



Subject card

Subject name and code	STRATEGIC MANAGEMENT, PG_00063753							
Field of study	ZARZĄDZANIE STRATEGICZNE							
Date of commencement of studies	February 2025	Academic year of realisation of subject				2025/2026		
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 -> Wydział Politechniki Gdańskiej							
Name and surname of lecturer (lecturers)	Subject supervisor		prof. dr hab. Jan Kreft					
	Teachers		prof. dr hab. Jan Kreft					
Lesson types	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							
eNauczanie source address: https://enauczanie.pg.edu.pl/moodle/course/view.php?id=46418								
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			8.0		32.0	100
Subject objectives	Preparing students to develop and implement organizational strategies based on strategic analysis, drawing on knowledge of strategic management processes and methods for analyzing the organizations environment, as well as fostering attitudes related to making ethical and responsible managerial decisions in the context of maintaining economic, social, and environmental values.							
Learning outcomes	Course outcome		Subject outcome			Method of verification		
	[K7_W04] analyzes complex management problems in an in-depth way on the basis of reliable data and properly selected methods, obtaining logical solutions		knows and understands the processes of strategic management and their complexity in the context of applying appropriate methods of strategic analysis to problems in different areas of an organization			[SW1] Ocena wiedzy faktograficznej		
[K7_K02] makes competent and ethical decisions, taking care of the public interest and maintaining economic, social and environmental values		is ready to make competent and ethical managerial decisions, in particular by participating in group tasks and strategic discussions carried out during strategic management classes			[SK5] Ocena umiejętności rozwiązywania problemów występujących w praktyce			

Subject contents	<p>Course content – lecture</p> <p>LECTURE</p> <p>Strategic planning as an element of the strategic management proces Strategic management and its components, the essence of strategic planning, the definition of strategy, the process of strategic planning (defining mission and goals, strategic analysis, strategic planning in the strict sense of the word), features of strategic planning, advantages and disadvantages and the importance of strategic planning</p> <p>Strategic analysis as the basis for building a strategic plan Objectives of strategic analysis, features of contemporary strategic analysis and its distinguishing features, users of strategic analysis, areas of strategic analysis (analysis of the "interior" and environment of the organization), factors determining the scope of strategic analysis</p> <p>Macro-environment analysis Concepts of macro-environment analysis, methods of macro-environment analysis: methods of analyzing continuous changes, methods of analyzing discontinuous changes (scenario methods: scenarios of possible events, simulation scenarios, scenarios of environmental states, scenarios of processes in the environment), practical development of scenarios of macro-environment changes</p> <p>Analysis of the competitive environment Methods of microenvironment analysis: M. E. Porter's "five forces" analysis, point assessment of sector attractiveness, map of strategic groups, experience curve, practical preparation: analysis of sector attractiveness, point assessment of sector attractiveness, maps of strategic groups, the use of known methods to build scenarios of microenvironment states</p> <p>Analysis of the strategic potential of the organization Product and technology life cycle, portfolio methods - their attractiveness and pitfalls, analysis of key success factors, point evaluation of the company's position in the sector, evaluation of the company's strategic position, practical preparation of the above-mentioned analyzes</p> <p>SWOT as a comprehensive method of strategic analysis</p> <p>Psychological approach to strategic management: strategic change management</p> <p>Types of contemporary development strategies</p> <p>Strategic controlling</p> <p>TUTORIAL</p> <p>Sources of strategic information Concepts and typology of strategic management Analysis of the organization's macro-environment Analysis of the organization's competitive environment Analysis of the strategic potential and strategic position of the organization Types of strategic analyzes and basic strategic options Building a TOWS/SWOT competitive profile Strategic Scorecard Strategic approaches and the specificity of strategic change</p>														
Prerequisites and co-requisites															
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 1189 794 1211">Subject passing criteria</th> <th data-bbox="799 1189 1137 1211">Passing threshold</th> <th data-bbox="1142 1189 1469 1211">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1218 794 1240">Oral exam</td> <td data-bbox="799 1218 1137 1240">60.0%</td> <td data-bbox="1142 1218 1469 1240">30.0%</td> </tr> <tr> <td data-bbox="456 1247 794 1270">Practical tasks</td> <td data-bbox="799 1247 1137 1270">60.0%</td> <td data-bbox="1142 1247 1469 1270">50.0%</td> </tr> <tr> <td data-bbox="456 1276 794 1299">Test</td> <td data-bbox="799 1276 1137 1299">60.0%</td> <td data-bbox="1142 1276 1469 1299">20.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Oral exam	60.0%	30.0%	Practical tasks	60.0%	50.0%	Test	60.0%	20.0%
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Recommended reading	<p>Basic literature</p> <p>Stabryła A.: Zarządzanie strategiczne w teorii i praktyce firmy, PWN, Warszawa 2000</p> <p>Obłój K.: Strategia organizacji, PWE, Warszawa 2007</p> <p>Gierszewska G., Romanowska M.: Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2009</p> <p>Pierścionek Z.: Zarządzanie strategiczne w przedsiębiorstwie, PWN, Warszawa 2011</p> <p>Tubielewicz A.: Zarządzanie strategiczne w biznesie międzynarodowym. Wydawnictwo Naukowo-Techniczne, Warszawa 2004</p> <p>N. Bown, B. Rapper, A. Webster, Foresight jako Narzędzie Zarządzania Wiedzą I Innowacją, PARP, Warszawa 2010</p> <p>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</p> <p>Mary j. Hatch, Dynamic Culture https://www.researchgate.net/profile/Mary_Hatch/publication/271776324_The_Dynamics_of_Organizational_Culture/links/5527f680cf2e089a3a25298/The-Dynamics-of-Organizational-Culture.pdf</p>														

	Supplementary literature	<p>Pierścionek Z.: Strategie rozwoju firmy, PWN, Warszawa 1997</p> <p>Penc J.: Sztuka skutecznego zarządzania, Oficyna Ekonomiczna, Kraków 2005</p> <p>Urbanowska-Sojkin E., Banaszyk P., Witczak H.: Zarządzanie strategiczne przedsiębiorstwem, PWE, Warszawa 2007</p> <p>Penc-Pietrzak I.: Analiza strategiczna w zarządzaniu firmą. Koncepcja i stosowanie. C.H. Beck, Warszawa 2003</p> <p>Drażek Z., Niemczynowicz B.: Zarządzanie strategiczne przedsiębiorstwem, PWE, 2003</p> <p>J. Jeżak, Z. Matyas: Mapa grup strategicznych elementem analizy konkurencji w sektorze, Przegląd Organizacji 9/2001</p> <p>H. Kreikebaum: Strategiczne planowanie w przedsiębiorstwie (1997)</p> <p>K. Obłój: Trzy pytania strategiczne, Nowe Życie Gospodarcze 10/1998</p> <p>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>Z. Pierścionek: Strategia rozwoju firmy (1997)</p> <p>M. E. Porter: Strategia konkurencji (1994)</p> <p>M. Romanowska: Strategie rozwoju i konkurencji (1998)</p> <p>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	
Example issues/ example questions/ tasks being completed	<p>List the methods of strategic analysis</p> <p>List the barriers to entry to the sector</p> <p>Discuss the strategy building process using the SWOTC analysis</p> <p>Characterize the types and methodology of creating future scenarios</p> <p>Characterize the essence of strategic foresight</p>	
Practical activities within the subject	Not applicable	

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