

**Subject card**

<b>Subject name and code</b>	Strategic Management, PG_00177921						
<b>Field of study</b>	Management						
<b>Date of commencement of studies</b>	October 2026	<b>Academic year of realisation of subject</b>			2026/2027		
<b>Education level</b>	Master's studies	<b>Subject group</b>			Obligatory subject group in the field of study Optional subject group Subject group related to scientific research in the field of study		
<b>Mode of study</b>	full-time studies	<b>Mode of delivery</b>			at the university		
<b>Year of study</b>	1	<b>Language of instruction</b>			English		
<b>Semester of study</b>	2	<b>ECTS credits</b>			6.0		
<b>Learning profile</b>	academic	<b>Assessment form</b>			credit		
<b>Conducting unit</b>	Department of Organisation and Management -> Faculty of Management -> Rector						
<b>Name and surname of lecturer (lecturers)</b>	<b>Subject supervisor</b>		dr Emilia Dobrowolska				
	<b>Teachers</b>						
<b>Lesson types</b>	<b>Lesson type</b>	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	<b>Number of study hours</b>	30.0	30.0	0.0	0.0	0.0	60
	E-learning hours included: 0.0						
<b>Learning activity and number of study hours</b>	<b>Learning activity</b>	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	<b>Number of study hours</b>	60		4.0		86.0	150
<b>Subject objectives</b>	The aim of the subject is to introduce students with fundamental issues of strategic management.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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.	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.	[SU2] presentation/project/paper/report
	[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.	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.	[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.	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.	[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.	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.	[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.	Student acquires knowledge in formal and informal strategy formulation, and gains information from social sciences, in particular management sciences, to make strategic decisions.	[SW4] test/exam - oral or written
	[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.	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.	[SU2] presentation/project/paper/report
Subject contents	<ol style="list-style-type: none"> <li>1. Strategic management process</li> <li>2. Vision, mission and the essence of the strategy</li> <li>3. Elements of strategy content</li> <li>4. Planning versus incremental approach in strategy formulation process</li> <li>5. Positioning versus resources approach in strategy formulation process</li> <li>6. Strategic analysis</li> <li>7. Strategy classification</li> <li>8. Models of strategic management</li> <li>9. SWOT/TOWS analysis as a tool of shaping general strategy</li> </ol>		
Prerequisites and co-requisites	Bachelors studies graduation		

Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Exam - test	51.0%	50.0%
	Project presentation	51.0%	50.0%
Recommended reading	Basic literature	<ol style="list-style-type: none"> <li>1. J.A. Pierce II, R.B. Robinson, Strategic Management Planning for Domestic &amp; Global Competition, McGraw Hill Education, New York 2015, 14th edition.</li> <li>2. B.de Wit, R. Meyer, Strategy. An International Perspective, Cengage Learning EMEA 2020, 7th edition.</li> <li>3. H. Mintzberg, J. Lampel, J.B. Quinn, S. Ghoshal, The strategy. Process, Concepts, Contexts, Cases, Pearson Educational Limited 2013, 5th edition.</li> </ol>	
	Supplementary literature	<ol style="list-style-type: none"> <li>1. P.R. Rumelt, Good Strategy. Bad Strategy. The difference and why it matters, Profile Books, London 2017.</li> <li>2. M.A. Hitt, R.D. Ireland, R.E. Hoskisson, Strategic Management: Concepts and Cases: Competitiveness and Globalization 12th Edition, Cengage Learning, Boston 2017.</li> </ol>	
	eResources addresses		
Example issues/ example questions/ tasks being completed	<ol style="list-style-type: none"> <li>1. What are the basic elements of the strategic management process?</li> <li>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?</li> <li>3. What is the importance of an organization's vision and mission?</li> <li>4. What are the levels of strategy formulation in an organization?</li> <li>5. What is the importance of analyzing the micro and macro environment in the process of formulating an organization's strategy?</li> </ol>		
Work placement	Not applicable		

Document generated electronically. Does not require a seal or signature.