

Subject card

Subject name and code	Strategic Management, PG_00177845						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2025/2026		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Optional subject group 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		6.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Department of Strategic Development and Quality Science -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Paulina Nogal				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	45.0	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		4.0		86.0	150
Subject objectives	The aim of the course is to develop students' skills in comprehensive analysis of an organisation's environment and in creating, implementing and monitoring long-term strategies that allow them to gain and maintain a competitive advantage.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZMU2_U01] Students can analyze and creatively interpret complex social and economic processes in business decision-making. They use structured knowledge and tools from management, quality sciences, economics, and finance.	The student understands the ongoing socio-economic processes, is able to analyze them and draw conclusions, making business decisions with the support of analytical tools.	[SU4] test/exam - oral or written
	[ZARZMU2_W02] The student has an in-depth knowledge and understanding of various organizations, including their complexities, functional areas, internal processes, and their interactions with the environment.	The student is able to indicate the essence, complexity and operation of economic entities, their features, functional areas, processes and connections with the environment.	[SW4] test/exam - oral or written
	[ZARZMU2_W03] The student possesses a deep understanding of the relationship between the organization and its stakeholders. They are also aware of the complex phenomena and processes that occur in the organization's environment, including their variability and impact on the organization's functioning.	The student is able to indicate the organization–stakeholder relationships and the variable, complex environmental processes and their impact on the functioning of the organization.	[SW4] test/exam - oral or written
	[ZARZMU2_W06] The student possesses a thorough understanding of the principles of rational decision-making related to individual resources, functional areas within the organization, processes, and management levels. This understanding is based on a well-structured and theory-supported foundation in management, quality sciences, economics, and finance.	The student is able to apply the principles of rational decision-making in relation to resources, functional areas and levels of management.	[SW4] test/exam - oral or written
	[ZARZMU2_W08] The student possesses a deep understanding of management processes, including their objectives, specificity, complexity, and how they relate to other organizational processes, alongside the challenges and dilemmas presented by a dynamically changing environment.	The student has advanced knowledge of the essence, nature and complexity of organizational management processes and is able to apply it in the enterprise, as well as is able to identify difficulties and problems that arise in a changing external environment.	[SW4] test/exam - oral or written
	[ZARZMU2_U02] The student can identify complex issues related to the organization's operations, the processes within it, and its relationships with a changing environment, proposing appropriate and innovative solutions.	The student is able to identify problematic areas and situations in the enterprise and propose appropriate, also innovative, solutions.	[SU4] test/exam - oral or written
Subject contents	1. Fundamentals of strategic management. 2. Objectives, metrics and operationalization of strategy. 3. Strategic analysis tools. 4. Strategy in the era of digitalization and megatrends. 5. Sustainable and resilient strategic model. 6. Global challenges and balancing the strategy portfolio.		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	test/exam	51.0%	100.0%

Recommended reading	Basic literature	1. B. de Wit, R. Meyer, Synteza strategii, PWE, Warszawa 2007. 2. G. Gierszewska, M. Romanowska, Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 2017. 3. K. Obłój, Strategia organizacji - w poszukiwaniu trwałej przewagi konkurencyjnej, PWE, Warszawa 2014. 4. J. Rokita, Zarządzanie strategiczne, Tworzenie i utrzymywanie przewagi konkurencyjnej, PWE, Warszawa 2005. 5. Nogal P., Ekonomiczno-prawne aspekty stosowania nieuczciwej konkurencji w zakresie oznaczeń wprowadzających w błąd, 2021, Sopot, Uniwersytet Gdański. 6. Chmielewski M., Malinowska E., Nogal P., Płoska R., Ryzyka w recyklingu nieruchomości w kontekście zrównoważonego rozwoju, 2023, Przestrzeń, Ekonomia, Społeczeństwo. 7. Antonowicz P. (red.), Zarządzanie rozwojem przedsiębiorstwa. Interaktywny podręcznik z zakresu zarządzania. Repozytorium case study dla studentów, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2020.
	Supplementary literature	1. M. E. Porter, Porter o konkurencji, PWE, Warszawa 2001. 2. M. E. Porter, Przewaga konkurencyjna. Osiąganie i utrzymywanie lepszych wyników, Wydawnictwo ONE Press 2006. 3. M. E. Porter, Strategia konkurencji, Metody analizy sektorów i konkurencji, MT Biznes, Warszawa 2006. 4. M. Romanowska, Planowanie strategiczne, PWE, Warszawa 2017. 5. J. Rybicki, Myślenie geometryczne w teorii strategii organizacji, Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2013
	eResources addresses	
Example issues/ example questions/ tasks being completed	Analysis of the organization's immediate and distant environment (PESTEL, Porter's 5 forces). Internal analysis and identification of resources and key competencies. Formulating and selecting competitive strategies. Organizational development strategies (diversification, expansion, integration, strategic alliances). Strategy implementation and strategic control. Management in conditions of uncertainty, risk and environmental turbulence. Strategic management of innovation and change. International competitiveness and global strategies. Models and tools for assessing strategic position.	
Work placement	Not applicable	

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