

Subject card

Subject name and code	Management, PG_00155710						
Field of study	Management						
Date of commencement of studies	October 2024		Academic year of realisation of subject		2024/2025		
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Subject group related to scientific research in the field of study		
Mode of study	part-time studies		Mode of delivery		at the university		
Year of study	1		Language of instruction		Polish		
Semester of study	1		ECTS credits		6.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Zakład Strategii i Zarządzania Przedsiębiorstwem -> Department of Organisation and Management -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Mirosław Czapiewski				
	Teachers		dr Mirosław Czapiewski mgr inż. Alan Balla				
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	32.0	20.0	0.0	0.0	0.0	52
	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	52		24.0		74.0	150
Subject objectives	The aim of the course is to introduce students to the fundamentals of management and quality sciences, including presenting the complexity and interdisciplinary nature of the field as a body of knowledge that permeates all aspects of organizational functioning, with particular emphasis on the functions and tools of management.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[ZARZL3_W09] The student has a structured knowledge of the types of organizational structures, their evolution from a historical perspective and the determinants of their design.	The student understands the types of organizational structures, their advantages and disadvantages, and their scope of application.	[SW4] test/exam - oral or written
	[ZARZL3_K06] The student is ready to work in, co-create or manage a group. The student is able to think and act in an entrepreneurial manner.	The student is able to work in teams, assuming various team roles.	[SK2] presentation/project/paper/report
	[ZARZL3_K04] The student is aware of the need to resolve dilemmas related to the profession. He correctly identifies them.	The student is familiar with the dilemmas associated with the managerial profession, and can analyze and resolve them.	[SK4] test/exam - oral or written
	[ZARZL3_U06] The student is able to forecast and simulate selected economic and social phenomena in relation to macro (economy), as well as micro (enterprise) scale using methods and tools applied in management and quality sciences.	The student can forecast the situation in the enterprise's immediate environment and within the organization using methods and tools applied in management and quality sciences.	[SU2] presentation/project/paper/report
	[ZARZL3_W07] The student has knowledge of the evolution of views on the role of business in society and the place of man in organizations, his role in social, economic and administrative activities.	The student knows how the role of the employee in enterprises has evolved from the industrial revolution to the information revolution.	[SW4] test/exam - oral or written
	[ZARZL3_U07] The student is able to search for information necessary in making rational decisions of an operational and strategic nature in enterprises.	The student is capable of searching for information necessary for making managerial decisions in enterprises.	[SU2] presentation/project/paper/report
	[ZARZL3_W01] The student has advanced knowledge in the social sciences, with particular emphasis on the discipline of management and quality sciences, and understands their interrelationships with other social sciences.	The student possesses advanced knowledge of organizational management, derived from the discipline of management and quality sciences.	[SW4] test/exam - oral or written

Subject contents

Lectures:

1. Management and organizations in everyday life. The contemporary environment as a source of challenges for managers (e.g. globalization, technological development, digitization, natural environment, demography).
2. The essence of an organization (attribute-based, functional, and material approaches). Organizational models (e.g. Leavitt, 7S).
3. The essence of managerial work, managerial functions and roles, conditions of the manager's role. Managerial skills.
4. The cycle of organized action.
5. Planning types of plans, the planning process, risk and uncertainty in planning, flexibility in planning. Strategic analysis. Strategic and operational planning. Criteria for evaluating the efficiency of actions depending on the goals and tasks of the organization.
6. The static and dynamic dimensions of an organization. Structuring factors. Components of the organization: positions, bonds, processes. Criteria for grouping structural elements.
7. Motivation essence, types of motivation, theories and models of motivation. Tools of material and non-material motivation. Forced and incentivized situations. Needs, stimuli, and tools as components of the motivational system.
8. Control. The place of control in organized action. The contemporary approach to control. Functions of control, forms of control, principles of control.
9. The decision-making cycle, decision classification, conditions for decision-making.
10. Organizational change, innovation. The process of preparing and implementing changes. Attitudes towards change, actions to prevent and minimize employee resistance.
11. Evolution of management and quality sciences. The interdisciplinary and situational nature of management.
12. People as organizational capital an introduction to human capital management.

Exercises:

1. Megatrends in the environment as sources of challenges for organizations analysis of the impact of environmental factors on selected organizations/sectors.
2. A day in the life of a manager. Leadership styles (types, conditions for effective application). Self-diagnosis of one's potential leadership style.
3. The cycle of organized action.
4. Strategic analysis and strategy design.
5. Organizing the work of a student team.

	6. Selecting motivation tools to meet the needs of the organization and employee groups. 7. Selecting control tools for selected positions. 8. The process of rational decision-making.		
Prerequisites and co-requisites			
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Project / presentation	51.0%	20.0%
	Exam	51.0%	50.0%
	Test	51.0%	30.0%
Recommended reading	Basic literature	R. W. Griffin, Podstawy zarządzania organizacjami, PWN, Warszawa 2022. A. Zakrzewska-Bielawska (red.), Podstawy zarządzania: Teoria i ćwiczenia, Wolters Kluwer, Warszawa 2020. A. Czermiński, M. Czerska, B. Nogalski, R. Rutka, J. Apanowicz, Zarządzanie organizacjami. TNOiK, Toruń 2001.	
	Supplementary literature	P. F. Drucker, Zarządzanie w XXI wieku, Muza, Warszawa 2000. P. F. Drucker, Praktyka zarządzania, Czytelnik, Nowoczesność, Kraków, 2005. P. F. Drucker, Menedżer skuteczny. Efektywności można się nauczyć, MT Biznes, Warszawa, 2017. L. F. Korzeniowski, Podstawy zarządzania organizacjami, Difin, Warszawa 2019.	
	eResources addresses		
	Example issues/ example questions/ tasks being completed	Competencies of effective managers at different management levels. Planning in organizations in conditions of a turbulent environment. Determinants of selecting an organizational structure. Good and bad practices in employee motivation. Benefits and costs of using the control function.	
Work placement	Not applicable		

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