



Subject card

Subject name and code	Strategic Management, PG_00067673						
Field of study	Management, Management						
Date of commencement of studies	February 2026		Academic year of realisation of subject		2026/2027		
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 -> Wydziały Politechniki Gdańskiej						
Name and surname of lecturer (lecturers)	Subject supervisor						
	Teachers						
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						
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	Develops the organization's strategy on the basis of an in-depth analysis using various methods, making responsible decisions based on the interpretation of the results obtained						
Learning outcomes	Course outcome		Subject outcome		Method of verification		
	[K7_W04] has an in-depth understanding of analytical methods, reliable data sources, and copyright principles in the context of solving contemporary management problems.		has in-depth knowledge of strategic analysis methods, can identify reliable data sources, and understands copyright principles in the context of developing management strategies.		[SW3] Assessment of knowledge contained in written work and projects		
	[K7_K02] acts entrepreneurially, making competent and ethical decisions that consider the public interest as well as economic, social, and environmental values.		makes strategic decisions ethically and responsibly, taking into account economic, social, environmental values and the public interest		[SK5] Assessment of ability to solve problems that arise in practice		

Subject contents	LECTURE 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 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 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 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 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 SWOT as a comprehensive method of strategic analysis Psychological approach to strategic management: strategic change management Types of contemporary development strategies Strategic controlling TUTORIAL 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		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria		Passing threshold
	Test		20.0%
	Exam		30.0%
	Practical exercises		50.0%
Recommended reading	Basic literature		
	Stabryła A.: Zarządzanie strategiczne w teorii i praktyce firmy, PWN, Warszawa 2000 Obłój K.: Strategia organizacji, PWE, Warszawa 2007 Gierszewska G., Romanowska M.: Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2009 Pięrciński Z.: Zarządzanie strategiczne w przedsiębiorstwie, PWN, Warszawa 2011 Tubielewicz A.: Zarządzanie strategiczne w biznesie międzynarodowym. Wydawnictwo Naukowo-Techniczne, Warszawa 2004 N. Bown, B. Rapper, A. Webster, Foresight jako Narzędzie Zarządzania Wiedzą i Innowacją, PARP, Warszawa 2010 A.M.J. Skulimowski, Metodyka foresightu strumieni odpadów nieorganicznych przemysłu chemicznego, Fundacja Progress and Business, Kraków 2011 www.inorganicwaste.eu/dokumenty/Raport metodologiczny foresight.pdf 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		

	Supplementary literature	Pierścionek Z.: Strategie rozwoju firmy, PWN, Warszawa 1997 Penc J.: Sztuka skutecznego zarządzania, Oficyna Ekonomiczna, Kraków 2005 Urbanowska-Sojkin E., Banaszyk P., Witczak H.: Zarządzanie strategiczne przedsiębiorstwem, PWE, Warszawa 2007 Penc-Pietrzak I.: Analiza strategiczna w zarządzaniu firmą. Koncepcja i stosowanie. C.H. Beck, Warszawa 2003 Drażek Z., Niemczynowicz B.: Zarządzanie strategiczne przedsiębiorstwem, PWE, 2003 J. Jeżak, Z. Matyjas: Mapa grup strategicznych elementem analizy konkurencji w sektorze, Przegląd Organizacji 9/2001 H. Kreikebaum: Strategiczne planowanie w przedsiębiorstwie (1997) K. Obłój: Trzy pytania strategiczne, Nowe Życie Gospodarcze 10/1998 J. Penc: Perspektywy strategiczne w zarządzaniu, Vademecum Menedżera (dodatek do Życia Gospodarczego) M. Pietrzak: Zastosowanie modelu pięciu sił konkurencyjnych do analizy sektora na przykładzie przemysłu mleczarskiego, Przegląd Organizacji 2/2001 Z. Pierścionek: Strategia rozwoju firmy (1997) M. E. Porter: Strategia konkurencji (1994) M. Romanowska: Strategie rozwoju i konkurencji (1998) B. Glinka, G. Pawłowski, Strategiczne wyzwania rozwoju przedsiębiorstwa w otoczeniu globalnym na przykładzie Omda Logistics Group, Współczesna Gospodarka, 2016, Vol. 7, nr 3, s. 27-43
	eResources addresses	Adresy na platformie eNauczanie:
Example issues/ example questions/ tasks being completed	List the methods of strategic analysis List the barriers to entry to the sector Discuss the strategy building process using the SWOTC analysis Characterize the types and methodology of creating future scenarios Characterize the essence of strategic foresight	
Work placement	Not applicable	

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