University of Gdańsk

Subject card

Subject name and code	Strategic Management, PG_00177921		
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	English English
Semester of study	2	ECTS credits	6.0
Learning profile	academic	Assessment form	credit
Conducting unit	Department of Organisation and Management -> Faculty of Management -> Rector		
Name and surname of lecturer (lecturers)	Subject supervisor	dr Emilia Dobrowolska	
	Teachers		

Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	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 subject is to introduce students with fundamental issues of strategic management.

<table>
<tr><td rowspan="7">Learning outcomes</td><td>Course outcome</td><td>Subject outcome</td><td>Method of verification</td></tr>
<tr><td>[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.</td><td>Student has the ability to correctly interpret social and economic phenomena, current events in economic policy and economics as well as formulate his own opinions in this area. Moreover, student can formulate the missions and goals of the organization, analyzes the organization's resources and defines the key competencies of the organization, as well as can assess the competitiveness of an organization in the sector. Moreover student has the ability to design and implement an organization's strategy.</td><td>[SU2] presentation/project/paper/ report</td></tr>
<tr><td>[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.</td><td>Student acquires knowledge in formal and informal strategy formulation, and gains information from social sciences, in particular management sciences, to make strategic decisions.</td><td>[SW4] test/exam - oral or written</td></tr>
<tr><td>[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.</td><td>Student knows the methods of strategic analysis and principles of formulating the organization's strategy. Student knows the types of strategies at different organization levels, and the effects and consequences of using different types of strategies in dynamically changing environment.</td><td>[SW4] test/exam - oral or written</td></tr>
<tr><td>[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.</td><td>Student has extensive knowledge of the company's environment, its circumstances and changes occurring in this area, as well as the influence of the stakeholders on the company. Student knows the impact of changes in the macro-environment and sectoral environment on the direction of strategic development of the organization.</td><td>[SW4] test/exam - oral or written</td></tr>
<tr><td>[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.</td><td>Student has extensive knowledge of various types of organizations and this gives him/her deep understanding of the principles of acquiring and using different types of resources to achieve competitive advantage on the market.</td><td>[SW4] test/exam - oral or written</td></tr>
<tr><td>[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.</td><td>Student has strategic thinking skills, that allow him/her to simulate selected economic and social phenomena in the macro (economy) and micro (company) scales using appropriate methods of strategic analysis to create innovative solutions.</td><td>[SU2] presentation/project/paper/ report</td></tr>
<tr><td>Subject contents</td><td colspan="3">1. Strategic management process
2. Vision, mission and the essence of the strategy
3. Elements of strategy content
4. Planning versus incremental approach in strategy formulation process
5. Positioning versus resources approach in strategy formulation process
6. Strategic analysis
7. Strategy classification
8. Models of strategic management
9. SWOT/TOWS analysis as a tool of shaping general strategy</td></tr>
<tr><td>Prerequisites and co-requisites</td><td colspan="3">Bachelors studies graduation</td></tr>
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Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project presentation	51.0%	50.0%
	Exam - test	51.0%	50.0%
Recommended reading	Basic literature	1. J.A. Pierce II, R.B. Robinson, Strategic Management Planning for Domestic & Global Competition, McGraw Hill Education, New York 2015, 14th edition. 2. B.de Wit, R. Meyer, Strategy. An International Perspective, Cengage Learning EMEA 2020, 7th edition. 3. H. Mintzberg, J. Lampel, J.B. Quinn, S. Ghoshal, The strategy. Process, Concepts, Contexts, Cases, Pearson Educational Limited 2013, 5th edition.	
	Supplementary literature	1. P.R. Rumelt, Good Strategy. Bad Strategy. The difference and why it matters, Profile Books, London 2017. 2. M.A. Hitt, R.D. Ireland, R.E. Hoskisson, Strategic Management: Concepts and Cases: Competitiveness and Globalization 12th Edition, Cengage Learning, Boston 2017.	
	eResources addresses		
Example issues/ example questions/ tasks being completed	1. What are the basic elements of the strategic management process? 2. What are the assumptions of the planning, evolutionary, positional and resource-based approaches to strategy formulation and how these approaches differ from each other? 3. What is the importance of an organization's vision and mission? 4. What are the levels of strategy formulation in an organization? 5. What is the importance of analyzing the micro and macro environment in the process of formulating an organization's strategy?		
Work placement	Not applicable		

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