

Subject card

Subject name and code	Strategic Management, PG_00155549						
Field of study	Management						
Date of commencement of studies	October 2024		Academic year of realisation of subject			2025/2026	
Education level	Master's 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			3.0	
Learning profile	academic		Assessment form			exam	
Conducting unit	Katedra Strategicznego Rozwoju -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Jędrzej Siciński				
	Teachers		dr hab. Paweł Antonowicz prof. dr hab. Jacek Rybicki dr Emilia Dobrowolska dr Wojciech Machel				
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	15.0	0.0	0.0	0.0	30
	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	30		9.0		36.0	75
Subject objectives	amiliarizing students with the key aspects of strategic management. Lectures focus on equipping participants with knowledge of management from the perspective of ownership or top-level managerial positions. During practical sessions, students work on real-life case studies, complementing their theoretical knowledge with discussions on decision-making processes at the highest managerial level.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_K03] The student is aware of the need to identify critical complex problems, including economic and social ones, and to plan ways to solve them under changing and unpredictable conditions.	The student is aware that the primary way to manage uncertainty in a turbulent environment is a well-prepared planning process aimed at developing multi-scenario strategies for the company.	[SK2] presentation/project/paper/report [SK4] test/exam - oral or written
	[ZARZMU2_W10] The student identifies, understands, explains in an in-depth manner the mechanism of functioning of functional areas in an enterprise, their interrelationships and their role in the implementation of enterprise objectives.	The student has knowledge regarding the impact of strategy on various areas of the company, and in particular, understands the effects of the operationalization of strategy as a result of its cascading to lower levels of the organizational structure.	[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report
	[ZARZMU2_W04] The student has an extended knowledge of the enterprise environment, its factors and changes occurring in this area, as well as the relations, significance and influence of the environment and stakeholders on the functioning of the enterprise. The student has expanded knowledge of tools for diagnosing macro- and micro-environment.	The student understands the importance of properly diagnosing the immediate and distant environment as a process essential for formulating strategic goals.	[SW4] test/exam - oral or written [SW1] oral statement/conversation/discussion
	[ZARZMU2_U05] The student can correctly select and apply advanced, complex methods and tools used in management and quality studies.	The student is able to independently apply a wide range of strategic analysis tools and draw valid conclusions from this process.	[SU2] presentation/project/paper/report [SU4] test/exam - oral or written [SU8] observation of student's independent or team work
	[ZARZMU2_K05] The student is ready to make an in-depth assessment of phenomena and justify his position through rational, logical and entrepreneurial use of knowledge - basing his assertions and decisions on an in-depth analysis of the information he receives.	The student is able to justify the adopted strategic assumptions based on the learned schools of strategy formulation in organizations.	[SK1] oral statement/conversation/discussion [SK4] test/exam - oral or written

Lecture Content:

1. **Levels of management, planning, and organizing business ventures:**
 - Overview of different management levels: strategic, tactical, and operational.
 - Strategic, operational, and project planning in the context of business ventures.
 - The role of organizing in company structure how to efficiently establish hierarchies, roles, and responsibilities.
2. **Effective leadership role, characteristics, and challenges of contemporary managers in theory and business practice:**
 - The leader's role in an organization: team management, motivation, delegation of responsibility.
 - Characteristics of an effective manager: emotional intelligence, communication skills, decision-making abilities.
 - Challenges faced by modern managers: managing market volatility, fostering innovation, ensuring sustainable development.
3. **Methods, techniques, and tools of strategic management:**
 - Techniques and tools for strategic analysis (e.g., SWOT analysis, PESTEL analysis, Porter's Five Forces).
 - Long-term and short-term planning managing strategy.
4. **Pitfalls of linear thinking destructive optimization versus horizontal optimization:**
 - Linear thinking vs. systems thinking.
 - The challenges of excessive focus on linear approaches.
5. **Use of relative deviation of total costs in strategic management:**
 - The role of cost deviation analysis in managing business strategies.
6. **Multicriteria analyses for assessing the attractiveness of selected decision options case study:**
 - Applying multicriteria decision-making approaches to evaluate alternative strategic options.
7. **Analysis of internal and external environments premises, models, case study:**
 - Understanding and analyzing both internal and external factors affecting business performance.
8. **The importance of quantifying and measuring core processes role of KPIs in MBO implementation:**
 - The role of Key Performance Indicators (KPIs) in measuring and managing organizational performance.
9. **Building a management information system versus barriers in identifying KPIs in a structurally complex organization:**
 - Challenges in implementing an effective information system and KPI identification in organizations with complex structures.
10. **Complementarity of the Balanced Scorecard and process management perspectives in operationalizing strategy Robert S. Kaplan and David P. Norton's model versus the challenges of business practice (today and in the future):**
 - How the Balanced Scorecard (BSC) and process management perspectives work together to implement strategic goals.

Exercise Content:

1. **Introduction to strategic analysis:**
 - Overview of strategic analysis concepts and their practical applications.
2. **Specifics of strategic thinking:**
 - How to approach decision-making from a strategic perspective.
3. **Macro-environment analysis scenario-based approach identifying factors:**
 - Techniques for identifying external factors affecting business decisions in a scenario-based context.
4. **Macro-environment analysis scenario-based approach building and interpreting scenarios:**
 - Creating and analyzing different future scenarios to guide strategic decisions.

	5. Competitive environment analysisPorter's Five Forces model: - Understanding and applying Porter's framework to evaluate competitive pressures. 6. Competitive environment analysisstrategic group mapping: - Mapping and analyzing competitive groups in a given industry. 7. Stakeholder analysis: - Identifying and analyzing the key stakeholders that influence the strategic direction of a business. 8. Strategic potential analysisstrategic balance sheet and analysis of critical success factors: - Evaluating the strategic resources and factors that determine a company's competitive position. 9. Strategic potential analysisvalue chain analysis: - Analyzing and improving the value chain to enhance competitive advantage. 10. Evaluating strategic positionTOWS/SWOT approach: - Conducting TOWS/SWOT analysis to assess a companys strategic position. 11. Evaluating strategic positionmatrix methods (GE and ADL): - Using GE and ADL matrices to assess strategic options and positions. 12. Setting strategic goalsmission, vision, and BSC: - Defining mission, vision, and aligning them with the Balanced Scorecard for strategic implementation. 13. Development strategiesspecialization and diversification: - Exploring strategic growth options: focusing on specialization versus diversifying into new markets.									
Prerequisites and co-requisites	There are no prerequisite requirements. Students are recommended to attend all lectures due to the unique curriculum, which is based on practical aspects of managing large, structurally complex enterprises. Each lecture covers a distinct topic related to strategic management. Attendance at practical sessions is mandatory.									
Assessment methods and criteria	<table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>Lecture completion based on a written exam</td><td>51.0%</td><td>50.0%</td></tr><tr><td>Completion of exercises (group project work)</td><td>51.0%</td><td>50.0%</td></tr></table>	Subject passing criteria	Passing threshold	Percentage of the final grade	Lecture completion based on a written exam	51.0%	50.0%	Completion of exercises (group project work)	51.0%	50.0%
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Recommended reading	Basic literature Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, Polskie Wydawnictwo Ekonomiczne, 2017.1. Janasz K., Janasz W., Kozioł K., Szopik K., Zarządzanie strategiczne. Koncepcje, metody, strategie, Difin 2008.2. Obłój K., Strategia organizacji, Polskie Wydawnictwo Ekonomiczne, 2014.3. Porter M.E., Strategie konkurencji, Metody analizy sektorów i konkurencji, MT Biznes 2006.4. Porter M.E., Porter o konkurencji, Polskie Wydawnictwo Ekonomiczne 2001.5. Romanowska M., Planowanie strategiczne, Polskie Wydawnictwo Ekonomiczne, 2009.6. Romanowska M., Planowanie strategiczne w przedsiębiorstwie, Polskie Wydawnictwo Ekonomiczne 2017.7. Strategor, Zarządzanie firmą: strategia, struktury, decyzje, tożsamość, Polskie Wydawnictwo Ekonomiczne, 2001.									

	Supplementary literature	Literatura uzupełniająca: - E. Mączyńska, Długookresowe strategie i ich moc, https://pte.pl/uploads/16_21_TEMAT_NR_prof_Elzbiet_Maczynska_Strategie_1_26bf1611f5 -Antonowicz P., Kędzierka E., Pusiewicz M., Model PEST uwarunkowań rozwoju rynku gazu w Polsce benchmarking międzynarodowy, [w:] P. Antonowicz, P. Pisarewicz, P. Nogal-Meger (red.), Zarządzanie wartością w warunkach zmiany, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2017, s. 215-228. -Antonowicz P., Skrzyniarz P., Stawicka T., Stolarz A. (2016), Komplementarność perspektyw Balanced Scorecard oraz zarządzania procesowego w operacjonalizacji strategii w organizacji wielooddziałowej na przykładzie Polskiej Spółki Gazownictwa sp. z o.o., [w:] Zwiech P. (red.), Podejście procesowe w zarządzaniu organizacjami, Zapol, Szczecin, s. 127-140. -Antonowicz P., Skrzyniarz P. (2016), Budowa systemu informacji zarządczej versus bariery w identyfikacji wskaźników efektywności procesów (KPI), Zarządzanie i Finanse, Journal of Management and Finance, Vol. 14, No. 4/2016, s. 303-313. -Antonowicz P., Skrzyniarz P., Stolarz A. (2016), Operacjonalizacja strategii organizacji przy wykorzystaniu Zrównoważonej Karty Wyników na przykładzie Polskiej Spółki Gazownictwa sp. z o.o., Zarządzanie i Finanse, Journal of Management and Finance, Vol. 14, No. 3/1/2016, s. 209-222.
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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