

**Subject card**

<b>Subject name and code</b>	Managerial competences, PG_00123475						
<b>Field of study</b>	Economics						
<b>Date of commencement of studies</b>	October 2024	<b>Academic year of realisation of subject</b>			2025/2026		
<b>Education level</b>	Master's studies	<b>Subject group</b>			Obligatory subject group in the field of study Specialty subject group		
<b>Mode of study</b>	full-time studies	<b>Mode of delivery</b>			at the university		
<b>Year of study</b>	2	<b>Language of instruction</b>			Polish		
<b>Semester of study</b>	4	<b>ECTS credits</b>			2.0		
<b>Learning profile</b>	academic	<b>Assessment form</b>			credit		
<b>Conducting unit</b>	Department of Economics and Management of Transportation Companies -> Faculty of Economics -> Rector						
<b>Name and surname of lecturer (lecturers)</b>	<b>Subject supervisor</b>		dr Joanna Fryca				
	<b>Teachers</b>		dr Joanna Fryca				
<b>Lesson types</b>	<b>Lesson type</b>	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	<b>Number of study hours</b>	15.0	0.0	0.0	0.0	0.0	15
	E-learning hours included: 0.0						
	Additional information:						
<b>Learning activity and number of study hours</b>	<b>Learning activity</b>	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	<b>Number of study hours</b>	15		0.0		0.0	15
<b>Subject objectives</b>	The purpose of the course is to improve skills related to the preparation for the work of a manager. In particular, emphasis will be placed on improving competencies in effective management of own work and the work of teams.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[EKONMU2_W08] has an in-depth knowledge of processes occurring in enterprises and economic organisations and with related areas, as well as of processes of change in public institutions; knows methods of research on the regularities governing these changes, taking into account the influence of external stakeholders on them	The student has an in-depth knowledge of the processes occurring in enterprises and economic organizations, as well as the processes of change in these entities, and knows the methods of studying the regularities governing these changes	[SW1] oral statement/ conversation/discussion
	[EKONMU2_W05] has an extended knowledge of the human being as a manufacturer and consumer and extended knowledge of the human being as a creator of culture and social structures	The student has an expanded knowledge of man as a creator of culture and social structures in enterprises	[SW1] oral statement/ conversation/discussion
	[EKONMU2_K03] inspires and organises preparation of economic and social projects, following the idea of sustainable development, reconciling legal, economic, ecological, political and social requirements	The student inspires and organizes the preparation of economic and social projects, in accordance with the idea of sustainable development, being able to reconcile legal, economic, ecological, political and social requirements	[SK1] oral statement/conversation/ discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
	[EKONMU2_K04] is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions; undertakes challenges of creative thinking; acquires resilience to failures; can assess risks and threats and find ways of counteracting their effects	The student is ready to think and act in an entrepreneurial manner; adapts to new situations and conditions, takes on the challenges of creative thinking, acquires resilience in the face of failure, knows how to assess risks and threats and find ways to counter their effects	[SK1] oral statement/conversation/ discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work
	[EKONMU2_U14] can appropriately identify priorities and plan and organise tasks related to their implementation, as well as monitor and assess progress	Students are able to appropriately determine priorities and plan and organize tasks related to their implementation, as well as monitor and evaluate progress	[SU1] oral statement/conversation/ discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
	[EKONMU2_U13] can manage teamwork as well as interact and work in a team (including in an international environment) assuming a leading role in it	The student is able to manage the work of a team and interact and work in a team (including in an international environment), taking a leading role in it	[SU1] oral statement/conversation/ discussion [SU6] demonstration of practical skills [SU8] observation of student's independent or team work
	[EKONMU2_K05] correctly identifies, diagnoses and solves dilemmas and alternative solutions related to the profession	The student correctly identifies, diagnoses and resolves dilemmas and various options for solutions related to the performance of the manager's function	[SK1] oral statement/conversation/ discussion [SK6] demonstration of practical skills [SK8] observation of student's independent or team work

Subject contents	<p><b>Topic 1 Manager in an organization. Qualifications versus competencies of a manager</b></p> <p>Organization as a social structure. The role of the manager in the organizational structure. Key managerial competencies vs. required qualifications. The manager as a manager. Impact of management style on organizational effectiveness. Development of managerial competencies.</p> <p><b>Topic 2 Improving psycho-social competencies of a manager</b></p> <p>Emotional intelligence as the foundation of effective management. Relationship building and effective interpersonal communication. Stress management and mental toughness in the work of a manager. The role of empathy and ethics in leadership.</p> <p><b>Topic 3 Improving Engagement Management</b></p> <p>Motivating employees: theories and practical approaches. Strategically building an organizational culture that fosters commitment. Methods of monitoring and evaluating the level of team engagement. The manager's role in maintaining high employee motivation.</p> <p><b>Topic 4 Improving Collaborative Management</b></p> <p>Shaping high-performance teams. Methods of building trust and effective communication in a team. Techniques of problem solving and group decision making. Integration of diverse competencies and experiences in the organization.</p> <p><b>Topic 5 Improving creativity management</b></p> <p>Stimulating team creativity. Techniques of creative thinking. The importance of diversity in the process of generating ideas. Problems of managing creative teams. Overcoming blocks to creativity.</p> <p><b>Topic 6 Improving conflict management</b></p> <p>Types of conflicts in the organization and their consequences. Mediation and negotiation techniques as conflict resolution tools. Strategies for managing emotions in conflict situations. Constructive approach to conflicts as an element of organizational development.</p> <p><b>Topic 7 Improving work organization and time management</b></p> <p>Techniques of planning and prioritizing tasks. Methods of optimizing work processes in the organization. Time management as a key element of effective leadership. The role of new technologies in work organization.</p>														
Prerequisites and co-requisites	Operation of enterprises Decision-making methods														
Assessment methods and criteria	<table border="1"> <thead> <tr> <th data-bbox="456 1756 794 1783">Subject passing criteria</th> <th data-bbox="799 1756 1137 1783">Passing threshold</th> <th data-bbox="1142 1756 1485 1783">Percentage of the final grade</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1789 794 1816">activity in class</td> <td data-bbox="799 1789 1137 1816">51.0%</td> <td data-bbox="1142 1789 1485 1816">50.0%</td> </tr> <tr> <td data-bbox="456 1823 794 1850">discussion skills</td> <td data-bbox="799 1823 1137 1850">51.0%</td> <td data-bbox="1142 1823 1485 1850">25.0%</td> </tr> <tr> <td data-bbox="456 1856 794 1883">demonstration of practical skills</td> <td data-bbox="799 1856 1137 1883">51.0%</td> <td data-bbox="1142 1856 1485 1883">25.0%</td> </tr> </tbody> </table>			Subject passing criteria	Passing threshold	Percentage of the final grade	activity in class	51.0%	50.0%	discussion skills	51.0%	25.0%	demonstration of practical skills	51.0%	25.0%
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Recommended reading	Basic literature	<ol style="list-style-type: none"> <li>1. Chybicka A., Puchalska M., <i>Skuteczny menedżer</i>, Gdańskie Wydawnictwo Psychologiczne, Gdańsk 2015.</li> <li>2. Penc J., <i>Role i umiejętności menedżerskie. Sekrety sukcesu i kariery</i>, Difin, Warszawa 2005.</li> <li>3. Rakowska A., Sitko-Lutek A., <i>Doskonalenie kompetencji menedżerskich</i>, WN PWN, Warszawa 2000.</li> </ol>													

	Supplementary literature	<ol style="list-style-type: none"> <li>1. Berne E., <i>W co grają ludzie. Psychologia stosunków międzyludzkich</i>, WN PWN, Warszawa 1997.</li> <li>2. Fryca J., <i>Kompetencje umysłowe decydenta - dylematy transferu wiedzy</i>, [w:] <i>Dylematy i perspektywy rozwoju współczesnych przedsiębiorstw</i>, red. J. Fryca i D. Wach, Polskie Towarzystwo Ekonomiczne Oddział w Gdańsku, Gdańsk 2007, s. 91-100.</li> <li>3. Fryca J., <i>Elastyczność behawioralna a zdolności analityczne decydenta w procesach podejmowania decyzji marketingowych</i>, [w:] <i>Czynnik ludzki w marketingu</i>, red. A. Radzewicz i J. Michalak, Uniwersytet Warmińsko-Mazurski w Olsztynie, Olsztyn 2008, s. 132-140.</li> <li>4. Jachnis A., <i>Psychologia organizacji</i>, Difin, Warszawa 2008.</li> <li>5. <i>Kompetencje menedżerów w organizacji uczącej się</i>, red. A. Sajkiewicz, Difin, Warszawa 2008.</li> <li>6. Kożusznik B., <i>Wpływ społeczny w organizacji</i>, PWE, Warszawa 2005.</li> <li>7. Nęcka E., Orzechowski J., Słabosz A., Szymura B., <i>Trening twórczości</i>, Polskie Towarzystwo Psychologiczne, Gdańsk 2008.</li> <li>8. Oleksyn T., <i>Zarządzanie kompetencjami. Teoria i praktyka</i>, Oficyna Ekonomiczna, Kraków 2006.</li> <li>9. Tracy B., <i>Zarządzanie czasem</i>, Wydawnictwo MUZA SA, Warszawa 2020.</li> </ol>
	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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