



Subject card

Subject name and code	Strategic Management, PG_00067673						
Field of study	Management						
Date of commencement of studies	October 2026	Academic year of realisation of subject			2027/2028		
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	2	Language of instruction			Polish		
Semester of study	3	ECTS credits			4.0		
Learning profile	general academic profile	Assessment form			exam		
Conducting unit	Department of Management -> Faculty of Management and Economics -> Faculties of Gdańsk University of Technology						
Name and surname of lecturer (lecturers)	Subject supervisor						
	Teachers						
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						
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_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		
	[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		

Subject contents	<p>Course content – lecture</p> <p><b>LECTURE</b></p> <p><b>Strategic planning as an element of the strategic management proces</b> 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><b>Strategic analysis as the basis for building a strategic plan</b> 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><b>Macro-environment analysis</b> 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><b>Analysis of the competitive environment</b> 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><b>Analysis of the strategic potential of the organization</b> 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><b>SWOT as a comprehensive method of strategic analysis</b></p> <p><b>Psychological approach to strategic management: strategic change management</b></p> <p><b>Types of contemporary development strategies</b></p> <p><b>Strategic controlling</b></p> <p><b>TUTORIAL</b></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="453 1180 794 1211">Subject passing criteria</th> <th data-bbox="799 1180 1141 1211">Passing threshold</th> <th data-bbox="1145 1180 1485 1211">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="453 1218 794 1249">Test</td> <td data-bbox="799 1218 1141 1249">51.0%</td> <td data-bbox="1145 1218 1485 1249">20.0%</td> </tr> <tr> <td data-bbox="453 1256 794 1288">Practical exercises</td> <td data-bbox="799 1256 1141 1288">51.0%</td> <td data-bbox="1145 1256 1485 1288">50.0%</td> </tr> <tr> <td data-bbox="453 1294 794 1317">Exam</td> <td data-bbox="799 1294 1141 1317">51.0%</td> <td data-bbox="1145 1294 1485 1317">30.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	Test	51.0%	20.0%	Practical exercises	51.0%	50.0%	Exam	51.0%	30.0%
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Test	51.0%	20.0%													
Practical exercises	51.0%	50.0%													
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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 <a href="http://www.inorganicwaste.eu/dokumenty/Raport_metodologiczny foresight.pdf">www.inorganicwaste.eu/dokumenty/Raport metodologiczny foresight.pdf</a></p> <p>Mary j. Hatch, Dynamic Culture <a href="https://www.researchgate.net/profile/Mary_Hatch/publication/271776324_The_Dynamics_of_Organizational_Culture/links/5527f680cf2e089a3a25298/The-Dynamics-of-Organizational-Culture.pdf">https://www.researchgate.net/profile/Mary_Hatch/publication/271776324_The_Dynamics_of_Organizational_Culture/links/5527f680cf2e089a3a25298/The-Dynamics-of-Organizational-Culture.pdf</a></p>														

	Supplementary literature	<p>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. Matyas: 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 Omida Logistics Group, Współczesna Gospodarka, 2016, Vol. 7, nr 3, s. 27-43</p>
Example issues/ example questions/ tasks being completed	eResources addresses	
Practical activities within the subject	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	Not applicable

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