

SUBJECT:	Strategic management		
HOURS:	18	ECTS:	3

Name/title of the author:	Assoc. Prof. dr hab. Czesław Mesjasz
Course Description:	The course is focused upon contemporary strategic thinking under conditions of a rapidly changing environment. The scope of interest is divided into two parts. The first includes universal principles of strategic management. The second is concentrated on modern methods of strategic management. The course provides a broad coverage with organisational and environmental analysis as a point of start and strategic control as a conclusion in between. The participants will be studying the basic building blocks of strategic thinking, i.e. strategic design, strategic behaviour, and strategy implementation. Special emphasis will be put on strategic management (issues, aims and methods) under the conditions of increasing complexity and uncertainty.
Learning Outcomes (skills and knowledge):	<p>The main aim of the course is to develop both specialised knowledge and skills relating to the foundations and to the advanced strategic management.</p> <p>Upon completing the course the participants should be able to:</p> <ul style="list-style-type: none"> - understand traditional approaches applied in strategic management, - understand modern approaches in strategic management, - apply ideas from strategic management in their research and in business management.
Course Content:	<ol style="list-style-type: none"> 1. Strategic thinking <ol style="list-style-type: none"> 1.1. The essence of strategy 1.2. Vision, mission and goals 1.3. The entrepreneurial dimensions of strategic thinking 1.4. The models of strategic management 1.5. The current status of strategic management 2. Areas of analysis <ol style="list-style-type: none"> 2.1. Resource analysis 2.2. Environment analysis 2.3. Analysis of competition 3. Models for strategic design <ol style="list-style-type: none"> 3.1. Typology of models for strategic design (relative market share analysis, directional policy matrix, gap analysis, life cycle analysis, portfolio analysis, learning effect) 3.2. Strategic behaviour and design 3.3. Strategic design at the corporation level, SBU level, functional level. 4. The organisational aspects of strategy <ol style="list-style-type: none"> 4.1. Corporate culture 4.2. Structure and strategy 4.3. The functions of management 4.4. The reward system 5. The implementation aspects <ol style="list-style-type: none"> 5.1. Strategy and change 5.2. Cultural adjustment 5.3. Developing programmes, budgets and procedures 6. Strategic control <ol style="list-style-type: none"> 6.1. Strategic control versus managerial control 6.2. Measuring performance, competitive benchmarking 6.3. Strategic Information Systems 7. Key problems of contemporary strategic management <ol style="list-style-type: none"> 7.1. Schools of strategic management thought

<p>Methods of Instruction:</p>	<p>7.2. Learning organization and strategy 7.3. Restructuring – economic and corporate 7.4. The multinational corporations 7.5. Globalization 7.6. Trends in international trade 7.7. Strategic significance of information technology 7.8. Strategy in SME</p> <p>Lecturing, discussion, case studies - prepared by the lecturers as well as by students, presentations by students.</p>
<p>Assessment policy (examination):</p>	<p>Examination (written), case studies, discussion, activity and attendance</p>
<p>References:</p>	<p>Basic literature</p> <p>Johnson Garry, Scholes Kevan, Exploring Corporate Strategy. Text and Cases, Prentice Hall, London, various editions</p> <p>Kaplan Robert. S., Norton David P., 1996. The Balanced Scorecard. Translating Strategy Into Action, Harvard Business School Press, Boston, MA.</p> <p>Kaplan Robert S., Norton David P., 2001. The Strategy Focused Organization. How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business School Press, Boston, MA.</p> <p>Kay John, Corporate Success. How Business Strategies Add Value, Oxford University Press, various editions.</p> <p>Senge Peter, 1990, 1994. The Fifth Discipline: The Art and Practice of Learning Organization, Currency Doubleday, New York.</p> <p>Supplementary literature</p> <p>De Witt, B. & Meyer, R., 2005. Strategy Synthesis: Resolving Strategy, Paradox to Create, Competitive Advantage, Thomson Learning, London.</p> <p>Heijden, van der, Kees, 1996. Scenarios. The Art of Strategic Conversation, Wiley, New York (also later editions)</p> <p>Senge Peter, 1994. The Fifth Discipline Fieldbook. Strategies and Tools for Building a Learning Organization, Currency Doubleday, New York.</p>