

Subject card

Subject name and code	Strategic Management and Organizational Resilience Design, PG_00177908						
Field of study	Management						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
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	2		Language of instruction		Polish Polish		
Semester of study	4		ECTS credits		7.0		
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		dr Wojciech Machel				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	45.0	0.0	0.0	0.0	75
	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	75		4.0		96.0	175
Subject objectives	To present and develop the knowledge and skills necessary to formulate, implement and evaluate organizational strategies.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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 identify the processes and resources of the organization in the context of strategy implementation.	[SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report [SW5] implementation of a problem task
	[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 has the ability to analyze the organization in the context of changes taking place, divided into the organization's immediate and distant environment.	[SU1] oral statement/conversation/discussion [SU2] presentation/project/paper/report [SU5] implementation of a problem task
	[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 identifies the main intra- and extra-organizational factors that influence the success of an organization.	[SW1] oral statement/conversation/discussion [SW2] presentation/project/paper/report [SW5] implementation of a problem task
	[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 has the ability to analyze an organization in the context of its current and future market situation.	[SU1] oral statement/conversation/discussion [SU2] presentation/project/paper/report [SU5] implementation of a problem task
Subject contents	1. Strategic management process, 2. Strategy and corporate success 3. Schools of creating organizational strategy 4. Planning versus incremental approach to strategy development, 5. Positional versus resource-based approach to strategy development, 6. Strategic levels and types of strategies, 7. Methods of macro-environment analysis, 8. Methods of competitive environment analysis, 9. Methods of strategic potential analysis 10. Assessment of the strategic position of the enterprise 11. Defining strategic goals - mission, vision and BSC. 12. Balanced scorecard - principles of creating and writing strategic goals 13. Strategic resilience versus operational resilience 14. The importance of resilience in the context of turbulence and market uncertainty 15. Analysis of strategic paradoxes		
Prerequisites and co-requisites	Students should know the basic models of market competition, economic equilibrium and growth, international trade, capital and money markets. They should have elementary knowledge of statistics and practical skills in data mining.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Written colloquium	51.0%	50.0%
	Written project and its presentation	51.0%	50.0%
Recommended reading	Basic literature	1. B. de Wit, R. Meyer, Strategy Synthesis, PWE, Warsaw 2007. 2. G. Gierszewska, M. Romanowska, Strategic Analysis of an Enterprise, PWE, Warsaw 2017. 3. K. Obłój, Organizational Strategy - In Search of Sustainable Competitive Advantage, PWE, Warsaw 2014. 4. J. Rokita, Strategic Management, Creating and Maintaining Competitive Advantage, PWE, Warsaw 2005. 5. Romanowska M., Strategic Planning in an Enterprise, Polskie Wydawnictwo Ekonomiczne 2017. 6. R. Kaplan, D. Norton., Balanced Scorecard, PWN, 2009	

	Supplementary literature	1. Machel, W. (2010). Strategic paradoxes. In: A. Zakrzewska-Bielawska (ed.), Concepts and methods of strategic management and corporate governance: experiences and challenges. Warsaw: Wydawnictwo C. H. Beck. 2. Machel, W. (2022). Organizational resilience - a success factor or an attempt to reconfigure the approach to strategy? In: P. Wróbel (ed.) Organizations in the conditions of the digital economy. Wydawnictwo Uniwersytetu Gdańskiego, p. 201, ISBN 978-83-8206-399-8 3. Machel, W. (2024). Strategic coherence in the world of VUCA. In: Zeszyty Naukowe Politechniki Śląskiej. Organization and Management, 2024, no. 194, pp. 275-294 4. Machel, W. (2025), Strategy and organizational culture [in] Organizational Culture External conditions and
	eResources addresses	Supplementary https://hbr.org/2021/01/the-rules-of-co-opetition. - 1. Brandenburger, A., Nalebuff, B. (2021). The rules of co-opetitions. Harvard Business Review, 1-2
Example issues/ example questions/ tasks being completed	What determines the success of a company? Why do some organizations achieve their business goals and others do not? Should strategy change? List the tools for strategic analysis?	
Work placement	Not applicable	

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