

ENGLISH – SYLLABUS (GENERAL)					
SUBJECT:					
STRATEGIC MANAGEMENT					
Studies: Management II cycle studies Excellence in Management			Faculty: Management		
Subject status	Type of studies	Semester/ Term	Teaching hours		ECTS Points
			lectures	classes	
	Full time studies	1	20	16	7
Course description:					
<p>Strategic Management is a multidisciplinary approach that focuses on the formulation and implementation of strategies essential for an organization's success. This subject delves into the dynamics of managing organizations strategically, analysing the external environment, evaluating internal capabilities, and formulating action plans to achieve long-term goals. The program encompasses a wide array of topics, including strategy formulation, implementation, and evaluation, strategic leadership, business model innovation, and risk management. Students learn to apply frameworks and tools to analyse industries, assess competition, and identify opportunities for growth and profitability. They also explore how strategy development aligns with an organization's vision and values, facilitating sustainable growth and competitive advantage. The curriculum integrates practical case studies and real-world examples to illustrate strategic challenges faced by various industries and businesses. It also explores the importance of adaptation and innovation in response to evolving market conditions and technological advancements. Furthermore, the subject delves into the significance of change management in executing strategies successfully, emphasizing the role of leadership in driving organizational change. Strategic Management programs often include capstone projects or simulations, enabling students to apply their learning in simulated business environments. These exercises allow students to develop strategic plans, assess their viability, and make data-driven decisions in complex, dynamic business settings.</p> <p>The subject fosters strategic thinking, leadership skills, and the ability to navigate complexities in business environments, preparing graduates to drive growth and success in diverse industries. The course is filled in with many case studies and practical examples of strategic management problems, so it should be interesting for all those students who are eager to deal with macroeconomics issues also after the course.</p>					
COURSE LEARNING OBJECTIVES:					
<ul style="list-style-type: none"> - Strategic Thinking: To develop students' ability to think strategically, enabling them to analyse complex business situations and devise innovative solutions aligned with organizational objectives. - Business Leadership Skills: To nurture leadership qualities, strategic vision, and decision-making abilities necessary for leading organizations through dynamic and competitive environments. - Strategic Planning Proficiency: To equip students with the skills to formulate, implement, and evaluate strategic plans, emphasizing the integration of long-term goals with operational actions. - Competitive Analysis: To foster an understanding of competitive dynamics, industry analysis, and market positioning, enabling students to craft competitive strategies for businesses. 					

- Change Management and Innovation: To instil an understanding of change management processes and the importance of fostering innovation in sustaining and improving business performance.
- Critical Thinking and Problem Solving: Students should be capable of critically analysing complex management issues, identifying problems, and proposing solutions based on sound management reasoning.

Teaching the functions and role of strategic management for contemporary market entities, developing skills in strategic management problems, as well as analysing data (from primary and secondary data).

Creating presentations for the reports and written reports on management problems. Training of social competences related to collective problem solving and preparing and introducing all stages of strategic management problems in contemporary world.

COURSE EVALUATION:

Workshops – desk research report (written and oral), classes participation and activities, case studies

Lectures - final exam will be one-choice questions and open questions. (or TBA during classes)

The grading scale is as follows:

100% - 85%	5.0 (excellent)
84,9% - 75%	4.5 (very good)
74,9% - 70%	4.0 (good)
69,9% - 60%	3.5 (very satisfactory)
50% - 59,9%	3.0 (satisfactory)
< 50%	2.0 (failure)

Course policies and class rules:

The use of smartphones, mobile phones, all devices with internet access, are not allowed during the exams. During other in-class assignments you can use them for assignment purposes only. Students are expected to take full responsibility for their academic work and academic progress. Students are expected to attend class regularly, for consistent attendance offers the most effective opportunity open to all students to gain a developing command of the concepts and materials of the course. The study programme is strict about student attendance regulations. Students who focus on the business of the class increase their likelihood of success. They can do so by listening attentively to the instructor or to other students while participating in discussions. During class, they can participate as fully as possible and volunteer to answer questions. Students should minimise all behaviours that distract others during the class. Talking to other students apart from class discussions is inappropriate. Students who arrive late should seat themselves as quietly and as near to the door as they can. Students who must leave before the class period ends should exit quietly. The course material is designed to be completed within the semester time frame.

Finally, please feel free to come and see me to ask questions or to discuss difficult material. The course material is all cumulative. If you do not understand what happens in the first week, you will not understand what happens in the last week.

Teaching Methods:

Lectures and classes (multimedia, case study, individual and team workshops – projects of marketing research on chosen topic)

Course overview:

Strategic Management is a multidisciplinary approach that focuses on the formulation and implementation of strategies essential for an organization's success. This subject delves into the dynamics of managing organizations strategically, analysing the external environment, evaluating internal capabilities, and formulating action plans to achieve long-term goals. The program encompasses a wide array of topics, including strategy formulation, implementation, and evaluation, strategic leadership, business model innovation, and risk management. Students learn to apply frameworks and tools to analyse industries, assess competition, and identify opportunities for growth and profitability. They also explore how strategy development aligns with an

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Main topics:

1. "Introduction to Strategic Management" - Understanding the fundamental concepts and frameworks in strategic management.
2. "Strategic Analysis: External and Internal Environment" - Analyzing the external and internal factors influencing strategic decisions.
3. "Strategy Formulation: Vision, Mission, and Objectives" - Developing strategic vision, setting mission statements, and defining organizational objectives.
4. "Competitive Strategy and Industry Analysis" - Analyzing industry structures and competition to craft competitive strategies.
5. "Strategy Implementation and Execution" - Implementing strategies, aligning organizational resources, and executing action plans.
6. "Strategic Leadership and Change Management" - Exploring leadership roles in managing organizational change and fostering innovation.
7. "Business Model Innovation and Adaptation" - Assessing and innovating business models to adapt to changing market dynamics.
8. "Evaluation and Control of Strategic Initiatives" - Monitoring and evaluating the effectiveness of strategic plans and making adjustments as needed.

Both lectures and classes cover all above.

Literature

Main texts:

1. Jay Barney and William Hesterly "Strategic Management and Competitive Advantage: Concepts and Cases", Pearson, 2020
2. Edward Morrison, Scott Hutcheson, Elizabeth Nilsen, and Janyce Fadden, "Strategic Doing: Ten Skills for Agile Leadership", Wiley, 2022
3. Manuel Hensmans, Gerry Johnson, and George S. Yip, "Strategic Innovation: Understanding and Managing Growth through Organizational Design", Oxford University Press, 2021

Additional required reading material:

4. Richard Whittington, "What is Strategy - and Does It Matter?" Cengage Learning EMEA, 2022
5. Donald Sull, Rebecca Homkes, and Charles Sull, "Simple Rules: How to Thrive in a Complex World", Houghton Mifflin Harcourt, 2022
6. Michael E. Porter, "The Power of Strategic Thinking: Lock In Markets, Lock Out Competitors", Harvard Business Review Press, 2021
7. Clayton M. Christensen, "Competing Against Luck: The Story of Innovation and Customer Choice", Harper Business, 2021
8. Rita Gunther McGrath, "Seeing Around Corners: How to Spot Inflection Points in Business Before They Happen", Houghton Mifflin Harcourt, 2020
9. Andrew S. Grove "Only the Paranoid Survive: How to Exploit the Crisis Points That Challenge Every Company", Currency, 2020
10. Vijay Govindarajan and Anup Srivastava, "The Three-Box Solution: A Strategy for Leading Innovation", Harvard Business Review Press, 2019

11. Jim Collins, "Good to Great: Why Some Companies Make the Leap... and Others Don't", Harper Business, 2019

Rules of the exams on subject (Assessments)

Lectures – Written exam (test and case study)

Classes – homework, teamwork, case studies, discussions

Date of submitting the syllabus: 30.09.2023

Accepted by: Dean of International Affairs

Signature:



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