



## COURSE DESCRIPTION CARD - SYLLABUS

Course name

Strategic Management [N2IZarz1>ZS]

### Course

Field of study

Engineering Management

Year/Semester

1/1

Area of study (specialization)

Enterprise Resource and Process Management

Profile of study

general academic

Level of study

second-cycle

Course offered in

Polish

Form of study

part-time

Requirements

compulsory

### Number of hours

Lecture

12

Laboratory classes

0

Other

0

Tutorials

10

Projects/seminars

0

### Number of credit points

4,00

### Coordinators

prof. dr hab. inż. Stefan Trzcieliński  
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### Lecturers

### Prerequisites

Knowledge: Can explain the basic issues of organizational science and management theory. Skills: Is able to identify and associate the basic problems of organization science and management theory.

Competences: Demonstrates readiness to develop their knowledge and skills. Is open to team work.

### Course objective

The aim of the course is to acquire knowledge, skills and competences in the field of: understanding the essence, principles and rules of strategic management; understanding methods of strategic analysis and strategic planning; the use of strategic analysis methods and strategic planning to solve management problems and shape the company's strategy.

### Course-related learning outcomes

Knowledge:

The student describes in detail the methods of analyzing the business environment, identifies them, and demonstrates their practical application in modeling decision-making processes in strategic management [P7S\_WG\_02].

The student explains and names the influence of contextual sciences such as economics, organizational

psychology and management science, on the development and implementation of business strategies and analyzes these influences [P7S\_WG\_04].

The student identifies and characterizes the influence of vision, mission and strategic goals on the modeling of business organizational structures, and explains the mechanisms of these influences [P7S\_WG\_05].

The student lists a variety of organizational strategies, including international ones, and analyzes how they can be linked to internal relationships in the enterprise, citing specific examples [P7S\_WG\_06]. The student demonstrates his/her knowledge of obtaining and analyzing market data necessary for the formulation of business strategies, shows their importance and practical use in the process of strategic management [P7S\_WG\_07].

#### Skills:

The student applies the theoretical foundations of strategic management to analyze and solve real organizational problems [P7S\_UW\_01].

The student integrates various methods of analyzing an organization's environment, including both macro and micro environments for effective strategic planning [P7S\_UW\_02].

The student applies theories of strategic management to evaluate and interpret social phenomena and their impact on organizational strategies [P7S\_UW\_05].

The student performs critical analysis and interpretation of the relationship between social phenomena and organizational strategy [P7S\_UW\_06].

The student formulates and tests hypotheses relating to the effectiveness of various management strategies based on the analysis of market and organizational data [P7S\_UW\_07].

#### Social competences:

The student identifies complex cause-and-effect relationships in the process of implementing organizational strategies and makes strategic decisions based on this analysis [P7S\_KK\_02].

The student manages strategic projects taking into account social, cultural and business aspects [P7S\_KO\_01].

The student plans, implements and evaluates business strategies, both locally and internationally [P7S\_KO\_03].

The student demonstrates an understanding and application of the principles of professional ethics and respect for diversity in the strategic management process and is ready to apply them in practice [P7S\_KR\_01].

### Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

#### Formative assessment:

- a) in the scope of exercises - workshops: based on the assessment of the current progress of task implementation in the process of shaping the mission, goals and strategy of the enterprise (case study).
- b) in the scope of lectures: on the basis of short individual or team tasks completed during the lecture.

#### Summative assessment:

- a) in the scope of exercises (workshops) on the basis of: (1) public presentation of the mission, goals and results of strategic analysis and company strategy; (2) discussion after the presentation; (3) the form and quality of prepared materials (posters),
- b) in the scope of lectures: exam in the form of a multiple choice test, with answers among which at least one is correct; each question is scored on a scale of 0 to 1; the exam is passed after obtaining at least 55% of points.

### Programme content

The course program covers the following issues: The environment of contemporary organizations. The essence of strategic management. Strategic management as a process: the vision, mission and strategic goals of organization; the essence and levels of strategy; implementation of strategy; strategic controlling. Strategy and the structure and culture of organization. Strategic planning and analysis - methods of analysis of macroenvironment, industry environment and potential of the organization. Typology of strategy. Strategies of internationalization. Summarizing - schools of strategic management, strategy vs business model.

### Course topics

The environment of contemporary organizations. The essence of strategic management. Strategic management as a process: the vision, mission and strategic goals of organization; the essence and levels of strategy; implementation of strategy; strategic controlling. Strategy and the structure and culture of organization. Strategic planning and analysis - methods of analysis of macroenvironment, industry environment and potential of the organization. Typology of strategy. Strategies of internationalization. Summarizing - schools of strategic management, strategy vs business model.

## Teaching methods

Lectures - monographic and conversational

Classes - workshops based on case studies using visual moderation methods

## Bibliography

Basic:

1. Trzcieleński S., Kruszyński M., Trzcieleńska J. (2023). Shaping the enterprise's strategy - theory and practice. Kształtowanie strategii przedsiębiorstwa - teoria i praktyka. Publishing House of Poznan University of Technology, Poznań, 342 s.  
Open access: [https://wydawnictwo.put.poznan.pl/books/isbn\\_978-83-7775-718-5](https://wydawnictwo.put.poznan.pl/books/isbn_978-83-7775-718-5)
2. Kałkowska J., Pawłowski E., Trzcieleńska J., Trzcieleński S., Włodarkiewicz-Klimek H., Zarządzanie strategiczne. Metody analizy strategicznej przykładami, Wydawnictwo Politechniki Poznańskiej, Poznań, 2010.
3. Romanowska M., Planowanie strategiczne, PWE, Warszawa, 2017.
4. Stabryła A., Zarządzanie strategiczne w teorii i praktyce, Polskie Wydawnictwo Naukowe, Warszawa, 2019.

Additional:

1. Ciszewska-Mlinaric M., Obłók K., Wąsowska A., Strategia korporacji, Wydawnictwo Nieoczywiste, Warszawa, 2021.
2. Gierszewska G., Romanowska M., Analiza strategiczna przedsiębiorstwa, PWE, Warszawa, 2017.
3. Kennedy R. (2020). Strategic Management. Virginia Tech. Publishing.
4. Thompson A., Strickland A., Gamble J. (2015). Crafting and Executing Strategy: Concepts and Readings 20th Edition. McGraw-Hill Education.
5. Banaszyk P., Zmienność zarządzania strategicznego przedsiębiorstwem. Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu. Poznań, 2011
6. Lynch R. (2012). Strategic Management. Pearson, Harlow. Urbanowska - Sojkin (red.), Zarządzanie strategiczne przedsiębiorstwem, PWE, Warszawa 2007
7. Grant R.M. (2010). Contemporary Strategy Analysis. John Wiley & Sons, Barcelona

## Breakdown of average student's workload

	Hours	ECTS
Total workload	100	4,00
Classes requiring direct contact with the teacher	25	1,00
Student's own work (literature studies, preparation for laboratory classes/ tutorials, preparation for tests/exam, project preparation)	75	3,00