University of Gdańsk

Subject card

Subject name and code	Operational Improvement Management, PG_00129953		
Field of study	International Business		
Date of commencement of studies	October 2024	Academic year of realisation of subject	2025/2026
Education level	Master's studies	Subject group	Obligatory subject group in the field of study
Mode of study	full-time studies	Mode of delivery	at the university
Year of study	2	Language of instruction	Polish English 100%
Semester of study	3	ECTS credits	3.0
Learning profile	academic	Assessment form	credit
Conducting unit	Department of Logistics -> Faculty of Economics -> Rector		
Name and surname of lecturer (lecturers)	Subject supervisor	dr hab. Cezary Mańkowski	
	Teachers	dr hab. Cezary Mańkowski dr Beata Chmiel	

Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	0.0	30.0	0.0	0.0	0.0	30
	E-learning hours included: 0.0						

Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan	Participation in consultation hours	Self-study	SUM
	Number of study hours	30	20.0	25.0	75

Subject objectives	The aim of the class is to provide knowledge, practical skills and social competence in managerial decision-making in business processes.

Learning outcomes

Course outcome	Subject outcome	Method of verification
[IBMU2_W02] knows and understands methods and tools for describing economic phenomena, including data acquisition techniques, which make it possible to describe and analyse business entities functioning on the international market as well as processes and phenomena occurring in them and between them	a student knows and understands the methods and tools that enable modeling and improvement of economic processes and systems	[SW4] test/exam - oral or written [SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
[IBMU2_U01] can creatively interpret, explain and analyse complex economic phenomena and the relations occurring between them, using the acquired knowledge in international business and international economic and financial relations	a student is able to creatively analyze and model complex economic processes and systems, using the acquired knowledge	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU8] observation of student's independent or team work
[IBMU2_W08] knows selected areas of the functioning of a modern enterprise in the international environment; understands the conditions, principles and consequences of decisions taken in modern enterprise's structures dealing on the international market	a student knows selected areas of functioning of a modern enterprise in the international environment; understands the consequences of decisions made in the structures of a modern enterprise	[SW4] test/exam - oral or written [SW1] oral statement/ conversation/discussion [SW2] presentation/project/paper/ report
[IBMU2_U02] can interpret statistical data and economic indicators, and select and use quantitative and qualitative methods and tools developed by economic sciences, including advanced information and communication techniques	a student is able to select and apply quantitative and qualitative methods and tools developed by the economic sciences, including advanced information and communication techniques, and interpret the results of the obtained analysis.	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU8] observation of student's independent or team work
[IBMU2_K01] Is ready to recognise the importance of knowledge of international business in the process of identifying and solving business problems and the need to consult experts in cases of complex issues	a student is ready to recognize the importance of knowledge in the process and in solving decision-making problems, understands the need to consult experts in cases of complex issues, and actively participates in such consultations.	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK8] observation of student's independent or team work
[IBMU2_U08] can manage teamwork, cooperate and work in a team, in particular an international one, taking a leading role in it	a student is able to cooperate and work in a team, taking a leading role in it	[SU1] oral statement/conversation/ discussion [SU2] presentation/project/paper/ report [SU4] test/exam - oral or written [SU8] observation of student's independent or team work
[IBMU2_K03] 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; assesses risks and threats and finds ways of counteracting their effects	a student is ready to think and act in an entrepreneurial way; adapts to new situations; acquires resilience to failure	[SK1] oral statement/conversation/ discussion [SK2] presentation/project/paper/ report [SK4] test/exam - oral or written [SK8] observation of student's independent or team work

Subject contents	1) Decision-making process optimization versus sub-optimization, decision-making process in the organization, the decision-making model as a tool to support the decision-making process 2) Planning targets for business processes targets to achieve, targets to keep, key performance indicators flexible budgeting, break-even point/safety margins targets 3) Identifying targets variance and assessing products/services profitability the problem of identifying target variance and assessing the products/services profitability, strong/weak products, hierarchy of products/services profitability, propositions for making decisions 4) Variance analysis methods and tools of variance analysis,creating confidence interval for controlled parameters, usage of statistical test for identifying the significance of variance. 5) Linear programming models features of linear programming models, the SOLVER tool, examples of linear programming models: optimal selection of production range, mixture problem, transportation problem, transhipment model, assignment model
Prerequisites and co-requisites	
Assessment methods and criteria	

Subject passing criteria	Passing threshold	Percentage of the final grade
assessment test	51.0%	50.0%
project	51.0%	50.0%

Recommended reading	Basic literature	C. Mańkowski, *Planning key logistics indicators as targets to be achieved or kept.* (pages 141-158) - article is avaiable at https://ekonom.ug.edu.pl/pp/download.php?OpenFile=38091 L. Reszka, Decision *Making Process in the Management of Logistics Support* System [in:] C. Mańkowski, L. Reszka (eds.): Modelowanie procesów i systemów logistycznych, part. XXII Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk 2021, p. 167-176 S. G.Powell, K. R.Bake, *Management Science, The Art of Modeling with Spreadsheets*, John Wiley and Sons, 2011 J.K.Shim, J.G.Siegel, N.Dauber, *Corporate controllers handbook of financial management*. CCH, Inc., 2008

	Supplementary literature	S.M.Bragg, *Controllership: the work of the managerial accountant*. John Wiley & Sons, 2009 A.Yalaoui, H.Chehade, F.Yalaoui, L.Amodeo, *Optimization of logistics*, Wiley, Hoboken 2012 C.Drury, *Management and cost accounting*. Cengage Learning EMEA, London 2015 G. J. Plenert, *Supply Chain Optimization through Segmentation and Analytics (Resource Management)*, CRC Press, 2014 L.Reszka, *Multicriteria optimization methods in logistics on the example of warehouse location*, "Journal of Positive Management", vol. 9, nr 3/2018, Toruń 2018, ISSN: 2083-103X, p. 3-16 L.Reszka, *The Applicability of the Simos Method to Determination of Weights in Optimal Multicriteria Decision Making in Logistics* [in:] M. Chaberek, L. Reszka (eds): *Modelling of Logistics Processes and Systems, part XVII. Research Journal of the University of Gdańsk Transport Economics and Logistics* vol. 66. Gdańsk University Press, Gdańsk 2017, p. 81-88
	eResources addresses	
Example issues/ example questions/ tasks being completed	-	
Work placement	Not applicable	

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