

## Subject card

|                                             |                                                                                              |                                                          |                                                                                  |                                     |                                                                                                                      |            |     |
|---------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------|-----|
| Subject name and code                       | Strategic Management, PG_00156028                                                            |                                                          |                                                                                  |                                     |                                                                                                                      |            |     |
| 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<br>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                            | academic                                                                                     |                                                          | Assessment form                                                                  |                                     | exam                                                                                                                 |            |     |
| Conducting unit                             | Department of Organisation and Management -> Faculty of Management -> Rector                 |                                                          |                                                                                  |                                     |                                                                                                                      |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                           |                                                          | prof. dr hab. Jacek Rybicki                                                      |                                     |                                                                                                                      |            |     |
|                                             | Teachers                                                                                     |                                                          | prof. dr hab. Jacek Rybicki<br><br>dr Jędrzej Siciński<br><br>dr Wojciech Machel |                                     |                                                                                                                      |            |     |
| Lesson types                                | Lesson type                                                                                  | Lecture                                                  | Tutorial                                                                         | Laboratory                          | Project                                                                                                              | Seminar    | SUM |
|                                             | Number of study hours                                                                        | 14.0                                                     | 18.0                                                                             | 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                                                       |                                                                                  | 19.0                                |                                                                                                                      | 49.0       | 100 |
| Subject objectives                          | The aim of the subject is to familiarise students with the problems of strategic management. |                                                          |                                                                                  |                                     |                                                                                                                      |            |     |

| 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.                                                                                                                                                      | Student has the ability to express his/her opinion openly, argue them in front of a lecture audience and practice group.                           | [SK2] presentation/project/paper/report<br>[SK4] test/exam - oral or written |
|                   | [ZARZMU2_U05] The student can correctly select and apply advanced, complex methods and tools used in management and quality studies.                                                                                                                                                                                                                       | Student has the ability to design and implement the organisation's strategy.                                                                       | [SU2] presentation/project/paper/report<br>[SU4] test/exam - oral or written |
|                   | [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. | Student is familiar with views on strategic paradoxes.                                                                                             | [SW4] 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.                                                                                                               | Student acquires knowledge of formalised and non-formalised principles of strategic management, and is familiar with models of business operation. | [SW4] test/exam - oral or written                                            |
|                   | [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.                                                                                       | Student is able to analyze and interpret occurring phenomena, including the formulation of conclusions allowing to solve problems.                 | [SK2] presentation/project/paper/report<br>[SK4] test/exam - oral or written |

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| Subject contents                | <p>Lecture topics:</p> <ol style="list-style-type: none"> <li>1. The essence of enterprise development and the strategic gap</li> <li>2. The concept of strategy, strategic thinking, strategic paradoxes</li> <li>3. Mission, goals and values in company strategy</li> <li>4. Essence of strategic management, strategic plan of an organisation,</li> <li>5. Methods of macro environment analysis</li> <li>6. Forecasts and scenarios of environment development</li> <li>7. Essence of the sector, stakeholders, attractiveness of the sector,</li> <li>8. Value migration, sector transformation,</li> <li>9. External value chain, mergers and amalgamations</li> <li>10. Levels and types of strategy</li> <li>11. Strategic analysis tools: driving forces, SWOT, benchmarking, Networking method</li> <li>12. Internal value chains, Cost and differentiation strategies</li> <li>13. Portfolio analyses and portfolio balancing</li> <li>14. Balanced scorecard as a method of strategic management and operational management</li> </ol> <p>Exercise topics:</p> <ol style="list-style-type: none"> <li>1. Introduction to strategic management - strategic thinking</li> <li>2. Diagnosis of the company's environment (wider and closer environment)</li> <li>3. Stakeholder analysis</li> <li>4. Assessment of the strategic position of the company</li> <li>5. Tools for implementing and controlling strategy</li> <li>6. Determining the mission prior to content: acquisition of knowledge and skills assumed by the lecturer/ exercise leader</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| Prerequisites and co-requisites |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| Assessment methods and criteria | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Passing threshold                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Percentage of the final grade |
|                                 | test                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 50.0%                         |
|                                 | project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 51.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 50.0%                         |
| Recommended reading             | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ol style="list-style-type: none"> <li>1. Strategor, Zarządzanie firmą: strategia, struktury, decyzje, tożsamość, PWE, Warszawa 2001.</li> <li>2. B. de Wit, R. Meyer, Synteza strategii, PWE, Warszawa 2007.</li> <li>3. G. Gierszewska, M. Romanowska, Analiza strategiczna przedsiębiorstwa, PWE 2009.</li> <li>4. K. Obłój, Strategia organizacji - w poszukiwaniu trwałej przewagi konkurencyjnej, PWE, Warszawa 2006.</li> <li>5. J. Rokita, Zarządzanie strategiczne, Tworzenie i utrzymywanie przewagi konkurencyjnej, PWE, Warszawa 2005.</li> <li>6. Y. Allaire, M. E. Firsirotu, Myślenie strategiczne, Wydawnictwo Naukowe PWN, Warszawa 2000.</li> <li>7. G. Hamel, C. Prahalad, Przewaga konkurencyjna jutra, Business Press, Warszawa 1999.</li> </ol> |                               |
|                                 | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ol style="list-style-type: none"> <li>1. M E. Porter, Porter o konkurencji, PWE, Warszawa 2001.</li> <li>2. M. E. Porter, Przewaga konkurencyjna. Osiąganie i utrzymywanie lepszych wyników, Wydawnictwo ONE Press 2006.</li> <li>3. M. E. Porter, Strategia konkurencji, Metody analizy sektorów i konkurencji, MT Biznes, Warszawa 2006.</li> <li>4. M. Romanowska, Planowanie strategiczne, PWE, Warszawa 2009.</li> </ol>                                                                                                                                                                                                                                                                                                                                        |                               |
|                                 | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |

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| Example issues/<br>example questions/<br>tasks being completed | What is the essence of strategic paradoxes?What is the essence of Porter's Model?What is a differentiation strategy? |
| Work placement                                                 | Not applicable                                                                                                       |

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