



Subject card

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|---|---|--|--|-------------------------------------|--|------------|-----|
| Subject name and code | Strategic Management, PG_00067708 | | | | | | |
| 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 | Part-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 | 16.0 | 16.0 | 0.0 | 0.0 | 0.0 | 32 |
| | 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 | 32 | | 3.0 | | 65.0 | 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>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 1191 794 1216">Subject passing criteria</th> <th data-bbox="801 1191 1139 1216">Passing threshold</th> <th data-bbox="1145 1191 1482 1216">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1225 794 1249">Test</td> <td data-bbox="801 1225 1139 1249">51.0%</td> <td data-bbox="1145 1225 1482 1249">20.0%</td> </tr> <tr> <td data-bbox="456 1258 794 1283">Exam</td> <td data-bbox="801 1258 1139 1283">51.0%</td> <td data-bbox="1145 1258 1482 1283">30.0%</td> </tr> <tr> <td data-bbox="456 1292 794 1317">Practical exercises</td> <td data-bbox="801 1292 1139 1317">51.0%</td> <td data-bbox="1145 1292 1482 1317">50.0%</td> </tr> </tbody> </table> | | | Subject passing criteria | Passing threshold | Percentage of the final grade | Test | 51.0% | 20.0% | Exam | 51.0% | 30.0% | Practical exercises | 51.0% | 50.0% |
| Subject passing criteria | Passing threshold | Percentage of the final grade | | | | | | | | | | | | | |
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| Exam | 51.0% | 30.0% | | | | | | | | | | | | | |
| Practical exercises | 51.0% | 50.0% | | | | | | | | | | | | | |
| 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> | | | | | | | | | | | | | | |

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| | 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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