



“Approved by”

Head of Department :

Protocol №1

Date :05.09. 2024

SYLLABUS

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| General information | department | Marketing and Mangement |
| | Faculty | Economics and school of Economics |
| | Specialization, code | |
| | Group № | 532 MRK |
| | Level of education | <input type="checkbox"/> bachelor <input type="checkbox"/> master |
| | Mode of study | Full-time |
| | Semester | 2024/fall |
| | Academic Year | 2024-2025 |
| | Teaching semester | <input type="checkbox"/> fall <input type="checkbox"/> spring <input type="checkbox"/> summer |
| Course Information | Course title, code | Managerial Decision-Making |
| | Number of credits | |
| | Teaching load (hour) | 60 |
| | Teaching methods | <input type="checkbox"/> lecture <input type="checkbox"/> seminar <input type="checkbox"/> laboratory |
| | Teaching language | <input type="checkbox"/> Azerbaijani <input type="checkbox"/> English <input type="checkbox"/> Russian |
| | Course type | <input type="checkbox"/> Compulsory <input type="checkbox"/> Elective |
| | Prerequisite course/code | |
| | INFORMATION ABOUT THE INSTRUCTOR | The teacher's academic degree, scientific title, honorary title, surname, first name, patronymic |
| Instructor's e-mail | | |
| Instructor's phone number | | |
| Office hours | | |
| Course Description | <ul style="list-style-type: none"> • To explain the nature and types of managerial decisions; • To teach the stages of the decision-making process; • To describe various decision-making models and techniques (analytical, quantitative, intuitive, etc.); • To analyze decision-making methods under risk and uncertainty; | |

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| | <ul style="list-style-type: none"> To examine the impact of decisions at different managerial levels (strategic, tactical, and operational). |
| Course Objective | The objective of the course " <i>Managerial Decision-Making</i> " is to provide students with theoretical foundations, methods, and practical approaches related to decision-making at various levels within enterprises and organizations. The course is designed to develop students' skills in analytical thinking, risk assessment, and making rational decisions in the context of management. |
| Learning outcomes | <p>Upon successful completion of the course and mastery of the topics, students will be expected to:</p> <p>Knowledge:</p> <ul style="list-style-type: none"> Analyze and compare different types of managerial decisions; Select and apply effective decision-making models; Make decisions through strategic thinking and analytical approaches; Distinguish between individual and group decision-making methods; Conduct decision analyses in real business contexts. <p>Skills:</p> <ol style="list-style-type: none"> Understand and Explain the Decision-Making Process <ul style="list-style-type: none"> Clearly explain the stages of decision-making (problem identification, generation of alternatives, evaluation, and selection); Analyze the alignment between decisions and organizational goals. Differentiate Types of Managerial Decisions <ul style="list-style-type: none"> Distinguish among strategic, tactical, and operational decisions; Explain the characteristics of structured and unstructured decisions. Apply Analytical and Quantitative Decision-Making Techniques <ul style="list-style-type: none"> Use decision trees, utility analysis, probability models, and risk assessment tools; Compare alternative options and select the optimal solution. Make Decisions Under Conditions of Risk and Uncertainty <ul style="list-style-type: none"> Apply decision models under various levels of risk (e.g., Maximin, Maximax, Laplace); Calculate and analyze risk and uncertainty in decision-making. Analyze Group Decision-Making Processes <ul style="list-style-type: none"> Evaluate the advantages and limitations of group decisions; Understand the concept of groupthink and the consensus |

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| | <p>process.</p> <ol style="list-style-type: none"> 6. Recognize the Role of Information and Use It Effectively <ul style="list-style-type: none"> ○ Assess the quality and sources of information used in decision-making; ○ Formulate decisions by considering the reliability and impact of information. 7. Demonstrate Decision-Making Skills in Real-Life Situations <ul style="list-style-type: none"> ○ Develop decision proposals for specific cases in business, management, and public services; ○ Conduct outcome analysis based on various alternatives and evaluate decision effectiveness. |
| Course Requirements | <p>In the <i>Managerial Decision-Making</i> course, the following expectations may be set for students:</p> <ol style="list-style-type: none"> 1. Class Participation: Students should be encouraged to actively participate in the course, ask questions, and engage in discussions. This can help them gain a deeper understanding of the topics. 2. Group Research Projects: Students may be assigned group projects or research tasks that involve solving real-world scenarios within the framework of commodity classification. This can help them develop collaboration, communication, and problem-solving skills. 3. Market Research Insights and Reporting: Students can be tasked with monitoring market developments and analyzing and reporting on these trends. This allows them to gain practical knowledge about competitors. 4. Guest Lecturers and Seminars: Experts in the field of commodity classification can be invited as guest speakers, or students can participate in industry-related seminars. This gives students the opportunity to learn first-hand about current trends and practices in marketing. 5. Field Visits: Visiting relevant companies can provide students with the opportunity to observe industry practices and interact with businesses. This helps them connect theoretical knowledge with practical experience. <p>These requirements aim to promote more effective student participation in the course and support the development of their knowledge and skills in marketing more efficiently.</p> |
| Academic Integrity | <p>Academic integrity- involves ensuring the originality of one’s work and sharing others’ ideas or findings with proper citation.</p> <p>Violations of Academic Integrity</p> <ol style="list-style-type: none"> 1. Plagiarism 2. Cheating 3. Submitting all or part of a previously completed assignment, homework, or project in another course without proper citation |

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| | <ol style="list-style-type: none"> 4. Citing non-existent sources or creating a fake database 5. Completing course materials or assignments on behalf of another student 6. Behaviors aimed at gaining unfair advantage (e.g., presenting a false medical certificate without having an actual illness, making false excuses for deadline extensions or other purposes) 7. Taking an exam on behalf of someone else or having someone else take an exam on your behalf |
| Ethical Behavior | <p>The ethical behavior of students participating in the <i>Managerial Decision-Making</i> course aims to ensure their success and respect both in the educational process and in their future professional careers. Students must adhere to principles of honesty and transparency in course work and projects, following academic ethical standards.</p> <p>They should attend classes on time and with a sense of responsibility, actively participate in group work, and contribute to effective collaboration within the team. Additionally, they must be sensitive to diversity and cultural awareness, striving to understand different cultures and fostering a learning environment enriched by diversity.</p> <p>For professional development, students should enhance their efforts to communicate with industry professionals and build effective networks, while also improving their problem-solving and critical thinking skills. They should be conscious of social media etiquette and professionalism, maintain a credible image on online platforms, and uphold online ethical standards.</p> <p>With regard to openness to change, innovation, and career development, students should stay informed about changes in the sector, remain open to innovation, and regularly utilize relevant resources to support their career growth.</p> <p>These ethical behaviors guide students toward becoming successful and principled individuals both academically and professionally.</p> |
| Main literature list | <ol style="list-style-type: none"> 1. “İdarəetmə qərarları” Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) 2. “İdarəetmə qərarları” Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| Additional literature list | <ol style="list-style-type: none"> 1. “İdarəetmə qərarları”. Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 2. “İdarəetmə qərarları”. Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2017 |
| Internet resources | <p>https://unec.edu.az</p> <p>https://www.coursera.org</p> <p>https://www.researchgate.net</p> |

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| | https://scholar.google.com | |
| Grading: 100-Point System | <p>The final grade is the sum of points awarded for current assessment — seminars and colloquiums (0–30 points), independent work (0–10 points), attendance (0–10 points) — and interim assessment, which includes end-of-semester exams (0–50 points).</p> <p>If the course includes additional practical or applied lessons, up to 10 points may be allocated for the evaluation of those classes.</p> <p>Final Grade = Current Assessment + Interim Assessment</p> | |
| Seminar and Colloquium | Colloquiums are held three times each semester in accordance with the academic calendar. Each colloquium is evaluated on a scale of 0 to 10 points. Participation in colloquiums is mandatory. A student who does not attend a colloquium will receive 0 points. | 0-30 |
| Individual Work | <p>Formatting Guidelines for Individual Work:</p> <ul style="list-style-type: none"> • Font and Size: Arial, 12 pt • Line Spacing: 1.5 • Minimum Length: 3 pages • Final Submission Deadline: Two weeks before the end of the semester | 0-10 |
| | <p style="text-align: center;">Individual Work Topics</p> <ol style="list-style-type: none"> 1. The Nature and Classification of Managerial Decisions 2. Stages of the Decision-Making Process and Practical Applications 3. Strategic and Operational Decisions: Differences and Interrelations 4. Decision-Making Methods under Uncertainty 5. The Concepts of Risk and Uncertainty in Managerial Decisions 6. The Role and Importance of Information in Decision-Making 7. Group Decision-Making: Advantages and Disadvantages 8. The Decision Tree Method and Its Practical Application 9. Linear Programming and Its Application in Managerial Decision-Making 10. Game Theory and Competitive Decision-Making Strategies 11. Evaluation and Prioritization Techniques for Managerial Alternatives 12. Value-Based Decision-Making in Management 13. The Impact of Technology on Managerial Decision-Making (AI and Decision Support Systems) | |

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| | 14. Analyzing Decision-Making Practices in Azerbaijani Enterprises 15. Ethical Decision-Making: The Role of Social Responsibility in Management | |
| Attendance | Semestr ərzində fənnin tədrisinə ayrılan saatların hər buraxılan 10%-nə 1 bal çıxılır. Fənn üzrə 25% - dən çox dərslər buraxan tələbə imtahana buraxılmır. | 0-10 |
| Exam | | 0-50 |

Based on the total number of points accumulated during the semester for the course, students' knowledge is assessed as follows:

Grading Scale

| Grade | Grading by Letters | Indicator |
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| 100 – 91 | A | “excellent” |
| 90 – 81 | B | “very good” |
| 80 – 71 | C | “good” |
| 70 – 61 | D | “sufficient” |
| 60 – 51 | E | “satisfactory” |
| Below 51 | F | “unsufficient” |

| Course Calendar and Thematic Plan | | | | | |
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| N | Date | Course Topics | Lecture | Seminar | Textbook / Assignments |
| 1 | | Introduction to managerial decisions. What is a decision? The role and importance of decision-making in management | 2 | 2 | 1. “İdarəetmə qərarları” Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) 2. “İdarəetmə qərarları” Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| 2 | | □ Stages of the Decision-Making Process: Problem identification, generation of alternatives, evaluation, selection, and implementation | 2 | 2 | 1. “İdarəetmə qərarları”. Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 2. “İdarəetmə qərarları”. Prof. H.S. |

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| | | | | | Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2017 |
| 3 | | □ Classification of Decisions: Strategic, tactical, operational; structured and unstructured decisions | 2 | 2 | 1.“İdarəetmə qərarları” Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) 2. “İdarəetmə qərarları” Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| 4 | | □ Decision-Making Models and Methods: Classical, behavioral, and quantitative models | 2 | 2 | 1.“İdarəetmə qərarları”. Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 2.“İdarəetmə qərarları”.Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2017 |
| 5 | | □ Decision-Making Under Risk and Uncertainty: Maximin, Maximax, Hurwicz, and Laplace criteria | 2 | 2 | 1 .“İdarəetmə qərarları” Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) 2. “İdarəetmə qərarları” Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| 6 | | □ Decision Trees and Their Construction: Building decision trees and practical examples | 2 | 2 | 1.“İdarəetmə qərarları”. Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 2.“İdarəetmə qərarları”.Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2017 |
| 7 | | □ Linear Programming and Optimization: | 2 | 2 | .“İdarəetmə |

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| | Application of basic optimization problems in management | | | qərarları". Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 |
| 8 | <input type="checkbox"/> Game Theory and Competitive Decision-Making: Nash equilibrium, zero-sum games | 2 | 2 | "İdarəetmə qərarları" Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) |
| 9 | <input type="checkbox"/> The Role of Information in Managerial Decisions: Information flow, Decision Support Systems (DSS) | 2 | 2 | "İdarəetmə qərarları" Prof. K.A. Şahbazov, dos. M.H. Məmmədov, dos. H.S. Həsənov.2005 (yenidən nəşr 2007) |
| 10 | <input type="checkbox"/> Group Decision-Making: Groupthink, consensus, and facilitation techniques | 2 | 2 | "İdarəetmə qərarları". Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 |
| 11 | <input type="checkbox"/> Psychological Factors in Decision-Making: Intuition-based decisions, cognitive biases | 2 | 2 | "İdarəetmə qərarları". Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 |
| 12 | <input type="checkbox"/> The Impact of Technology on Decision-Making: Artificial intelligence, algorithms, expert systems | 2 | 2 | "İdarəetmə qərarları". Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 |
| 13 | <input type="checkbox"/> Ethical Decision-Making and Social Responsibility: Managing ethical dilemmas and societal considerations | 2 | 2 | "İdarəetmə qərarları". Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2014 |
| 14 | <input type="checkbox"/> Types of Decisions by Management Level: Decision differences at top, middle, and lower management levels | 2 | 2 | "İdarəetmə qərarları" Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| 15 | <input type="checkbox"/> Case Study and Real-World Practice Analysis: Decision-making examples from Azerbaijani and international companies | 2 | 2 | "İdarəetmə qərarları" Müəlliflər: Prof. H.S. Həsənov, dos. M.H. Məmmədov, dos. K.A. Şahbazov.2011 |
| 60 | TOTAL: | 30 | 30 | |

Instructor:

A.Axundlu