

Name/title of the author:	
Course Description:	<p>The course is focused upon contemporary strategic thinking under conditions of rapidly changing environment. The scope of interest is divided into two parts. The first, including universal principles of strategic management. The second, is concentrated modern methods of strategic management. In addition, specificity of strategic management in the transition countries is taken into account. 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 also studying the basic building blocks of strategic thinking, i.e. strategic design, strategic behaviour, and strategy implementation.</p>
Learning Outcomes (Goals and Objectives of the course):	<p>The aim of the course is to provide the participants with knowledge about main issues of business negotiation between representatives of different nations (states), ethnic groups and corporate cultures. After completion of the course the participants will be able to take part in international business negotiations and in other forms of inter-national, and intercultural business communication.</p>
Entrance qualifications:	<p>Suggested completed courses: General Management, Microeconomics, Macroeconomics, Corporate Finance, Human Resources Management, Marketing, Operations Research, Econometrics.</p>
Course Content:	<ol style="list-style-type: none"> <li>1. Strategic thinking <ol style="list-style-type: none"> <li>1.1. The essence of strategy</li> <li>1.2. Vision, mission and goals</li> <li>1.3. The entrepreneurial dimensions of strategic thinking</li> <li>1.4. The models of strategic management</li> <li>1.5. The current status of strategic management</li> </ol> </li> <li>2. Organisational analysis <ol style="list-style-type: none"> <li>2.1. Approaches to the firm</li> <li>2.2. Capability analysis</li> <li>2.3. The core competence concept</li> </ol> </li> <li>3. Environmental analysis <ol style="list-style-type: none"> <li>3.1. Contemporary processes of environmental change: globalization, technological revolution, competitiveness</li> <li>3.2. Strategic segmentation</li> <li>3.3. Industry structure analysis</li> <li>3.4. Environmental forecasting</li> </ol> </li> <li>4. Analysis of competition <ol style="list-style-type: none"> <li>4.1. Definition of industry</li> <li>4.2. The competitive forces</li> <li>4.3. Models for industry analysis</li> <li>4.4. Determinants of competition in an industry</li> </ol> </li> <li>5. Models for strategic design <ol style="list-style-type: none"> <li>5.1. Typology of models for strategic design (Relative Market Share Analysis, Directional Policy Matrix, Gap Analysis, Life Cycle Analysis, Portfolio Analysis, Learning Effect)</li> <li>5.2. Strategic behaviour and design</li> <li>5.3. Strategic design at the corporation level, SBU level, functional level.</li> </ol> </li> <li>6. The organisational aspects of strategy <ol style="list-style-type: none"> <li>6.1. Corporate culture</li> </ol> </li> </ol>

- 6.2. Structure and strategy
- 6.3. The functions of management
- 6.4. The reward system
  
- 7. The implementation aspects
  - 7.1. Strategy and change
  - 7.2. Cultural adjustment
  - 7.3. Developing programmes, budgets and procedures
  
- 8. Strategic control
  - 8.1. Strategic control versus managerial control
  - 8.2. Measuring performance, competitive benchmarking
  - 8.3. Strategic Information Systems
  
- 9. Key problems of contemporary strategic management
  - 9.1. Schools of strategic management thought
  - 9.2. Learning organization and strategy
  - 9.3. Restructuring – economic and corporate
  - 9.4. The multinational corporations
  - 9.5. Globalization
  - 9.6. Trends in international trade
  - 9.7. Strategic significance of information technology
  - 9.8. Strategy in Small Businesses
  
- 10. Strategic management in transition countries
  - 10.1. Specificity of strategic environment
  - 10.2. Main problems of strategic planning during the transition period – competitiveness, privatisation, restructuring
  - 10.3. Relevance of strategic management methodology in the transformation process

Assessment policy  
(examination):

Examination (written), case studies, discussion, activity and attendance

Course materials /  
bibliography:

Heijden, van der, Kees, 1996. Scenarios. The Art of Strategic Conversation, Wiley, New York (also later editions)

Johnson Garry, Scholes Kevan, Exploring Corporate Strategy. Text and Cases, Prentice Hall, London, various editions

Kaplan Robert. S., Norton David P., The Balanced Scorecard. Translating Strategy Into Action, Harvard Business School Press, Boston, Mass. 1996.

Wydanie polskie: Kaplan R. S., Norton D. P., Strategiczna Karta Wyników. Jak przełożyć strategię na działanie, Wydawnictwo Naukowe PWN, Warszawa 2001.

Kaplan Robert S., Norton David P., The Strategy Focused Organization. How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business School Press, Boston, Mass. 2001a.

Kay John, Corporate Success. How Business Strategies Add Value, Oxford University Press, various editions.

Senge Peter, 1990, 1994. The Fifth Discipline: The Art and Practice of Learning Organization, Currency Doubleday, New York.

Senge Peter, 1994. The Fifth Discipline Fieldbook. Strategies and Tools for Building a Learning Organization, Currency Doubleday, New York.

In addition, the students can use Western and Polish textbooks and specialised monographs, journals articles (foreign and Polish) available in the Library of Cracow University of Economics, including California Management Review, Harvard Business Review, Long Range Planning.

Methods of Instruction:

Lecturing, discussion, case studies - prepared by the lecturers as well as by the students, presentations by students, field research by the students, discussion of research results.

Notes / suggestions: