



Subject card

Subject name and code	Strategic Management, PG_00037905						
Field of study	Management, Management						
Date of commencement of studies	February 2022	Academic year of realisation of subject				2022/2023	
Education level	second-cycle studies	Subject group				Obligatory subject group in the field of study Subject group related to scientific research in the field of study	
Mode of study	Full-time studies	Mode of delivery				at the university	
Year of study	1	Language of instruction				Polish	
Semester of study	2	ECTS credits				4.0	
Learning profile	general academic profile	Assessment form				exam	
Conducting unit	Department of Management -> Faculty of Management and Economics						
Name and surname of lecturer (lecturers)	Subject supervisor		prof. dr hab. Jan Kreft				
	Teachers		prof. dr hab. Jan Kreft				
Lesson types and methods of instruction	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	0.0	0.0	0.0	60
	E-learning hours included: 0.0						
Additional information:							
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	60		5.0		35.0	100
Subject objectives	Acquisition of knowledge about the processes of strategic management in the modern enterprise.						
Learning outcomes	Course outcome	Subject outcome			Method of verification		
	[K7_W11] has an in-depth knowledge of the creation, operation and design of management structures and systems and their improvement in the process of achieving objectives	It defines the basic concepts associated with the process of strategic management. It uses methods of analysis: Porter's five forces, PEST, SWOT.			[SW3] Assessment of knowledge contained in written work and projects		
	[K7_U05] selects appropriate methods and tools to describe and analyse the problems and areas of activity of the organization and its environment and assess their usefulness and effectiveness, with particular emphasis on their application in government, local government and non-profit organizations	The student knows and can apply appropriate methods of strategic analysis of the problems inherent in the relevant areas of the organization.			[SU4] Assessment of ability to use methods and tools		
	[K7_W09] has an in-depth knowledge allowing for analysing, diagnosing and solving problems arising in organisations and its particular areas of activity as well as methods of estimating value, market and strategic potential	It defines the basic concepts associated with the process of strategic management. It uses methods of analysis: Porter's five forces, PEST, SWOT. Explains rules of working out and implementing strategy.			[SW1] Assessment of factual knowledge		
	[K7_W12] has an in-depth knowledge of the organisational forms of enterprises and other institutions and of the principles of their creation, operation and development	The student has in-depth knowledge of the use of strategic analysis to create the organizational form of enterprises and other institutions			[SW1] Assessment of factual knowledge		

Subject contents	<p>LECTURE: . Strategic planning as part of the strategic management process Strategic management and its components, the essence of strategic planning, the definition of the strategy, the strategic planning process (defining missions and objectives, strategic analysis, strategic planning in the strict sense), the characteristics of strategic planning, the advantages and disadvantages and the importance of strategic planning. 2. strategic analysis as the basis for building a strategic plan The objectives of strategic analysis, features of contemporary strategic analysis and its distinguishing features, users of strategic analysis, areas of strategic analysis ("inside" and "outside" analysis), factors determining the scope of strategic analysis. 3. macro-environmental analysis. Concepts of macro-environmental analyses, methods of macro-environmental analyses: methods of continuous change analysis, methods of discontinuous change analysis (scenario methods: scenarios of possible events, simulation scenarios, scenarios of environmental states, scenarios of environmental processes), practical development of macro-environmental change scenarios. 4. Analysis of the competitive environment. Methods of micro-environmental analyses: M.E. Porter's analysis of "five forces", scoring of the sector's attractiveness, map of strategic groups, experience curve, practical preparation of: analyses of the sector's attractiveness, scoring of the sector's attractiveness, maps of strategic groups, use of the learned methods to build scenarios of micro-environmental states. 5. Analysis of the organisation's strategic potential. Product and technology life cycle, portfolio methods - their attractiveness and traps, analysis of key success factors, scoring of the company's position in the sector, assessment of the company's strategic position, practical preparation of the aforementioned analyses. 6. SWOT as a comprehensive method of strategic analysis. 7 Psychological approach to strategic management: strategic change management 8 Types of modern development strategies 9 Strategic control Translated with www.DeepL.com/Translator (free version)</p>														
Prerequisites and co-requisites	Good knowledge of the basics of management														
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 857 794 891">Subject passing criteria</th> <th data-bbox="799 857 1137 891">Passing threshold</th> <th data-bbox="1142 857 1481 891">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 891 794 925">Written exam</td> <td data-bbox="799 891 1137 925">51.0%</td> <td data-bbox="1142 891 1481 925">30.0%</td> </tr> <tr> <td data-bbox="456 925 794 958">Colloquium</td> <td data-bbox="799 925 1137 958">51.0%</td> <td data-bbox="1142 925 1481 958">20.0%</td> </tr> <tr> <td data-bbox="456 958 794 992">Practical exercise</td> <td data-bbox="799 958 1137 992">51.0%</td> <td data-bbox="1142 958 1481 992">50.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Written exam	51.0%	30.0%	Colloquium	51.0%	20.0%	Practical exercise	51.0%	50.0%
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Written exam	51.0%	30.0%													
Colloquium	51.0%	20.0%													
Practical exercise	51.0%	50.0%													

Recommended reading	Basic literature	<ol style="list-style-type: none"> 1. Stabryła A.: Zarządzanie strategiczne w teorii i praktyce firmy, PWN, Warszawa 2000. 2. Obłój K.: Strategia organizacji, PWE, Warszawa 2007. 3. Gierszewska G., Romanowska M.: Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2009. 4. Pierścionek Z.: Zarządzanie strategiczne w przedsiębiorstwie, PWN, Warszawa 2011. 5. Tubielewicz A.: Zarządzanie strategiczne w biznesie międzynarodowym. Wydawnictwo Naukowo-Techniczne, Warszawa 2004. 6. M. J. Hatch, Dunamic culture. https://www.researchgate.net/profile/Mary_Hatch/publication/271776324_The_Dynamics_of_Organizational_Culture/links/5527f6800cf2e089a3a25298/The-Dynamics-of-Organizational-Culture.pdf 6. N. Bown, B. Rapper, A. Webster, Foresight jako Narzędzie Zarządzania Wiedzą I Innowacją, PARP, Warszawa 2010 7. A.M.J. Skulimowski, Metodyka foresightu strumieni odpadów nieorganicznych przemysłu chemicznego, Fundacja Pogress and Business, Kraków 2011 www.inorganicwaste.eu/dokumenty/Raport metodologiczny foresight.pdf 8. Mary j. Hatch, Dynamic Culture https://www.researchgate.net/profile/Mary_Hatch/publication/271776324_The_Dynamics_of_Organizational_Culture/links/5527f6800cf2e089a3a25298/The-Dynamics-of-Organizational-Culture.pdf
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	Supplementary literature	<p>1. Pierścionek Z.: Strategie rozwoju firmy, PWN, Warszawa 1997.</p> <p>2. Penc J.: Sztuka skutecznego zarządzania, Oficyna Ekonomiczna, Kraków 2005.</p> <p>3. Urbanowska-Sojkin E., Banaszyk P., Witczak H.: Zarządzanie strategiczne przedsiębiorstwem, PWE, Warszawa 2007.</p> <p>4. Penc-Pietrzak I.: Analiza strategiczna w zarządzaniu firmą. Koncepcja i stosowanie. C.H. Beck, Warszawa 2003.</p> <p>5. Drażek Z., Niemczynowicz B.: Zarządzanie strategiczne przedsiębiorstwem, PWE, 2003.</p> <p>6. J. Jeżak, Z. Matyjas: Mapa grup strategicznych elementem analizy konkurencji w sektorze, Przegląd Organizacji 9/2001</p> <p>7. H. Kreikebaum: Strategiczne planowanie w przedsiębiorstwie (1997)</p> <p>8. K. Obłój: Trzy pytania strategiczne, Nowe Życie Gospodarcze 10/1998</p> <p>9. J. Penc: Perspektywy strategiczne w zarządzaniu, Vademecum Menedżera (dodatek do Życia Gospodarczego)</p> <p>M. Pietrzak: Zastosowanie modelu pięciu sił konkurencyjnych do analizy sektora na przykładzie przemysłu mleczarskiego, Przegląd Organizacji 2/2001</p> <p>10. Z. Pierścionek: Strategia rozwoju firmy (1997)</p> <p>11. M. E. Porter: Strategia konkurencji (1994)</p> <p>12. M. Romanowska: Strategie rozwoju i konkurencji (1998)</p> <p>13. B. Glinka, G. Pawłowski, Strategiczne wyzwania rozwoju przedsiębiorstwa w otoczeniu globalnym na przykładzie Omida Logistics Group, Współczesna Gospodarka, 2016, Vol. 7, nr 3, s. 27-43</p>
	eResources addresses	Podstawowe https://enauczanie.pg.edu.pl/moodle/course/view.php?id=26685 - ecourse
Example issues/ example questions/ tasks being completed	<p>Replace the methods of strategic analysis</p> <p>Replace the entry barriers to the sector</p> <p>Discuss the process of selection strategies using SWOTC analysis</p> <p>Characterize the types and methodology of creating future scenarios</p> <p>Characterize the essence of strategic foresight</p>	
Work placement	Not applicable	