strategy Book, 2015</b>  |
| <b>8.</b>  |  | <b>Corporate, business and functional strategies</b>                     |  | <b>2</b>  | <b>2</b>  | <b>Richard Rumelt — Good Strategy Bad Strategy: The Difference and Why It Matters, 2011</b>   |
| <b>9.</b>  |  | <b>Strategic monitoring and evaluation</b>                               |  | <b>2</b>  |           | <b>Alex Miller — The Strategy Book, 2015</b>  |
| <b>10</b>  |  | <b>Global business strategies and access to international markets</b>    |  | <b>2</b>  | <b>2</b>  | <b>Michael E. Porter — Competitive Strategy: Techniques for Analyzing Industries and Competitors, 1980</b><br>(A classic work in the field of competitive strategy and industry analysis) |
| <b>11.</b> |  | <b>Ethical and social responsibility in business strategy</b>            |  | <b>2</b>  | <b>2</b>  | <b>Alex Miller — The Strategy Book, 2015</b>  |
| <b>12</b>  |  | <b>Strategic leadership and change management</b>                        |  | <b>2</b>  |           | <b>Gerry Johnson, Kevan Scholes, Richard Whittington — Exploring Corporate Strategy, 2008</b>   |
| <b>13</b>  |  | <b>Strategic leadership and change management</b>                        |  | <b>2</b>  | <b>2</b>  | <b>Gerry Johnson, Kevan Scholes, Richard Whittington — Exploring Corporate Strategy, 2008</b>   |
| <b>14</b>  |  | <b>Sustainable development strategies in business</b>                    |  | <b>2</b>  | <b>1</b>  | <b>Gerry Johnson, Kevan Scholes, Richard Whittington — Exploring Corporate Strategy, 2008</b>   |
| <b>15.</b> |  | <b>The relationship between strategy and company culture</b>             |  | <b>2</b>  |           | <b>Alex Miller — The Strategy Book, 2015</b>  |
|            |  | <b>TOTAL</b>   |  | <b>30</b> | <b>15</b> |   |

**Teacher:**