

MODULE DESCRIPTION

Module code	Z-ZIP2-0030
Module name	Zarządzanie strategiczne
Module name in English	Strategic Management
Valid from academic year	2016/2017

A. MODULE PLACEMENT IN THE SYLLABUS

Field of study	Management and Production Engineering
Level of education	2nd degree <i>(1st degree / 2nd degree)</i>
Studies profile	General <i>(general / practical)</i>
Form and method of conducting classes	Full-time <i>(full-time / part-time)</i>
Specialisation	All
Unit conducting the module	The Department of Economics and Management
Module co-ordinator	Anna Walczyk, PhD
Approved by:	

B. MODULE OVERVIEW

Type of subject/group of subjects	Basic <i>(basic / major / specialist subject / conjoint / other HES)</i>
Module status	Compulsory <i>(compulsory / non-compulsory)</i>
Language of conducting classes	English
Module placement in the syllabus - semester	1st semester
Subject realisation in the academic year	Summer semester <i>(winter semester/ summer)</i>
Initial requirements	No requirements <i>(module codes / module names)</i>
Examination	Yes <i>(yes / no)</i>
Number of ECTS credit points	4

Method of conducting classes	Lecture	Classes	Laboratory	Project	Other
Per semester	15	15		15	

C. TEACHING RESULTS AND THE METHODS OF ASSESSING TEACHING RESULTS

Module target	Acquiring theoretical knowledge supported by classes and projects regarding the strategy preparation, implementation and assessment. In particular: familiarizing students with quantitative and qualitative methods of strategic analysis, the analysis of macro environment and competitive environment as well as the enterprise internal potential. Being able to formulate, implement and assess a strategy.
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Effect symbol	Teaching results	Teaching methods (l/c/lab/p/other)	Reference to subject effects	Reference to effects of a field of study
W_01	A student has gained in-depth knowledge regarding the organization development strategy in market economy combining the knowledge of management with engineering knowledge	l	KW_09	T2A_W09 T2A_W11 S2A_W11
W_02	A student has knowledge on organization development strategy including principles of market economy together with the principles of creation and development of individual entrepreneurship	l/c/p	KW_08	S2A_W06 S2A_W08 S2A_W11
W_03	A student has gained in-depth knowledge regarding the application of quantitative methods to solve management issues	l/c/p	KW_01	T2A_W01 T2A_W02
U_01	A student is able to identify and select information from various sources effectively; can analyse and assess it and draw conclusions	c/p	KU_01	T2A_U01
U_02	A student is able to work individually and in a team. S/he can lead a team. Is able to plan task completion (determine the time, resources and due dates)	c/p	KU_02	T2A_U02 T2A_U06
U_03	A student is able to formulate an organization development strategies basing on the data gathered, and on his own analyses including social, economic and technical phenomena	l/c/p	K_U09 K_U10	S2A_U03 S2A_U04
K_01	A student is aware of the importance of constant education in order to gain and broaden specialist knowledge being the basis of creative and entrepreneurial activities	l/c/p	K_K01	T2A_K01 T2A_K06
K_02	A student is aware of the importance and essence of links between knowledge and engineering & business activities as well as of responsibility for decisions taken	l/p	K_K02	T2A_K02 T2A_K04
K_03	A student is aware of complying with professional ethics rules in his future job	p	K_K03	T2A_K03 T2A_K05 T2A_K07

Teaching contents:

1. Teaching contents as regards lectures

Lecture number	Teaching contents	Reference to teaching results for a module
1	THE ESSENCE OF STRATEGIC MANAGEMENT Mission and strategy concepts: defining, strategy components, the levels of formulating and realising strategies. Competition strategies according to Porter The evolution of strategic approach in enterprise management; modern	W_01 W_02 U_10 K_01 K_03

	theories in strategic management; the significance of strategic management in the era of globalisation and regionalisation.	
2	<p>STRATEGIC ANALYSIS The essence, features, and role of strategic analysis. The areas, range, the sources of information, users of strategic analysis.</p> <p>ENVIRONMENT OF AN ENTERPRISE Internal and external models as well as fields of competition environment (referring to competition and macroenvironment). The influence of environment on organization functioning and development. Reactions of organisations to the environment.</p>	W_02 W_03 U_01 K_01 K_02
3	<p>MACROENVIRONMENT OF AN ENTERPRISE The essence and meaning of macroenvironment. An analysis of macroenvironment segments (economic, technological, social, demographic, international, political, and legal ones). The methods of analysing macroenvironment.</p>	W_02 W_03 U_01 K_01
4	<p>COMPETITIVE ENVIRONMENT OF AN ENTERPRISE The essence of competitive environment and its components. The range and aims of analysing competitive environment. The methods of analysing competitive environment.</p>	W_02 W_03 K_01
5	<p>ANALYSING STRATEGIC POTENTIAL OF AN ENTERPRISE Material and non-material potential of an organization. The methods of analysis (organization and product life cycle). Key success factors Portfolio models. Strategic balance sheet of an enterprise.</p>	W_02 W_03 U_01 K_01
6	<p>DETERMINING STRATEGIC POSITION OF AN ENTERPRISE SWOT analysis. Assessing strategic position of an enterprise. Selecting strategic options. The possibilities of strategic choice, strategy types.</p>	W_02 W_03 K_01 K_02
7-8	<p>DESIGNING AND IMPLEMENTING STRATEGIES Porter's U curve. Modern concepts of creating enterprise management strategies, i.e. management through: quality, outsourcing, the Kaizen philosophy, and re-engineering. Change management. Risk management. The tools for implementing a strategy (strategic result chart). Strategy control.</p>	W_01 W_03 U_01 K_01 K_02
9	<p>STRATEGY EXAMPLES CONCERNING POLISH ENTERPRISES Diversification strategies (their essence, significance, types, and examples). The influence of changes in the environment on strategies of enterprises in Poland.</p>	W_01 K_03
10	<p>TECHNICAL AND TECHNOLOGICAL ASPECTS OF STRATEGY Analysis of technological contexts of strategy implementation Modern technologies – economy based on know ledge.</p>	W_01 K_01 K_02

2. Teaching contents as regards classes

Class number	Teaching contents	Reference to teaching results for a module
1-2	Verification of strategies implemented in business practice within competitive strategies by Porter. Example of a mission. Formulating the mission statement for an enterprise. Team work. Discussion of results.	W_01 U_01 U_02 U_10 K_02

		K_03
3	Identification of a chosen enterprise macro environment factors. Team work. Discussion of results.	W_02 W_03 U_01 U_02 K_01
4	The analysis of competitive environment with the point (scoring) method of sector's attractiveness. Team work. Discussion of results.	W_02 W_03 U_01 U_02 K_01
5	Constructing strategic group maps of a selected sector. Team work. Discussion of results.	W_02 W_03 U_01 U_02 K_01
6	The analysis of inner potential of an organization, with a chosen method. Team work. Discussion of results.	W_02 W_03 U_01 U_02 K_01
7	Defining strategic directions of lines of actions. Team work. Discussion of results.	W_01 W_03 U_01 U_02 U_10 K_01 K_02 K_03
8	Final test.	W_01 W_02 W_03 K_01 K_02

3. Teaching contents as regards laboratory classes

Laboratory class number	Teaching contents	Reference to teaching results for a module

4. The characteristics of project assignments

Project number	Teaching contents	Reference to teaching results for a module
1	Enterprise presentation	W_01 U_10 K_01 K_02 K_03
2	Creating a scenario as regards macroenvironment development of the selected enterprise (optimistic, pessimistic, most likely).	W_02 W_03 U_01 K_01
3	Strategic analysis of competitive environment (selecting one method):	W_02

	“M.E. Porter’s five-force analysis” point sector attractiveness assessment method a map of strategic groups for the selected sector	W_03 U_01 K_01
4	Analysing strategic potential of the selected enterprise: Enterprise strategic balance sheet KSF (Key Success Factors) analysis of a chosen enterprise Presenting production portfolio of the selected enterprise	W_02 W_03 U_01 K_01
5	Assessing strategic position of an enterprise. Making SWOT or TOWS-SWOT analysis for the investigated enterprise	W_02 W_03 U_01 U_10 K_01 K_02 K_03
6	Selecting an optimal strategy for the selected enterprise. Analysing and assessing the selected strategy with reference to financial possibilities of its realisation.	W_01 W_03 U_01 U_10 K_01 K_02 K_03

The methods of assessing teaching results

Effect symbol	Methods of assessing teaching results <i>(assessment method, including skills – reference to a particular project, laboratory assignments, etc.)</i>
W_01	Written exam, final test.
W_02	Written exam, final test.
W_03	Written exam, final test.
U_01	Final test, team projects in which students carry out assignments.
U_02	Final test, team projects in which students carry out assignments.
U_03	Final test, team projects in which students carry out assignments.
K_01	Observing a student during classes, team projects in which students carry out assignments.
K_02	Written exam.
K_03	Observing a student during classes, team projects in which students carry out assignments.

D. STUDENT'S INPUT

ECTS credit points		
	Type of student's activity	Student's workload
1	Participation in lectures	15
2	Participation in classes	15
3	Participation in laboratories	
4	Participation in tutorials (2-3 times per semester)	4
5	Participation in project classes	15
6	Project tutorials	4
7	Participation in an examination	1
8		
9	Number of hours requiring a lecturer's assistance	54 <i>(sum)</i>
10	Number of ECTS credit points which are allocated for assisted work <i>(1 ECTS point=25-30 hours)</i>	2
11	Unassisted study of lecture subjects	8
12	Unassisted preparation for classes	10
13	Unassisted preparation for tests	12
14	Unassisted preparation for laboratories	
15	Preparing reports	
15	Preparing for a final laboratory test	
17	Preparing a project or documentation	16
18	Preparing for an examination	8
19		
20	Number of hours of a student's unassisted work	54 <i>(sum)</i>
21	Number of ECTS credit points which a student receives for unassisted work <i>(1 ECTS point=25-30 hours)</i>	2
22	Total number of hours of a student's work	108
23	ECTS points per module <i>1 ECTS point=25-30 hours</i>	4
24	Work input connected with practical classes <i>Total number of hours connected with practical classes</i>	50
25	Number of ECTS credit points which a student receives for practical classes <i>(1 ECTS point=25-30 hours)</i>	1.9

E. LITERATURE

Literature list	<ol style="list-style-type: none"> 1. Gierszewska G., <i>Zarządzanie strategiczne</i>, Wyższa Szkoła Przedsiębiorczości i Zarządzania im. Leona Koźmińskiego w Warszawie, Warszawa 2000. 2. Gierszewska G., Romanowska M., <i>Analiza strategiczna przedsiębiorstwa PWE</i>, Warszawa 2009. 3. Griffin R. F., <i>Podstawy zarządzania organizacjami</i>, PWN, Warszawa 2002. 4. Janasz K., Janasz W., Kozioł K., Szopik K., <i>Zarządzanie strategiczne. Koncepcje, metody strategii</i>, Difin, Warszawa 2008. 5. Lisiński M., <i>Metody planowania strategicznego</i>, PWE, Warszawa 2004. 6. Obłój K., <i>Strategie organizacji</i>, PWE, Warszawa 2001. 7. Porter M., <i>Strategie konkurencji</i>, PWE, Warszawa 2006. 8. Urbanowska-Sojkin E (red.), <i>Praktyka zarządzania strategicznego. Studia polskich przypadków</i>, PWE, Warszawa 2008.
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	9. Stabryła A., <i>Zarządzanie strategiczne w teorii i praktyce.</i> , PWN, Warszawa – Kraków 2000.
Module website	